



DRAFT UMSHWATHI  
MUNICIPALITY IDP  
2020/2021

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**FOREWORD BY THE HONOURABLE MAYOR**

I wish to take this opportunity to introduce the IDP 2020/2021 to the community of uMshwathi. In the same vein, I also wish to appreciate all 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 effected equitably characterised by the promotion of service delivery to all the wards of the municipality.

The 2020/2021 IDP process has enjoyed adequate public participation. We started with the needs identification of each ward, whereby all the communities identified their needs as per municipal priorities. During the budget process a municipal wide *Imbizo* was conducted in order to present the proposed budget to the community congruent with the Batho Pele principles of consultation. During consultation meetings it became evident that community needs are invariably continuous.

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 with regards to the socio-economic issues besieging our community: the rate of unemployment within our municipality is shockingly high, yet we appreciate that it would be grossly ill-advised to perpetuate the culture of dependency through the misconception that our people are poor and that therefore they cannot endeavour to claw their way out of poverty. On the contrary, our people would be assisted to realize their potential and capitalize on their strengths and the opportunities that are available in uMshwathi through our LED initiatives and programmes.

Subsequent to that, COGTA has previously introduced the Back to Basics initiative with a view to ensure that the municipality, working in conjunction with other spheres of government, will ensure that critical issues that require urgent attention shall indeed be addressed. As uMshwathi Municipality, we have taken cognisance of this great initiative and have been working jointly as both the political and administrative components including our community members to ensure service delivery definitely and notably improves.

As a municipality, we are striving to create a favourable environment that is conducive for attracting and enabling investors to invest in our towns and surrounding areas. In our endeavour to create an investor-friendly climate, we are guided by our competitive and comparative advantage. In this regard we are conscious of the fact that we are largely an eco-tourism and agricultural oriented economy and consequently we need to build on this strength whilst we simultaneously gradually diversify same through value adding mechanisms. It is also crystal clear to us that we need to enhance our tourism and agricultural sectors as the key economic drivers of our local economy. Accordingly, we need to prioritize capacity building of emerging tourism practices, SMME's, Co-ops and we should mitigate against all risks that might derail our resolve in this regard. We take this opportunity to express our appreciation and gratitude to all stakeholders for being tolerant of one another's expectations and doing their part of the bargain when due processes require of them to do so.

Our organogram has been reviewed and approved by council in order to render it to be congruent with our strategic goals as a municipality. It follows, therefore, that there is 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 appropriate rating system and effective credit control.

The municipality has also played a huge role in addressing the social ills that are embedded in our communities. To this end, our community service unit together with other stakeholders conducted campaigns. The HIV/AIDS and Substance Abuse Strategy were reviewed and an action plan developed. These shall be communicated with other stakeholders for their inputs and actions in addressing some of the issues that have identified. I take this opportunity to also record that I have also successfully chaired the Local Aids Forum subsequent to which 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 the disability forum. At this juncture we are in the process of reviewing youth forum.

For the purpose of synchronizing the inter-governmental relation activities, the municipality has combined the ward committee meetings together with war rooms for effectiveness.

To further enhance the development of our municipality, the final Spatial Development Framework has been approved by Council and the 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 since been adopted, and is certain to promote local economic development.

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

Thank you

Cllr. M G ZONDI

His Worship the Mayor of uMshwathi Municipality.



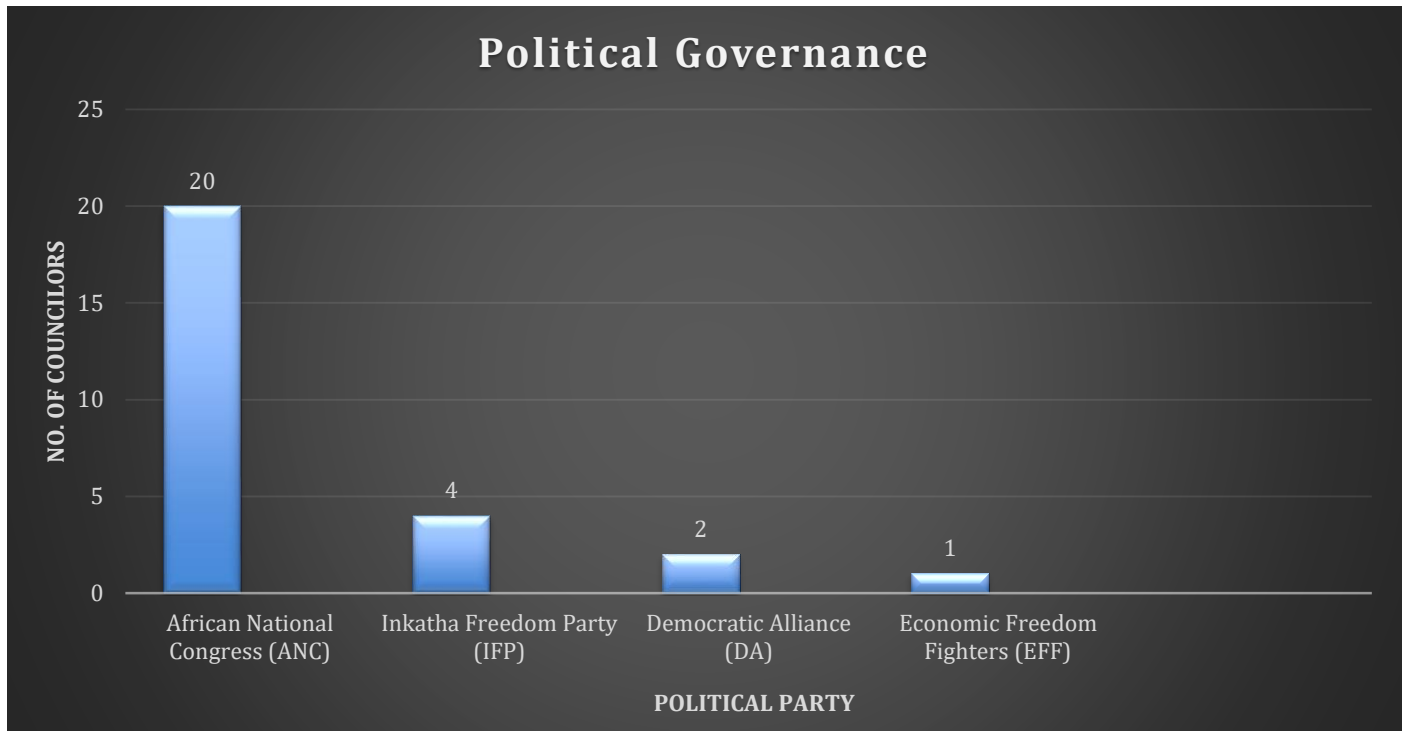
## THE STRUCTURE OF UMSHWATHI MUNICIPALITY: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Municipality has a total of 27 Councillors comprising 14 Ward Councillors and 13 Proportional Representatives (PR's). Each of the 14 Wards has fully functional Ward Committees that serve to enhance public participation in municipal affairs. Figure 1 below shows the list of councillors in uMshwathi Municipality.

**Table 1: List of Councillors**

WARD	NAME	SURNAME	CONTACT NUMBER	DESIGNATION.
1.	Mlungisi P.	Dlamini	0832452873	Ward Councillor/Deputy Mayor
2.	Phillip M.	Dladla	0824797435	Ward Councillor
3.	Bongumusa E.	Nzama	0826120599	Ward Councillor
4.	Njabulo E.	Cebekhulu	0826120553	Ward Councillor(Exco)
5.	Gugulethu H.	Ngcobo	0824797606	Ward Councillor
6.	Muzikayise W.	Mngadi	0826120616	Ward Councillor
7.	Sibongile M.	Mbatha-Ntuli	0824797396	Ward Councillor (Exco)
8.	Nhlakanipho W.	Gasa	0826120561	Ward Councillor
9.	Emmanuel B.	Mbongwe	0824797630	Ward Councillor
10.	Cebile S.	Zuma-Dube	0826120544	Ward Councillor
11.	Londiwe P.	Zondi	0826120543	Ward Councillor
12.	Sibonelo J.	Luthuli	0824797644	Ward Councillor
13.	Nomusa R.	Khanyile	0824797521	Ward Councillor
14.	Mavis Z.	Mbewana	0826120606	Ward Councillor

Figure 1: Political Governance



Source: Community Survey 2016

### MUNICIPAL OVERVIEW BY THE MUNICIPAL MANAGER

I am delighted to present uMshwathi Municipality 2020/2021 IDP to our community and to all other stakeholders which sets out a clear vision for our future. The documents go beyond the mere 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 synopsis of our community aspirations for development and it is underpinned by national development goals as contained in the National Development Plan.

During the previous financial year, the municipality laid a solid foundation for growth-enabled environment. As part of the municipality's proper and well guided development initiative, I am happy to announce that the process of conducting Land Audit is being undertaken which will assist the municipality in enhancing revenue and develop a new GIS system that will assist the municipality to monitor the Land use management system that will be linked to the valuation roll. The development of the Bhamshela Local area plan is another project that the municipality is currently developing, Bhamshela is a rural economic node that has a potential of being a largest commercial node that will see further development surrounding ward 5,4 and 14 of Umshwathi municipality and ward 6 of Ndwebdwe municipality and also promoting co operative governance within the two municipalities.

A pronounced reality of limited financial resources, lack of land for development and high level of unemployment in the face of scarce economic opportunities unfortunately remains unabated. Our optimism for a bright future rests on our intent to increase the rate of debt collection, reduce high vacancy ratio, sustain good performance on set objectives. Furthermore, a number of Human Resources capacity building internal and external have been done to improve skills and to continue in the innovation of identifying additional sources of revenue for the municipality. I am delighted to have it placed on record 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 that are utilised by the municipality to aid and promote public recognition have come under the spotlight and a strong consensus emerged for their review owing to the passage of time. The review process has since commenced and the end-results will be defined in the subsequent public consultations.

I am encouraged by the road map charted in the Integrated Development Plan as it fundamentally outlines what we need to achieve in partnership with our community and to take advantage of opportunities and avert hurdles that lurk ahead of us. Our IDP is a key tool in making wide progress in the delivery of sustainable services and the general improvement of the lives of our community. I do trust that you shall find our IDP to be as stimulatingly informative as intended, I welcome any thoughts or ideas you have on our long term plan.

Thank you.

**MR NM Mabaso**

**Municipal Manager**

**ADMINISTRATIVE GOVERNANCE**

The administrative structure of the Municipality as approved by the Council has 5 main Departments namely, 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, thus the general managers are appointed in terms of Section 54 of the Municipal Systems Act No 32 of 2000 and they report directly to the Municipal Manager.

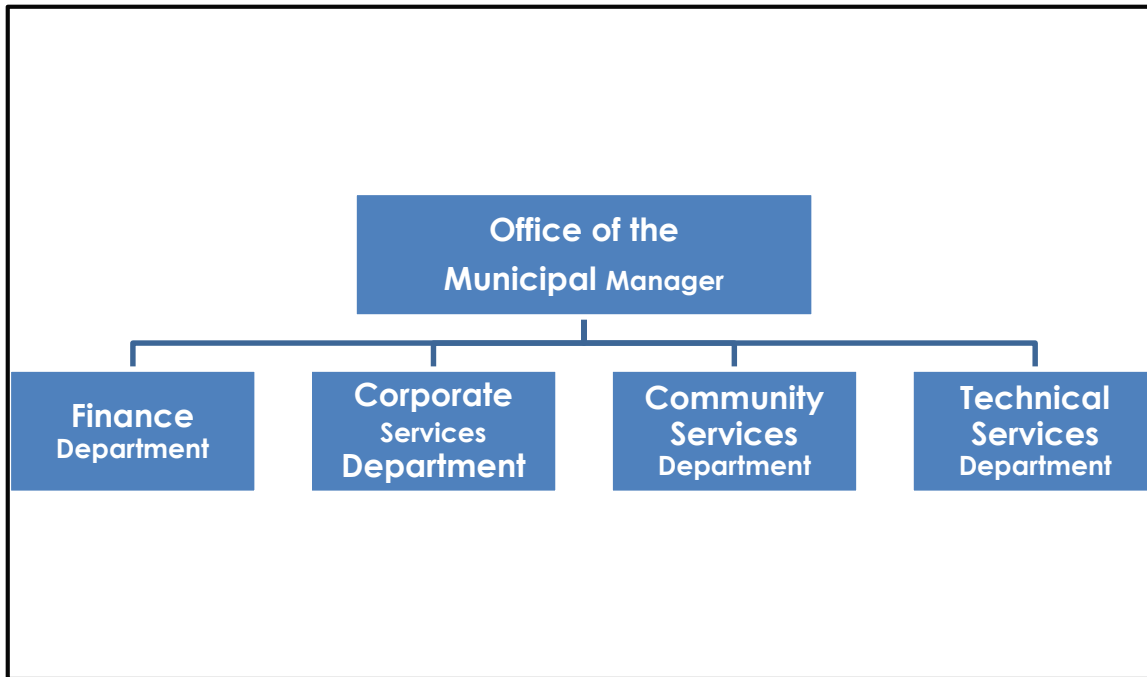
**Figure 1: Municipal Departments**

Figure 2: Departmental Functions

Department	Unit	Headed By
Office of the Municipal Manager	Internal Audit Communications Monitoring and Evaluation Risk and Customer Care Legal and Council Support IGR Integrated Development Planning Development Planning	Municipal Manager
Finance Department	Revenue and debt management Procurement and stock management Expenditure management Financial administration Budgeting Supply Chain Management Stock control Asset Management	Chief Financial Officer
Corporate Services Department	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
Technical Services Department	Building regulations Project management Municipal parks and recreation Municipal roads Pounds Public places Infrastructure maintenance Human settlement	General Manager Technical Services
Community Services Department	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 Cleansing services	General Manager Community Services



### 1.1 LONG TERM VISION OF THE MUNICIPALITY

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

#### MISSION

"To promote a healthy, self-sustainable community through infrastructure and socio-economic development.

#### CORE VALUES

In all its deliberations, uMshwathi Municipality will strive to operationalise the Batho Pele principles by:

- Caring and putting people at the centre stage of all development processes
- Being democratic, open and transparent
- Adhering to a high standard of integrity and morality
- Supporting anti-corruption drive
- Constantly improving its business processes in pursuit of excellence and best practice; and
- Supporting development of staff and councillors as a necessary condition of strengthening local governance.

### 1.2 SPATIAL ANALYSIS

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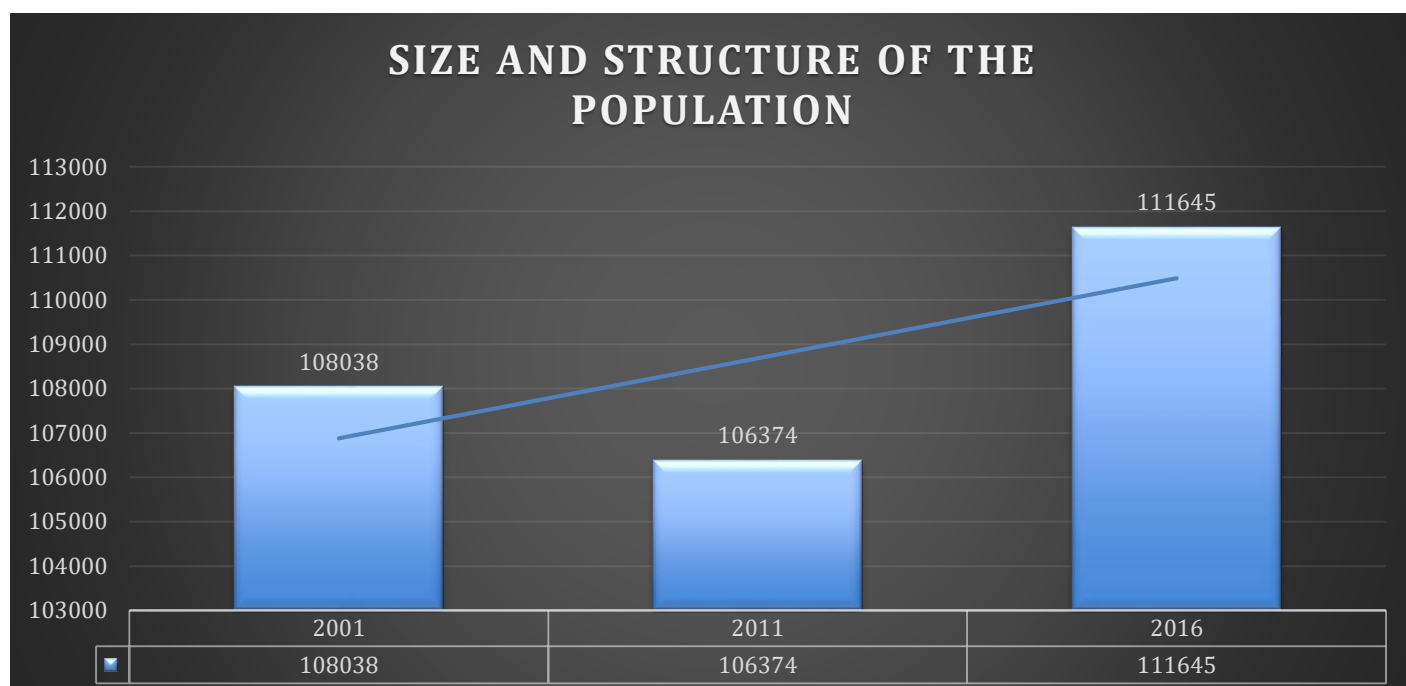
uMshwathi LM sits in the KwaZulu-Natal province as a local municipality of uMgungundlovu District Municipality. The uMshwathi Municipality features transportation networks such as the R33 (Old Greytown Road) and the R614 (Wartburg Road) which provide linkages from main centres such as Durban and Pietermaritzburg, 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.

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.

### 1.3 DEMOGRAPHIC PROFILE

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Covering a land area of approximately 1867.9 square kilometres, the uMshwathi Municipality has 111645 people living in approximately 29083 households according to Community Survey 2016. This indicates 4.96% reduction in the population count of 106,374 as per the 2011 StatsSA data.

**Figure 2: Population distribution**

Source: Census 2011 and Community Survey 2016

The population of UMshwathi Local Municipality was estimated at 106 374 people living approximately 23 732 households according to Census 2011 compared to 108 038 in 2001. This demonstrated a decline of 1.89%. The Community Survey enumerated a total of 111 645 people in 2016. This is evidence of an increase of 5 271 people between the previous census and the recent survey. This increase can be associated with a number of premises, of which one of them is certainly the increase of fertility rate and other reasons could be assumed from the migration trends. The current population is divided into three categories young age with 38%, working age constituting of 58%, and the elderly with 4%.

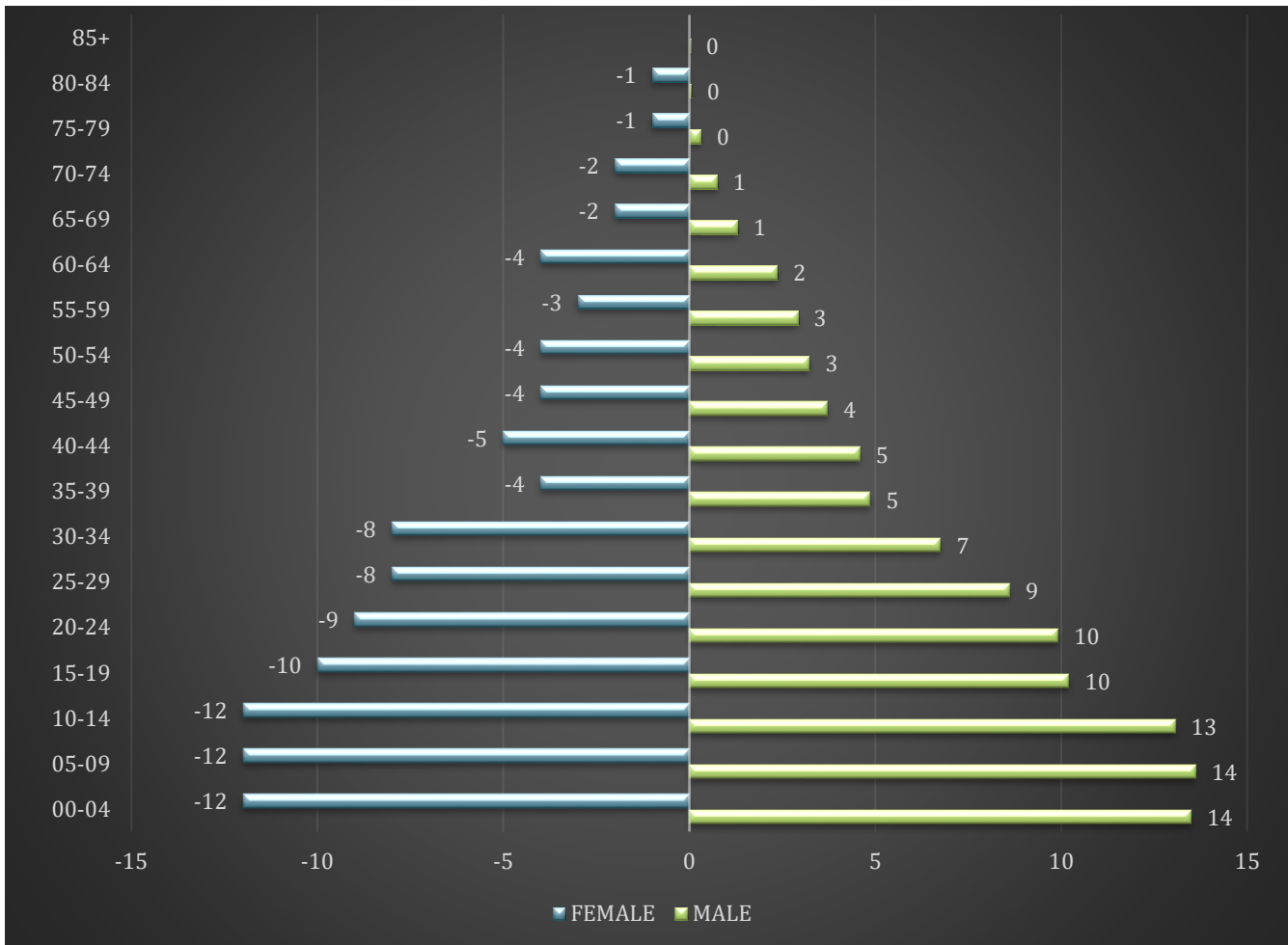
**Table 1: Total population per age group**

Age Cohorts	2001	2011	2016
0 - 4	11858	12584	14408
5 - 9	10803	11047	14054
10 - 14	16553	11251	14177
15 - 19	12853	12251	11242
20 - 24	10145	10838	10317
25 - 29	8537	9149	9036
30 - 34	6710	7026	8307
35 - 39	6288	6189	5058
40 - 44	5298	4817	5167
45 - 49	4320	4789	4229
50 - 54	3921	4192	4214
55 - 59	2720	3520	3530
60 - 64	2604	3198	3591
65 - 69	1791	1880	1837
70 - 74	1400	1458	1296
75 - 79	1163	926	566
80 - 84	715	681	325
85 +	359	577	291
<b>Total population</b>	<b>108038</b>	<b>106374</b>	<b>111645</b>



The above age cohorts which are highlighted in grey present an initial decrease from Census 2001 to 2011 and an increase from Census 2011 and CS 2016. The 2016 Community Survey revealed that UMshwathi holds 57 980 females and 53 665 males. Females have been dominant from 2001. The highest age group is 10-14, with the total population of 14 177 for which it is estimated at 13% of the entire population. The unemployment rate was recorded at 43% in 2001, and it decreased to 24.9% in the year 2011.

**Figure 3: Population pyramid**



UMshwathi is dominated with black Africans comprising of 95% of the populace. IsiZulu is the dominant language. Over 75% of the population has never been married and that resulted into the assume 49% of the households being headed by females. The total number of females is 57 980 and male 53 665.

**1.3.1. MIGRATION AND IMMIGRATION TRENDS**

The urbanization rate as a percentage of people living in urban areas is 4% for UMshwathi. There is high incidence of migration out of the area, particularly of men who seek work in the neighbouring areas such as Msunduzi Municipality and more especially eThekwinin municipality. This gives evidence that there must be high rate of migration and mortality leading to the high decline in population. With regards to the population statistics for UMshwathi Municipality, there has been an outward migration of people to major cities and centres in other municipalities. Some of the reasons identified for this migration include people's search for a wider scope of employment and other opportunities, which are currently limited in UMshwathi Municipality. This in turn means that the municipality is less able to implement programs that grow the economy. 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 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.

## 1.3.2. POPULATION PROJECTIONS

The table below (see table 2) overly indicate a sharp of the populace for 15-19; 20-24; 35 – 39; 40 – 44; 75 -79 and 80 – 84 age cohorts from the year 2001 up until 2016. Such premise of assumption is further supported by the mortality rate which exists within the municipality. For 2011, the death rate was recorded at 1 493 people and for 2016, 7 706 people. An appropriate methodology to estimate the population projection for the next 20 years as per spatial strategic vision is the approach that is normally used when computing the mid-year estimates by Stats SA, based on the cohort analysis (i.e. five-year age groups) taking into consideration the fertility, mortality growth and migration for the region at hand. This very same approach was then used to project population growth UMshwathi for the next 20 years. The urbanization rate as a percentage of people living in urban areas is 4% for UMshwathi. There is a high incidence of migration out of the area, particularly for men who seek work in neighbouring Msunduzi Municipality and more especially eThekweni Municipality. As for the fertility rate, which is the average number of children that would be born over her lifetime, for UMshwathi is as follows:

**Table 2: Rate of babies born to women (15-49) in UMshwathi**

	2011	2016
<b>Fertility Rate</b>	2.16	

**Table 3: Trend analysis of mortality in KZN**

KwaZulu-Natal		
Year	2011	2016
<b>Deaths</b>	387 702	91 596
<b>Population</b>	10 365 005	10 940 668
<b>% deaths</b>	3.7	0.8
<b>%Growth/decline in percentage of deaths</b>		-2.9
<b>Change in number of deaths</b>		296 106

**Table 4: UMshwathi Mortality Trend**

UMshwathi Municipality		
Year	2011	2016
<b>Deaths</b>	1 493	7 706
<b>Population</b>	106 374	111 645
<b>% deaths</b>	1.4	6.9
<b>%Growth/decline in percentage of deaths</b>		+67.5
<b>Change in number of deaths</b>		6 213

The mortality rate has also influenced on the population growth/decline for UMshwathi. Between the years 2011 to 2016, the percentage change of deaths increased. With such enumerated premises of assumptions, a clearer picture of the population for the study area is vivid, and a projection can be enticed from analysing the trend from census of 2001 and 2011 based on age cohorts, the mortality and fertility rate including migration pattern of the urban and rural areas. The figure below presents the population projection based on the percentage change with references to the population growth trend over the past enumerations for the municipality. If the previous trends persist, the population of UMshwathi will increase. It is assumed that by 2041 the population in UMshwathi would have been decreased by approximately 188 772 people. This implies that the population would have increased by approximately 77 127 people within 25 years from 2016 – 2041 as represented below. The mortality trend for UMshwathi of 2011 and 2016 is as follows (see table 5). It indicates that the state of being subject to death sharply increased. The whole notion behind fertility rate has drastically increased between 2011 and 2016, this means that likelihood of population to continue to decrease has elevated. In KwaZulu-Natal, the mortality rate indicates a decreasing trend annually. The trends between 2011 and 2016 were as follows (see Table 1) above.

Figure 2: Population projections

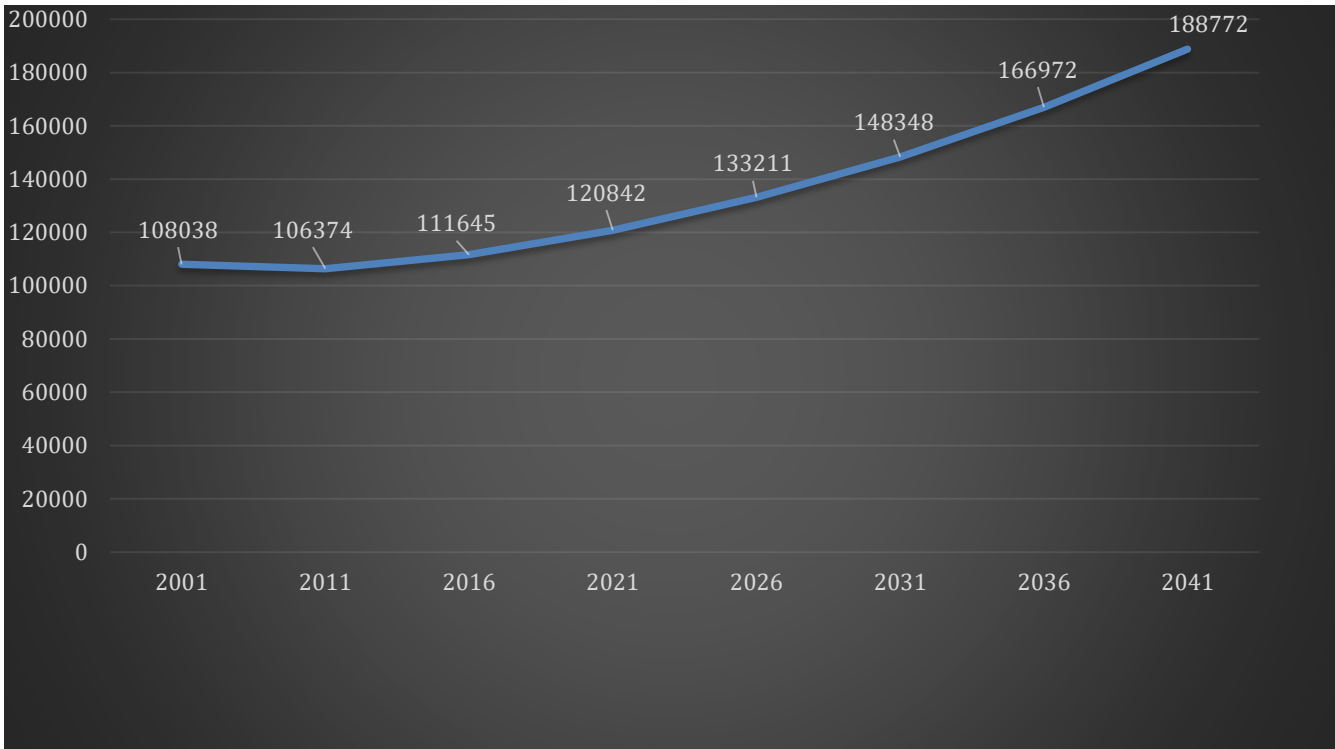
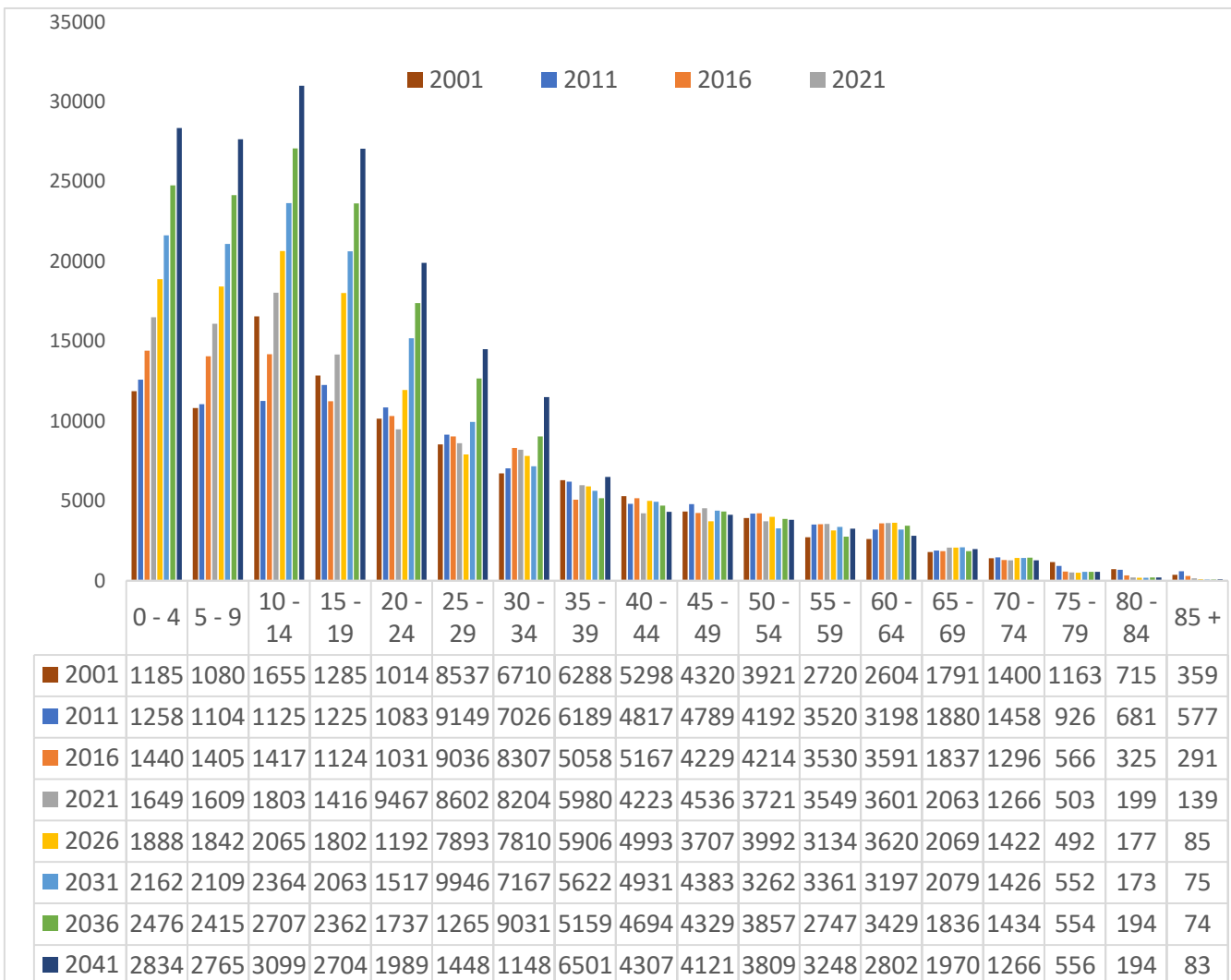
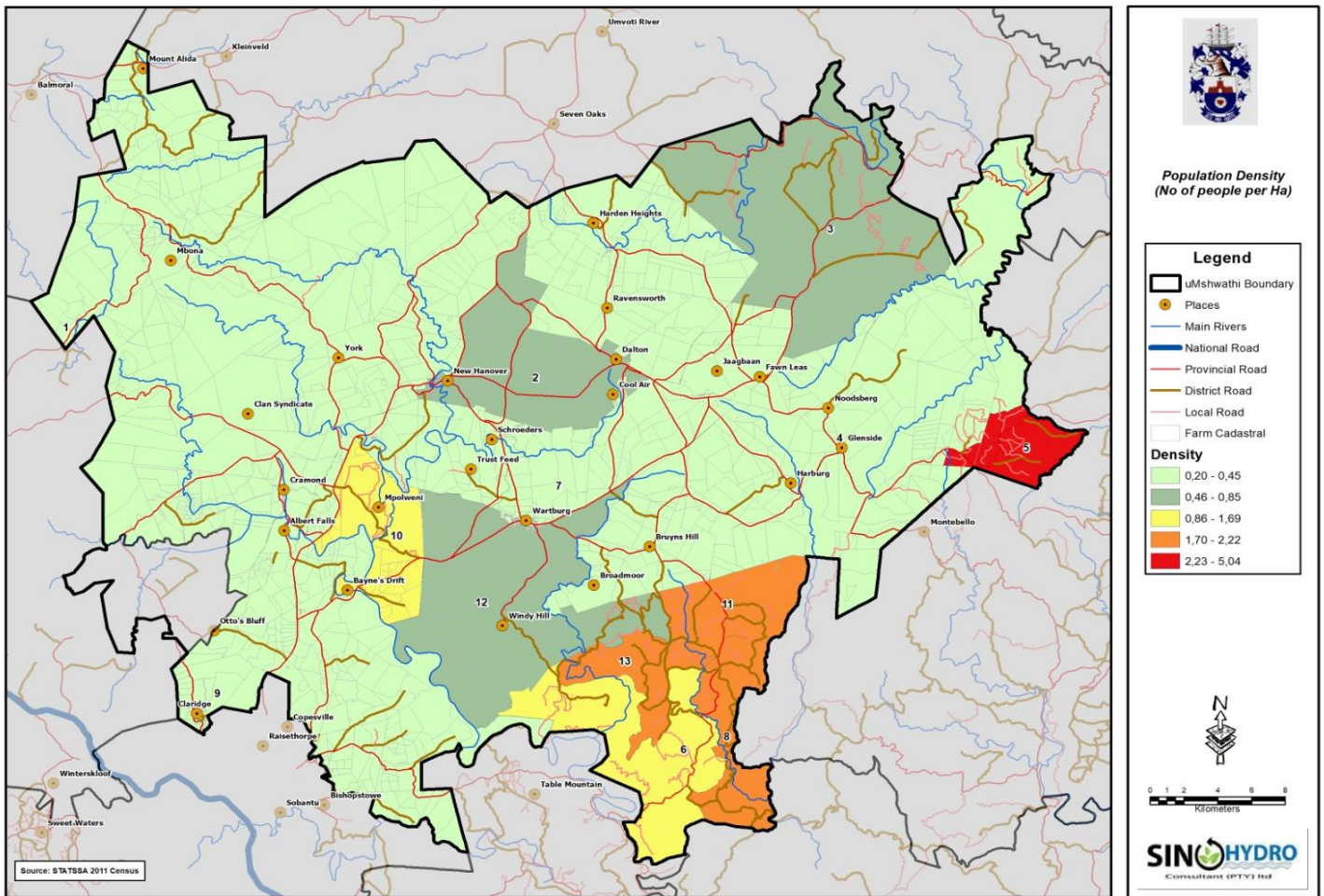


Table 5: Population projection by age



Map 2: Population density



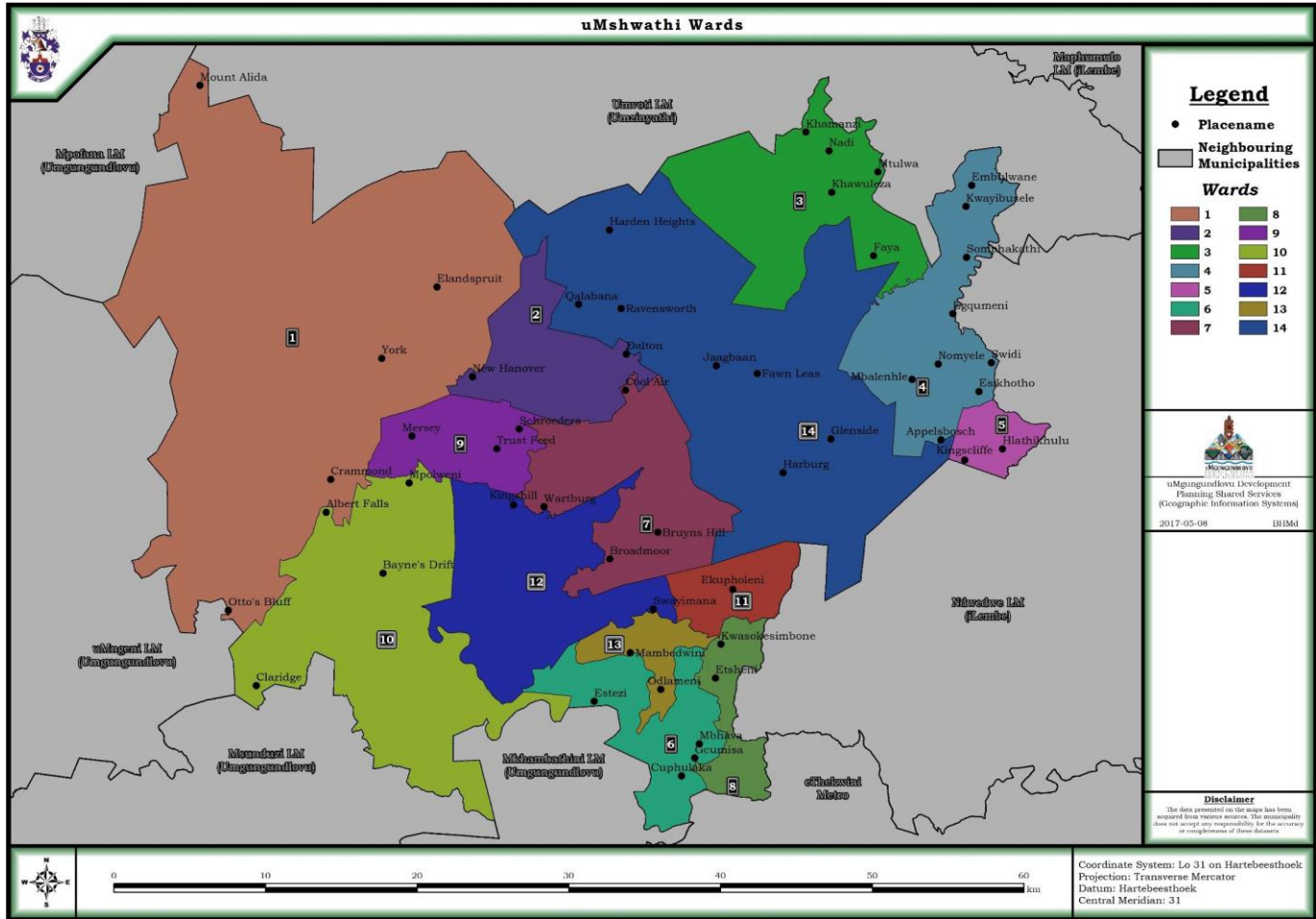
1.3.3. POPULATION DISTRIBUTION

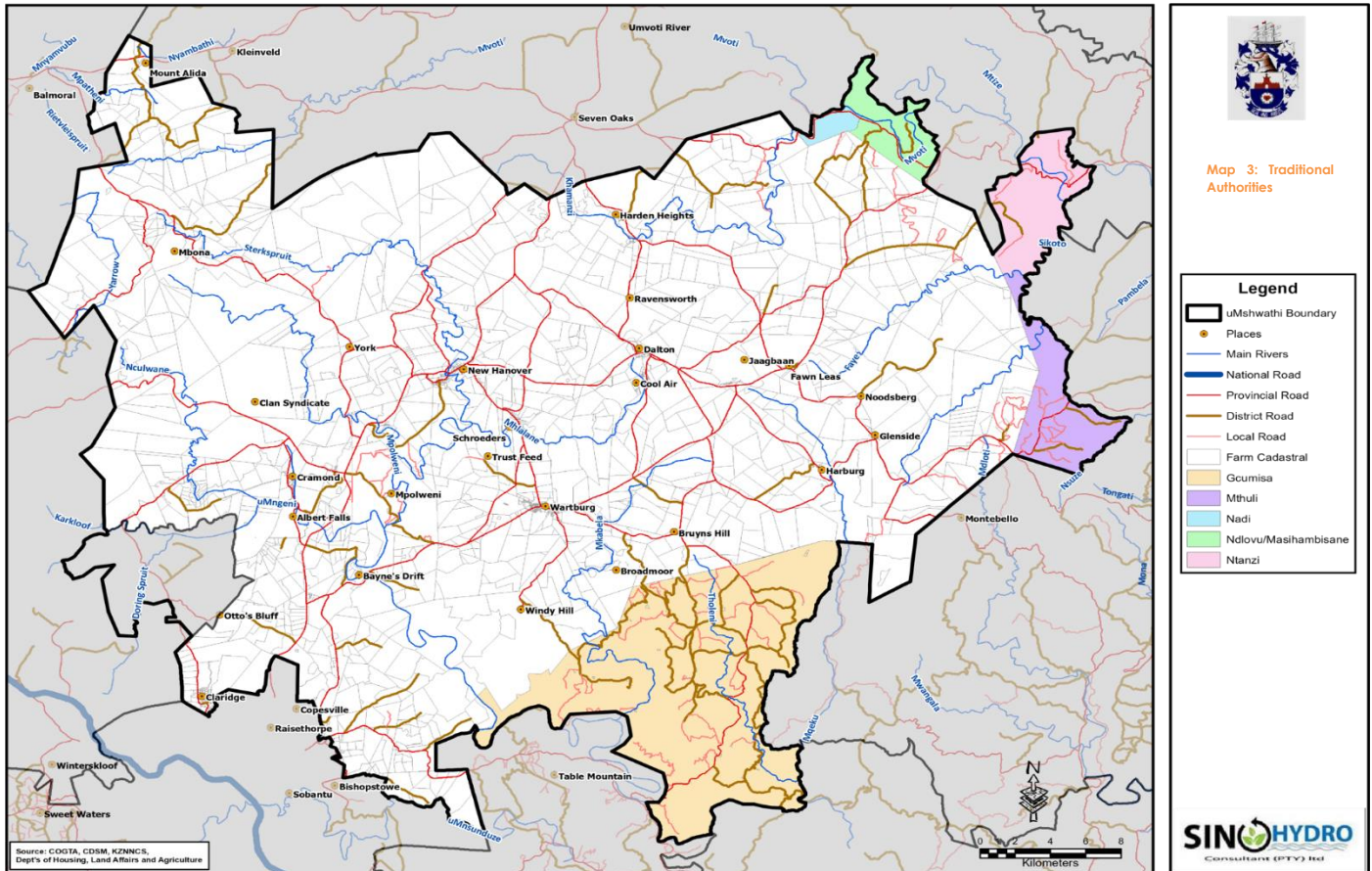
Covering a land of approximately 1 811km<sup>2</sup>, the UMshwathi Municipality has approximately 23 732 households according to Census 2011. This indicates 5.9% reduction in the population count of 1 13 054 as per the 2007 Stats SA Community Survey. The urbanization rate as percentage of people living in urban areas is 4% for UMshwathi. There is a high incidence of migration out of the area, particularly of men who seek work in neighboring Msunduzi Municipality and more especially eThekweni municipality. There is a high level of poverty in the traditional rural areas. The traditional areas are characterized by small-scale and subsistence farming, informal trade and dispersed settlements with scattered pilot projects of co-operative sugarcane farming. Commercial farmlands are prominent in the centre of the municipality. Farming is based predominantly on sugarcane and timber. The primary development node and administrative centre is New Hanover in the centre of the Municipality. Population is mostly dense on ward 5 with density ration of 2.23 – 5.04. Followed by ward 8, 11, and 13 with density ration of 1,70 – 2,22. The last minimal density cluster is noted in ward 6 and 10, in areas such Mpolweni, Bayens drift. These are areas where settlements are mostly prevalent. Areas such as Windy Hill, New Hanover and ward 3 fall under the 0,46 and 0,83 density group. The rest of the municipal areas are 0,20 – 0,45 and such is represented on the following maps.

## 1.4 NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS

The map below indicates the number of wards and traditional authority areas within uMshwathi Municipality.

**Map 2: Wards**





**1.5 ECONOMIC PROFILE**

The land is mostly agricultural, although urban development is to be found in the main towns. The communities living in the underdeveloped areas have extremely limited access to basic physical and social requirements and very few economic opportunities. The present authority structures are, as yet, unable to provide for the improvement of basic living conditions urgently required by the rural inhabitants. The main towns are Cool Air, Dalton, New Hanover, and Wartburg. The main economic sectors are agriculture, manufacturing and tourism.

**1.6 HOW WAS UMSHWATHI MUNICIPALITY IDP DEVELOPED**

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 3: Summary of the IDP Process Plan with Activities and Meeting Dates**

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
1	Preparation of Draft Process Plan for the IDP 2019/20 and submission to CoGTA for assessment	31 July 2019	31 July 2019 Submitted Draft Process Plan to CoGTA for comments
2	Adoption of Process Plan by Council (with or without recommendations from CoGTA)	31 August 2019	

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
3	Advertising of Process Plan and commencement of IDP 2020/2021	01– 23 August 2019	01– 23 August 2019
4	Submission of adopted Process Plan to KZN CoGTA	1-31 August 2019	
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 2019	September 2019
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 2019	September 2019	September 2019
	Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc.	29 September 2019	October 2019
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 2019 Project Identification and prioritisation	1 October 2019	October 2019
	1st REP-FORUM Meeting with Govt. Departments: Proposed Council Workshop: (i.e. to present the IDP 2020/21, provincial plans, programmes and inputs)	27 October 2019	September 2019
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 2019	October 2019
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 2019	3 November -30 November 2019	November 2019
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 2019	6 December 2019
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 2019	January 2020
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 2020	1 December 2019 -8 January 2020	January 2020
13	3rd REP FORUM meeting: To align Sector Department projects/ programmes prior to IDP public participation meetings.	April 2020	10 April 2020
14	PUBLIC PARTICIPATION MEETINGS IN WARDS –	October 2019 February 2020	February 2020
15	Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalisation	March 2020	March 2020
16	Submit draft 2018/2019-2022/21 23 IDP draft 2018/2019 SDBIP to COGTA	31 March 2020	29 March 2020
17	Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2020/2021-2022 and any further changes/ inputs before draft tabled at EXCO	March 2020	
18	EXCO and Council approval of draft IDP	26 March 2020	26 March 2020
19	Submission of draft IDP to KZN CoGTA for Provincial Assessments	31 March 2020	30 March 2020
20	Seventh IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Provincial Assessments on IDP and any further amendments prior to final adoption	April 2020	April 2020
21	ADVERTISEMENT of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD)	22 March – 1 April 2020	April 2020
22	4th REP-FORUM Meetings/ Workshops (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organisations/ etc.	21 May 2020	May 2020
23	Mayoral budget/IDP Izimbizo	April – 15 May 2020	May 2020

<i>NUMBER</i>	<i>ACTIVITY</i>	<i>PROPOSED DATES</i>	<i>ACTUAL DATES</i>
24	Draft IDP and Budget tabled at EXCO	21 May 2020	May 2020
25	Full Council meeting to approve the IDP and Budget	June 2020	Budget – May ; IDP- June 2019
26	Newspaper Notice of Approved IDP and Budget	July 2020	July 2020
27	Submission of final IDP to KZN CoGTA	30 June 2020	10 July 2020
28	Implementation of IDP 2020-2021/22	1 July 2020	1 July 2020



1.6.1 IDP PUBLIC PARTICIPATION PROCESS**Table 4: IDP Structures, Activities and Meeting Held for 2019/2020 IDP**

IDP Structures	Activities for 2020/2021 IDP Process (Dates are indicated in Figure 9 above)
IDP Steering Committee	<p>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.</p> <p>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 2020</p> <p>Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc. 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 2020 Project Identification and prioritisation</p> <p>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.</p> <p>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 2020</p> <p>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 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 2020.</p> <p>Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalisation</p> <p>Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2020-2021/22 and any further changes/ inputs before draft tabled at EXCO</p>
IDP Representative Forum	<p>The IDP Representative Forum is representative of all stakeholders and endeavors to be as inclusive as it possibly could.</p> <ul style="list-style-type: none"> <li>▪ 1st REP-FORUM Meeting with Govt. Departments:</li> <li>▪ Proposed Council Workshop:</li>   <li>▪ 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.)</li>   <li>▪ 3rd REP FORUM meeting:</li> <li>▪ To align Sector Department projects/ programmes prior to IDP public participation meetings.</li>   <li>▪ 4th REP-FORUM Meetings/ Workshops</li> <li>▪ (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organisations/ etc.</li> </ul>
Ward Committees	<p>Ward Committees and Ward Councillors are formal structures established as per the provisions of the Municipal Structures Act. Accordingly, these structures are utilized as a link between the Municipality and</p>

	Communities, for the purposes of obtaining information in pertaining to the IDP implementation.
Print Media	<p>Newspapers (i.e. The Witness, Ilanga and other local newspapers) were used interchangeably to publish and/or inform the local community of the progress on the IDP, PMS and Budget Processes.</p> <ul style="list-style-type: none"> <li>▪ Advertising of IDP Process Plan and commencement of IDP 2020/2021</li> <li>▪ ADVERTISEMENT of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD)</li> <li>▪ Newspaper Notice of Approved IDP and Budget</li> </ul>
Municipal Website	uMshwathi Municipality Website was utilized for uploading public information regarding the IDP and general municipal information which ordinarily entails the IDP and budget adverts.
Municipal Notice Boards	The Municipal Notice Boards are placed at various municipal buildings. The Municipal Notice Boards were used to inform the stakeholders about critical IDP meetings to be attended as well as important notices.
Ward/s Izimbizo	<p>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.</p> <ul style="list-style-type: none"> <li>▪ Mayoral budget/IDP Izimbizo</li> </ul>
District Sector Alignment Forum	
EXCO	EXCO approval of draft IDP Draft IDP and Budget tabled at EXCO
Council	Council approval of draft IDP Full Council meeting to approve the IDP and Budget

### 1.6.2 MEC COMMENTS ON 2019/2020 IDP

uMshwathi Municipality acknowledges the comments that the MEC for KZN Cogta made pertaining to the 2019/2020 IDP Review Assessments to include Feedback Assessment Report on 2019/2020 IDP . The comments played an important role in improving the 2020/2021 IDP drafting process towards the compilation and content of this IDP.

### 1.6.3 AG FINDINGS, RECOMMENDATIONS AND AG ACTION PLAN

uMshwathi Municipality also acknowledges the findings and recommendations of the Auditor General's that were made in respect of the 2018/2019 Financial Year. The comments were important and served to improve the process towards the compilation and content of this IDP. An AG Action Plan has been developed with a view to address all the issues that were raised in the Audit Outcomes Report and attached as an annexure.

## 1.7 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 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 October 2019, November, January and February 2020. The Mayoral IDP/Budget Imbizo will be held in May 2020 (provided the COVID-19 epidemic has decreased and all processes are back to normal in SA) 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 5: 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 monies 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 Co-operatives; Improve access to EPWP and CWP job opportunities to the most needy; Promote greater procurement from local co-operatives and SMME's; Provide incentives to local businesses for the utilisation 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, co-operatives; Setting minimum targets for the use of labour intensive methods in infrastructure projects & develop a clear program for small contractor development.
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 by-laws; Enforce compliance with bylaws; Appoint property valuer; Update and apply valuation roll using suitable property rates 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.

## 1.8 UNLOCKING OUR CHALLENGES

Through the public engagement meetings held with the communities followed by the Strategic Planning Session in June 2019, the main key challenges were categorised and identified per Key Performance Area with the intension of formulating the interventions, which will become strategies. The table below summarises the key challenges and interventions per KPA.

**Table 6: Alignment of the key challenges, interventions with KPA's**

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.

Key Performance Area	Key Challenges	Interventions
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.

## 1.9 HOW IS THE SDF UNLOCKING THE CHALLENGES?

The uMshwathi SDF 2017-2040 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"

**Table 7: SDF Unlocking Challenges**

Criteria	Node Category	UMshwathi Municipality Node
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.	Primary Node	Wartburg and New Hanover

Criteria	Node Category	UMshwathi Municipality Node
<p>Criteria</p> <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>Node Category</p>	<p>UMshwathi Municipality Node</p>
<p>The primary aim is consolidation and upgrading They are lower order Service Centres to serve the surrounding rural community. Services such as a schools, hospital, clinics and pension payout point are provided</p>	<p>Secondary Node</p>	<p>Dalton, Cool Air, Bhamshela, Trustfeed)</p>

## 1.10 WHAT TO EXPECT FROM UMSHWATHI MUNICIPALITY IN THE NEXT 5 YEARS

**Table 8: Goals, Outputs and Objectives**

<b>NKPA</b>	<b>IDP Goal</b>	<b>Back to Basics</b>	<b>Strategic Objective</b>
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

### *1.11 HOW WILL OUR PROGRESS BE MEASURED*

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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**2. DEVELOPMENT PRINCIPLES2.1. 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.

2.2. 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

### 2.3. CoGTA KZN Planning Development Principles

The 2018/2019 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 9: 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 2018-2040 SDF (Framework) and will be discussed in the detailed Review of the Spatial Development, which will be undertaken during the 2020/2021 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
This policy identified the following key pillars which every local municipality should aim at achieving:  Basic Services: Creating decent living conditions, Good Governance, Public Participation,		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.

Development Principle		Source	IMPLICATIONS
To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances;		SPLUMA	The IDP has given effect to the Act particularly to all private development applications being submitted to the municipality and the SDF 2017-2040 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.

## 2.4 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 2018/2019 financial year.

### 2.4.1. 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 10: 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;</p> <p>mitigate climate change impacts;</p> <p>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

# Chapter B

## DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES & IMPERATIVES

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

### 2.4.2 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.

### 2.4.3 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 2035. 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 2035 which are the following:

**Table 11: PGDS Goals and focus Areas**

<i>Goal</i>	<i>Focus Areas</i>
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*



### 2.4.4 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.

## 2.6 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 with 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

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

## 2.7 STATE OF THE NATION ADDRESS 2020

The State of the Nation Address 2020 (SONA 2020) was delivered by the head of state of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on the 13<sup>th</sup> February 2020. The 2020 SONA was delivered against the backdrop of “strong inroads over the past year to improve our prospects as a nation.” within the context of the current strides made by the government to respond to the various challenges that our country is facing encompassing what the government intends doing for the advancement of the nation, going forward. The focus areas under guidance from the National Development Plan are as follows:

- *Stimulate Manufacturing – forge ahead with the localization programme through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement;*
- *Special Economic Zones – will be used to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs;*
- *Industrialization must be underpinned by transformation;*
- *Youth unemployment – draw young people into productive economic activity; e.g. - Next month Launch of Youth Employment Service Initiative;*
- *Infrastructure investment;*
- *Job creation;*
- *Empowerment of Small businesses;*
- *Provision of services to people;*
- *Mining – has massive unrealized potential for growth and job creation;*
- *Set aside 30% of public procurement to SMMEs, Cooperatives, township and rural enterprises;*
- *Tourism – enhance support for destination marketing in key tourism markets;*
- *Rapid technological change – develop capabilities in the areas of science, technology and innovation;*
- *Digital industrial revolution – telecommunications industry;*
- *Introduction of the first national minimum wage;*

- *Free higher education and training – to be available for the first-year students from households with a gross combined income up to R350 000-00;*
- *Invest in expanding access to quality basic education and improving the outcomes of our public schools;*
- *Elimination of HIV – scaling up of the testing, treating campaign;*
- *Intensify efforts to tackle crime and build safer communities – e.g. Implementation of Community Policing Strategy, Introduction of Youth Crime Prevention Strategy;*
- *Stabilize and Revitalize state owned enterprises.*

## 2.8 THE CABINET LEKGOTLA

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The last Lekgotla for the KwaZulu-Natal Executive Council was held in February 2020. It is worthy to note that present at the Lekgotla were, *inter alia*, MECs; District Mayors, Heads of Departments, Senior Government Officials and Heads of State Entities.

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve by the end of the term. The key thrust of the Lekgotla focused on:

- *ensuring that government remains accountable to the service delivery needs of the country's citizens;*
- *Receive progress report on the key infrastructure projects; and*
- *Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities.*

The Lekgotla adopted a set of resolutions for further implementation between then and the next Lekgotla scheduled for February 2020 (which shall be last for the current administration).

## 2.9 THE STATE OF THE PROVINCE ADDRESS 2020

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On the 4<sup>th</sup> March 2020, the Premier of KwaZulu-Natal, Mr Sihle Zikalala delivered the State of the Province Address (SOPA). The focus areas that are also concerns are already attended to in the revised and adopted KZN-Provincial Growth and Development Strategy (November 2016) and in the agreed Programme of Action of the KZN-Province. The focus areas are as follows:

- *Growing a more inclusive economy;*
- *Human Resource Development;*
- *Human and Community Development;*
- *Development of Strategic Infrastructure;*
- *Ensuring Environmental Sustainability;*
- *Providing Good Governance with clear and relevant policies*
- *Striving for Spatial Equity*

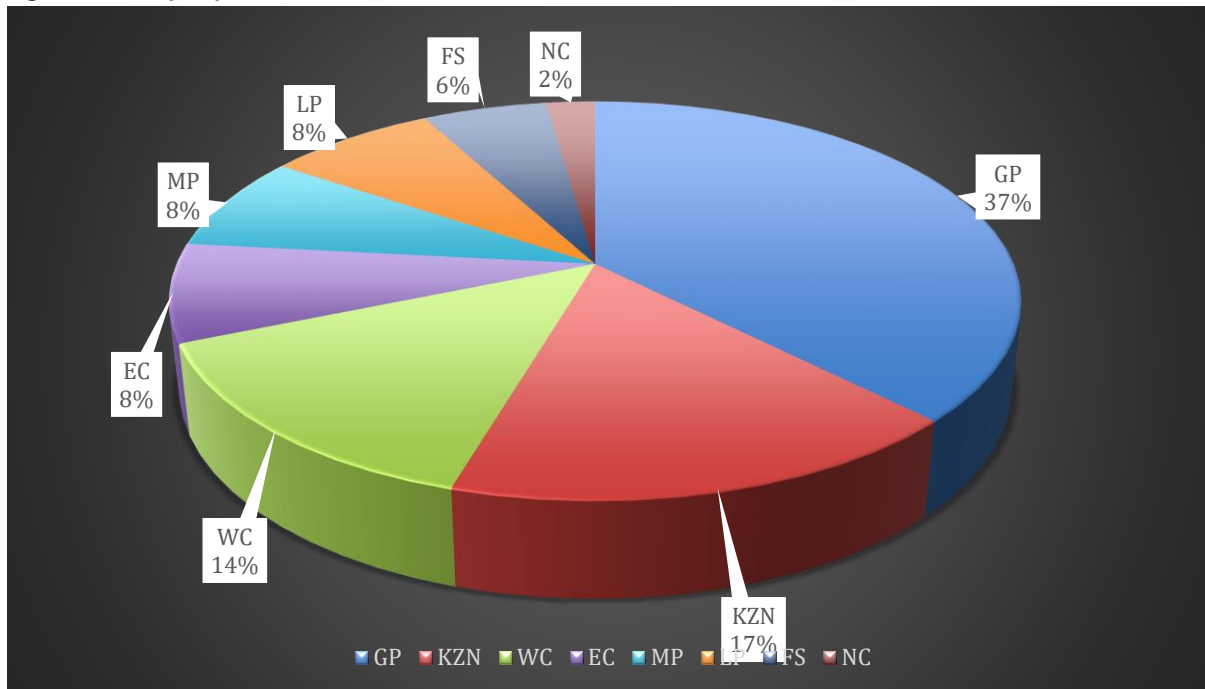
## CHAPTER C: SITUATIONAL ANALYSIS

### 3. SITUATIONAL ANALYSIS

#### 3.1 Socio-Economic profile

The Gross domestic product (GDP) is a monetary measure of the market value of all final goods and services produced in a period (quarterly or yearly) of time. According to the "Report for Selected Country Groups and Subjects (PPP valuation of country GDP)" IMF, (2017) during the year 2015 South Africa's GDP was estimated at \$510.937 billion (US dollars). The province of KwaZulu-Natal (KZN), according to the Socio-Economic Review and Outlook (SERO) 2017/2018, is one of the key provinces in the national economy in terms of GDP contribution. The estimated real GDP generated by the province of KZN amounted to approximately R487.94 billion in 2015, making KZN the second largest contributor to the economy of the country at 17 per cent, after GP with 35.3 per cent.

**Figure 5: GDP per province**



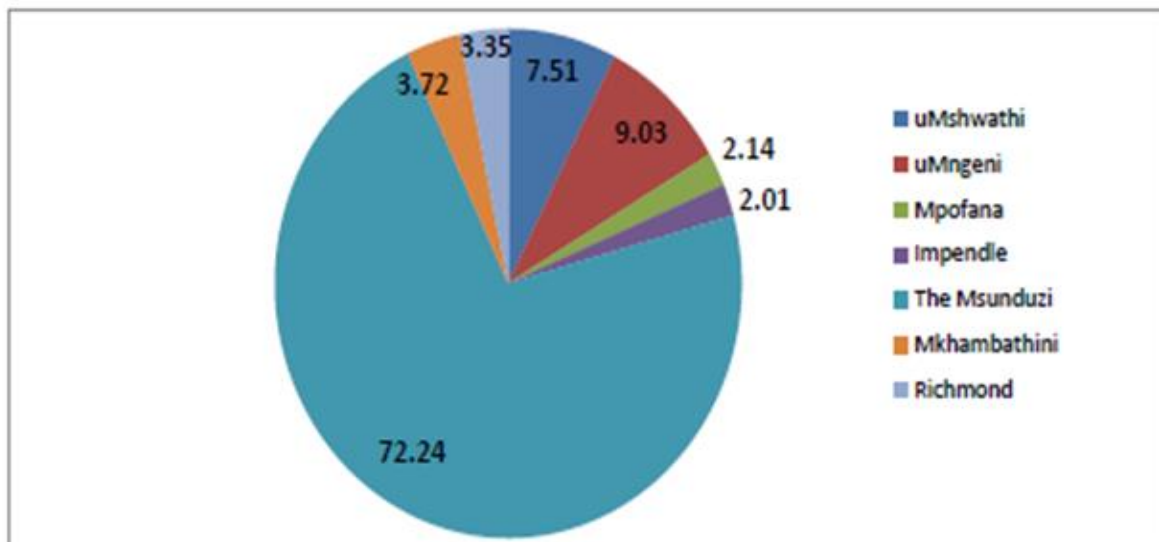
uMgungundlovu Municipality contributes 10.2 % to the province GDP which accounts to R 49 769 880 000 (R49 billion), making uMgungundlovu the highest contributor district to KZN's GDP following eThekweni Metro which is overly the highest municipality with 57, 2%. The main contribution from sectors of UMDM is illustrated below:

	Sectors contribution to GDP				Percentage share of national sectors by KZN		Percentage share of KZN sectors by districts									
	South Africa		KwaZulu-Natal				Ethekwini		uMgungundlovu		Amajuba		King Cetshwayo		iLembe	
	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015	2005	2015
<b>Primary Sector</b>	12.9	9.9	6.2	6.2	28.5	33.9	20.7	16.2	21.7	23.5	24.5	24.4	46.0	48.7	12.9	12.8
Agriculture	2.4	2.3	4.0	4.4	25.1	30.0	10.4	8.4	18.2	19.7	3.1	3.2	10.5	11.0	11.5	11.4
Mining	10.4	7.6	2.3	1.8	3.4	3.9	10.3	7.7	3.5	3.8	21.3	21.2	35.6	37.7	1.4	1.4
<b>Secondary Sector</b>	19.4	18.2	25.0	22.8	56.4	55.8	149.7	152.7	35.4	37.2	11.2	9.9	25.4	24.2	13.3	12.6
Manufacturing	14.0	12.4	18.9	16.3	20.9	21.0	59.7	57.0	8.0	9.1	3.7	3.7	11.6	12.2	5.9	6.3
Electricity	2.8	2.2	2.9	2.1	16.3	15.6	41.0	34.4	14.9	18.2	4.0	3.4	5.2	5.3	2.6	2.8
Construction	2.6	3.6	3.3	4.3	19.2	19.2	49.0	61.3	12.4	9.8	3.5	2.7	8.6	6.7	4.8	3.5
<b>Tertiary Sector</b>	58.5	62.7	59.6	62.1	65.7	66.6	251.9	257.8	40.0	39.6	11.6	11.2	23.0	22.3	10.1	9.8
Trade	13.3	13.8	13.9	14.1	16.1	16.4	62.7	64.2	9.5	9.5	2.6	2.5	5.0	4.8	2.9	2.7
Transport	8.2	8.6	10.9	11.4	20.6	21.3	66.9	66.4	8.6	9.3	2.4	2.5	7.1	7.3	2.3	2.3
Finance	17.4	19.9	15.4	16.6	13.6	13.4	69.6	70.4	9.2	8.9	2.8	2.7	4.6	4.4	2.2	2.5
Community services	19.6	20.6	19.4	20.0	15.2	15.5	52.6	56.8	12.7	12.0	3.9	3.6	6.3	5.8	2.7	2.3

Source: Global Insight, 2017

According to uMgungundlovu 2017 – 2022 IDP, the GDP for UMshwathi Local Municipality is estimated at 7, 51% of the district, which is projected at R 3 737 717 988 (R3 billion). The figure below represents each local municipality's GDP contribution as per uMgungundlovu District economic profile. It confirms that UMshwathi is the third highest contributing municipality. The economic sectors which contribute the highest towards the GDP are agriculture and manufacturing. Community services includes the municipal government expenditure which should not as per economic sector be amongst the highest. The economic base of UMshwathi Local Municipality comprises of the following sectors represented in the table below, (see table: 8). Within agricultural sector, sugarcane and timber plantations are the most contributing towards the GDP.

Figure 6: GDP per Municipality



Global Insight, 2013, Coetzee 2013, Own calculations

**Table 15: ULM share of DGDP**

<b>SECTOR SHARE OF DOMESTIC GROSS DOMESTIC PRODUCT</b>	
<b>Sector</b>	<b>Contribution (%)</b>
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

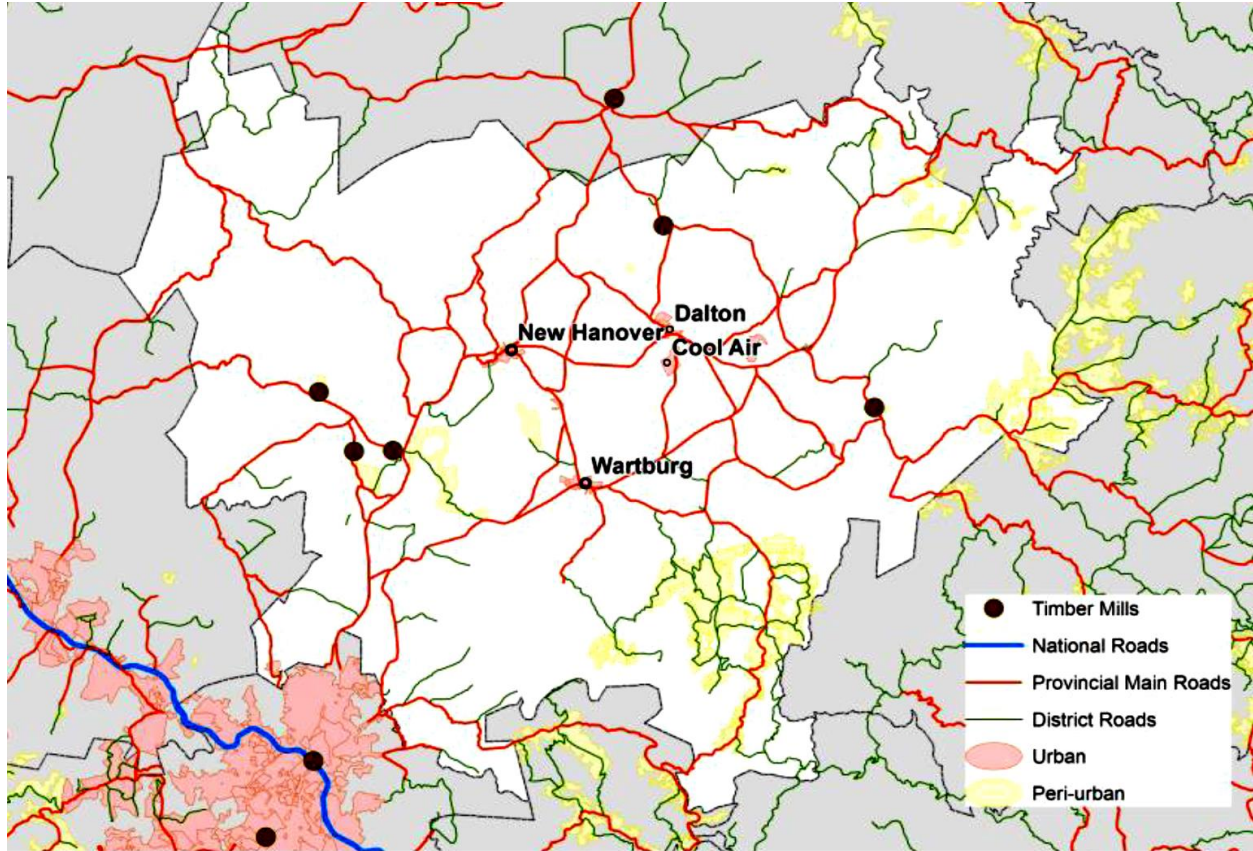
UMshwathi LM economy is focused on the agricultural sector and other economic activities primarily related to this sector. It is not surprising then, that sectoral employment trends mirror these economic trends, with the greatest percentage of people being employed in the farming sector. According to uMgungundlovu District Municipality IDP 2017/18, there are six critical sectors that contribute more than 92% of the district economy: agriculture, manufacturing, wholesale and trade, finance, community service and households.

Agriculture and forestry is showing a slight decline of 2,4% when compared to the provincial trend in the period. While manufacturing is showing a 2% decline for the province, at district level it seems consistent at just over 14%. Community service is growing at around 2%. Agriculture and Manufacturing are the largest employers in UMshwathi, the percentage of employment in each sector will be reflected in the Agri-Business Strategy currently underway. Current and past figures estimate temporary jobs at 55% whilst permanent jobs are estimated at 45%. The Municipal Environmental Framework for business development (private sector facilitation) aimed at making UMshwathi Municipality an agri-hub and agro-processing will be extracted from the Agri-Business Strategy. This aims to be an integral part of UMshwathi sustainable jobs and SMME development. The Municipality contributes to job creation through the EPWP Program. During the 2014/15 Financial Year, there were 180 people participating in the program. 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.

### 3.2 Manufacturing

The manufacturing sector contributes 19.9% to the local GDP (Statistics SA 2011). 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 suger milling in Noodsberg and sugar and maize mill and tannin producing plant of UCL Company Limited in Dalto. Other businesses of significance include the feedlots of Triple A, Crafcor and Argyle poultry. There is evidence of numerous downstream industries developing as consequence of these industries.

Map 3: Timber Mills



Promotion of agro-industry can generate employment opportunities within the municipality. It also offers significant opportunities for the integration of smaller scale producers and linkages with informal manufacturers. In the rural informal settlements and particularly in tribal areas, there is little evidence of manufacturing activities other than that of household activities. The newly-established soya bean processing plant in Ward 3 needs to be supported. A limited degree of local manufacturing activities such as block making, sewing and craft production takes place. There is a high dependency on the road network to distribute manufactured goods to market. The municipality is well-linked to urban market areas. There is evidence of increasing manufacturing activities in the local farms. The extent of this development will become clearer as the municipality begins to do local inspections for business licensing purposes. The gasifier project in Appelsbosch area needs to be supported as it has the potential of generating job opportunities; as well as releasing agricultural land which is currently covered by alien plants. Some key issues to be considered when trying to establish the future potential of industry to contribute to economic growth in UMshwathi municipal area are the availability of land, water, electricity and the rates structure of the municipality. The smelter project in Schroeders and the electricity generating gasifier in Appelsbosch hold tremendous benefits for UMshwathi Municipality in terms of job creation and poverty reduction. Most industries are dependent on a consistent supply of reasonably priced water. Within the Schroeders area, raw water is obtained from the Sterkspruit River. Access to purified water is available from the UMngeni water supply line, which runs through the town carrying water from the Wartburg Water Supply system to New Hanover.

### 3.3. Agriculture and Farming

The municipal land is mostly agricultural resulting to the agricultural sector to contribute 41.5% to the local GDP (Statistics SA 2011). Comprehensive or agricultural protection planning that includes growth management and more direct farmland protection activities should be the foundation of agricultural land

protection efforts. Protection and rehabilitation of natural agricultural resources should seek to achieve the control over the subdivision and change of use of agricultural land and prime- and unique agricultural land. Sub-division and change of land use on agricultural land is governed in terms of the Sub-division of agricultural Land Act, Act No. 70 of 1970, and is administered nationally. At present, there is no coherent provincial policy that guides assessment of Act 70 of 70 applications and it is critically important for the district to develop its own guidelines for managing development on agricultural land.

Areas with high potential agricultural land must be protected at all costs. These include areas that offer unique opportunities for cultivation and food security and should ultimately not be developed for purposes other than agriculture and should retain the opportunity for future agricultural production. It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in these areas. It is also important to identify land uses that may achieve both objectives in areas with high agricultural potential that also have high biodiversity value. UMshwathi Municipality displays a high level of agricultural potential. The map above overleaf reflects the agricultural potential of land in the UMshwathi Municipality. Of particular interest is the high to relatively good land potential in the Ntanzu, Mthuli and Gcumisa tribal areas. Although Nadi and Ndlovu/ Masihambisane areas show low to poor land potential, there is a natural water source in the area, which would make above ground cropping a possibility.

The concentration of the local economy on mono crops of sugarcane and timber makes the economy very vulnerable to market fluctuations. Further agroindustry opportunities should be investigated to diversify the economy. The commercial agricultural sector is already well developed. This is particularly true in the sugar industry where expansion potential on commercial farms has been exhausted, as there is no higher, frost-free ground. The potential for expansion is directly linked to the development of emergent farmers from rural and tribal communities. A survey that was conducted several years ago revealed that there is approximately 800ha of land ideal for agricultural production has been identified in the Swayimana/ Gcumisa tribal area. To expand agricultural production within the municipality, particular attention would have to be given to developing and supporting emergent farmers particularly in terms of accessing finance (Lima, 2005). The potential for establishing economic development partnerships between communities, the municipality, and commercial farmers, the Department of Agriculture, the Department of Land Affairs and the Department of Housing should be explored.

The agricultural sector in UMshwathi is characterized by large-scale commercial sugarcane plantations and timber plantations on the one hand and small-scale unsophisticated farming in tribal lands. The sugarcane farms are owned mainly by private individuals with many of them belonging to Union Cooperative (UCL). Most timber plantations are owned by SAPPI and MONDI. UMshwathi has the biggest cattle abattoir in KwaZulu-Natal and there is an increase in the number of poultry farms. There are three legal crocodile farms. One of the farms has an abattoir. Some cases of illegal crocodile farming have been reported recently but there is no evidence at this stage. All the skins are exported, and the meat is either fed to crocodiles or sold for human consumption. There have been complaints of crocodiles found outside the three farms, but investigations have not yielded any positive results.

The emerging farmers face many challenges. These include lack of access to water and markets and they lack funds funding the operations of their farms. Another big challenge is that most of the farming fields are on sloping ground, which makes it impossible for them to mechanize their operations. The lack of markets makes the farmers vulnerable to abuse by shrewd businessperson that buy the produce for ridiculously low prices. UMshwathi economy is focused on the agricultural sector and other economic activity is primarily related to this sector. It is not surprising then, that sectorial employment trends mirror these economic trends, with the greatest percentage of people being employed in the farming sector. Agriculture is the cornerstone of the local economy. The development of the economy should therefore be linked to the development of this sector. Beneficiation of raw agricultural produce is one of the key activities that should be focused on, as well as the expansion of feed stock industries and the dairy production industry. (DEDT Comparative Advantages report, 2012).



### 3.4. Commercial and Social Services

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UMshwathi comprises of four major urban centres (New Hanover, Wartburg, Dalton, and Cool Air). Wartburg and New Hanover are the commonly used centres within the UMshwathi Municipality. 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 within the Municipality i.e. the R33 (Greytown Road) and the R614 (Wartburg Road). R33 provides a high degree of accessibility between the urban centres and also with the surrounding Municipalities of Umvoti, Msinga and Endumeni (within the Umzinyathi District).

The R33 also provides a linkage with (Pietermaritzburg) therefore making it easy for local residents to make use of commercial and social services within PMB. The R33 through UMshwathi Municipality provides a linkage with the capital of KwaZulu Natal. 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. The Council has given its support to the concept of a mixed-use corridor focusing on middle-high income residential housing, commercial and other economic and tourist-related activities. This concept is especially encouraged in the vicinity of the Wartburg/ Greytown Roads intersection but should be compatible with those existing activities surrounding the Albert Falls Dam area. More detailed planning of the corridor in the form of a local area development plan needs to be undertaken, taking into account other issues such as water quality, landscape quality and compatibility with the municipality's tourism objectives.

### 3.5. Tourism Services

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**Figure 7: Albert Falls Dam**



The municipality is richly endowed with a unique tourist attraction such as the Wartburger Hof that has a taste of German hospitality. There are coffee shops, craft outlets, inns, guest houses and B&B establishments in and around the village centre, including wedding and function facilities at Thorpe Lodge, on a sugar farm just 2-kilometres away. The settlement of New Hanover boasts one of our province's oldest schools and one of very few to be proclaimed a National Monument beyond New Hanover, some 100-kilometres of inter-linked trails with overnight huts have been developed into the singular experience of Blink water Trails by co-operation between conservation bodies and the timber industry. There is much of both historic and botanical interest within the municipality, with hikers skirting waterfalls and lakes while traversing scenic grasslands and indigenous forest. Furthermore, to promote transformation in the local economy through 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 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. Albert Falls Dam is situated a mere 20kms from Pietermaritzburg and is rated as one of the best bass fishing dams in the country. The area boasts an abundance of bird life. Amongst the scenic views and cultural attractions popular family activities include camping, water skiing and fishing.

### *3.6. Informal Trade*

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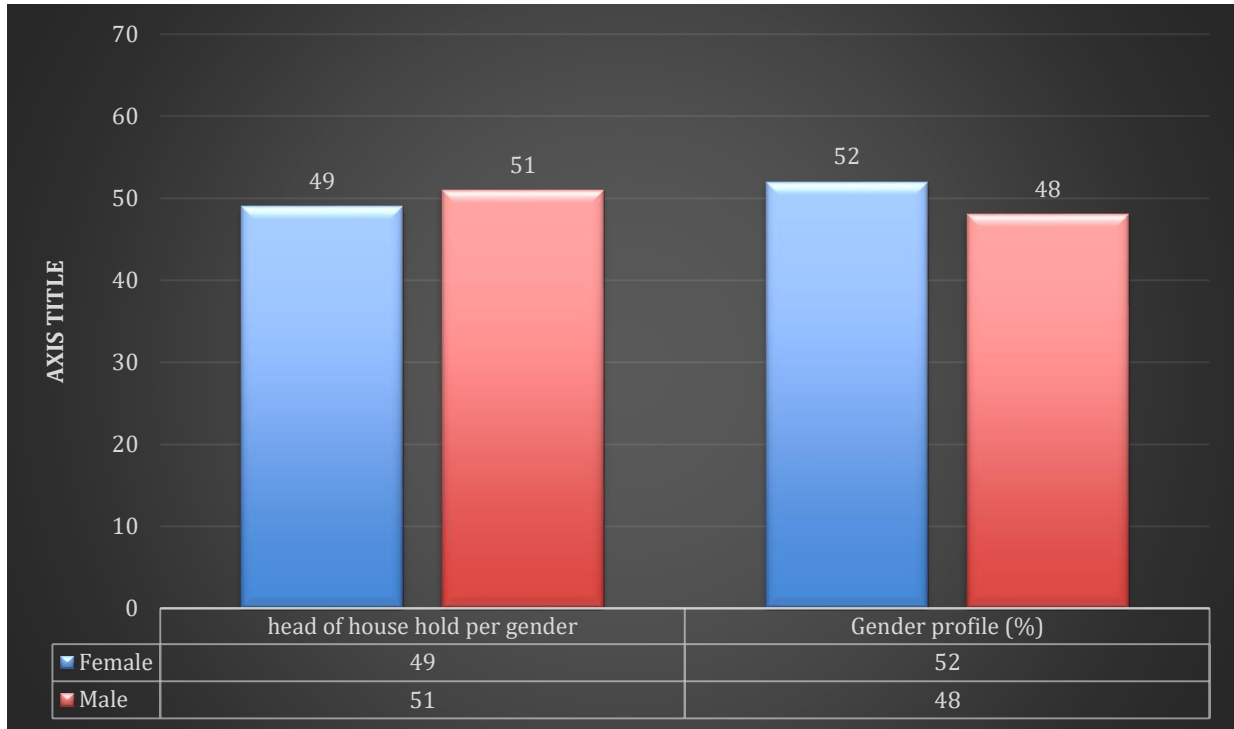
This sector is playing an ever-increasing role in UMshwathi Municipality. The decline in employment opportunities in the formal economy has led to a growth in the informal sector within the municipality. Informal trading is now playing an ever-increasing role within the Municipality although its contribution 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, SASSA and pay points. Owing to the non-availability of trading spaces in the local towns, informal trade takes place all over the place and this causes tensions between the formal business owners and informal traders. The local Informal Chamber which deals with informal businesses has been formed and is reasonably functional

### *3.7. Level of Vulnerability*

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According to the data from Statistics S.A. total number of females 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 in line with the Millennium Development goals, hence a viable strategy to address poverty within our municipality. There is a budget allocation of 1 million to deal with issues that affect vulnerable groups and enable development.

**Figure 8: Gender profile and head of household per gender**



(Source: Community Survey 2016)

### 3.8. 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 depict the dependency ratios comparing them against the family of uMgungundlovu district.

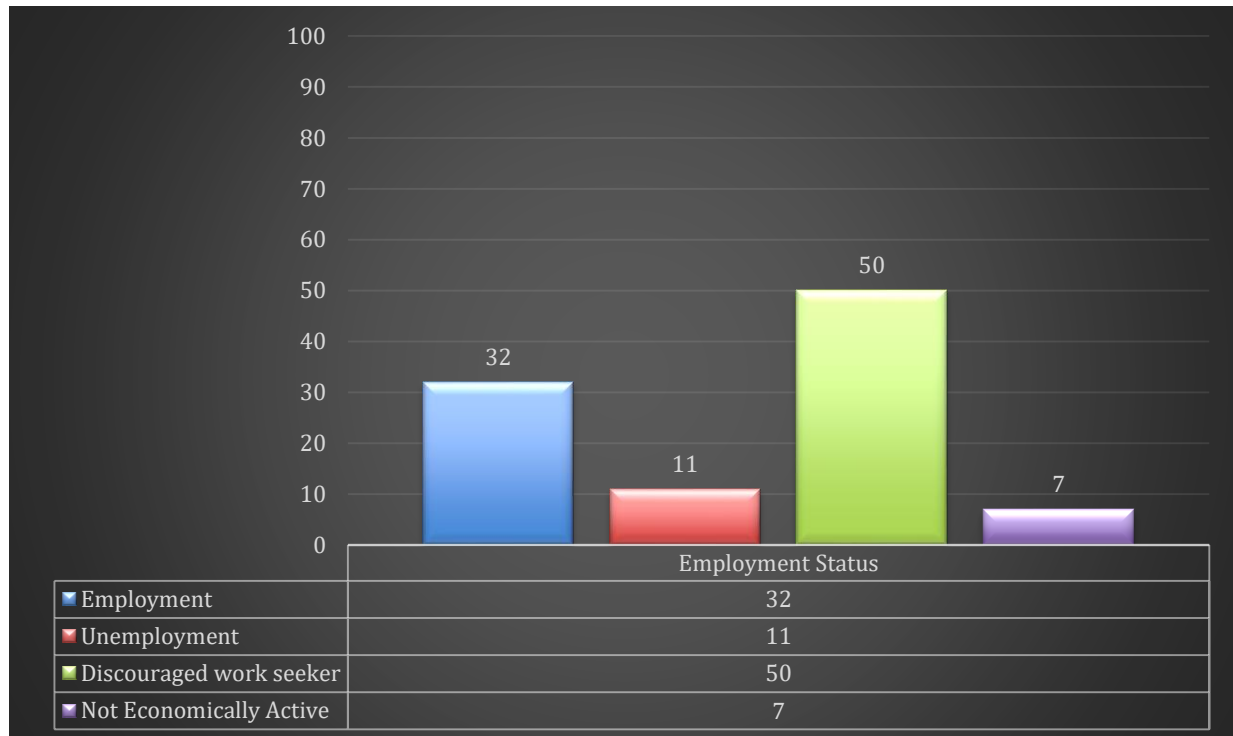
**Table 16: Dependency Ratio**

MUNICIPALITY	2001	2011
<b>UMgungundlovu</b>	<b>56.8</b>	<b>50.7</b>
<b>uMshwathi</b>	<b>70.1</b>	<b>61.2</b>
<b>uMngeni</b>	<b>50.2</b>	<b>48.4</b>
<b>Mpofana</b>	<b>54.8</b>	<b>52.3</b>
<b>Msunduzi</b>	<b>51.2</b>	<b>46.2</b>
<b>Mkhambathin</b>	<b>69.3</b>	<b>57.6</b>
<b>Richmond</b>	<b>65.9</b>	<b>62</b>

### 3.9. Unemployment

The unemployment rate decreased over the past few years i.e. from 2001 at 43, 5 % to 2011 at 24, 9%. Inappropriately, as the population is projected to increase so as the number of the unemployed. This is evidenced from a growth rate on the reflected table below (see Table: 9). 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. There is a high rate of unemployment in ward 5, 11, 8 and 13.

**Figure 9: Employment Status**



Source: Community Survey 2016

### 3.10. Employment by Sector

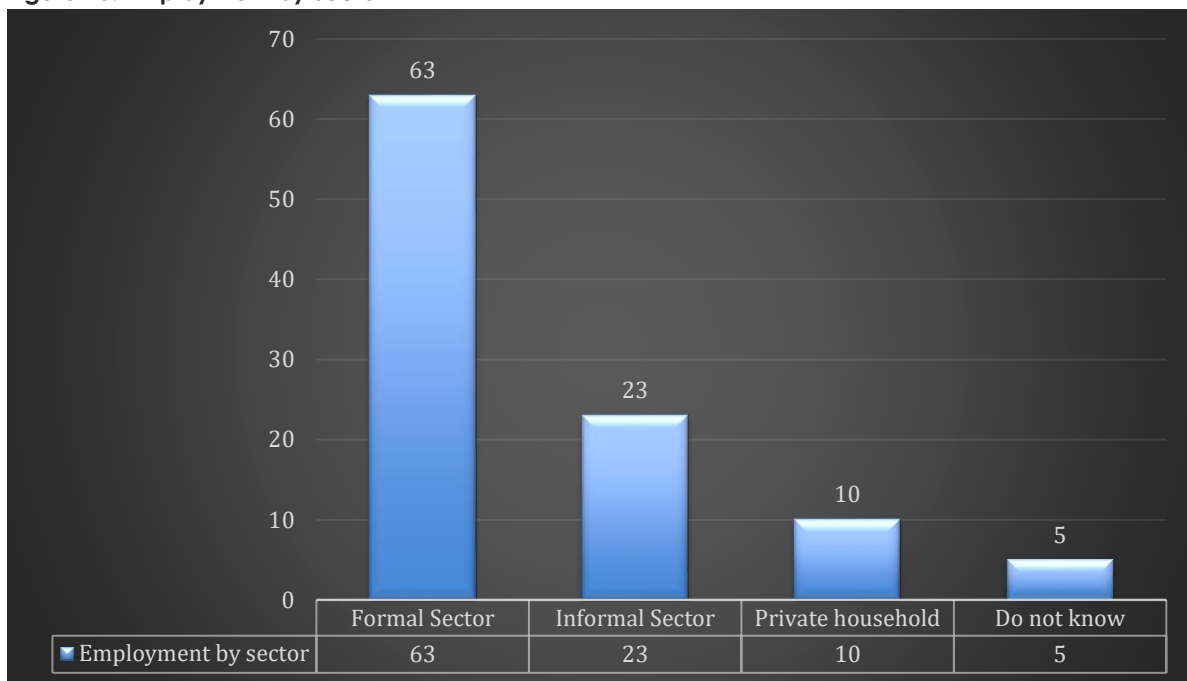
Sugarcane and timber plantations employ most of the people that are working. Livestock farms and to a lesser extent provide employment to a sizeable number of people. However, there are increasing numbers of people that get employment from the retail shops, taxi business sector and manufacturing.

**Table 17: Employment by sector**

AGRICULTURAL HOUSEHOLDS	
TPYE OF ACTIVITY	Number
Livestock production	2964
Poultry production	3786
Vegetable production	4242

Production of other crops	1719
Other	700

**Figure 10: Employment by sector**

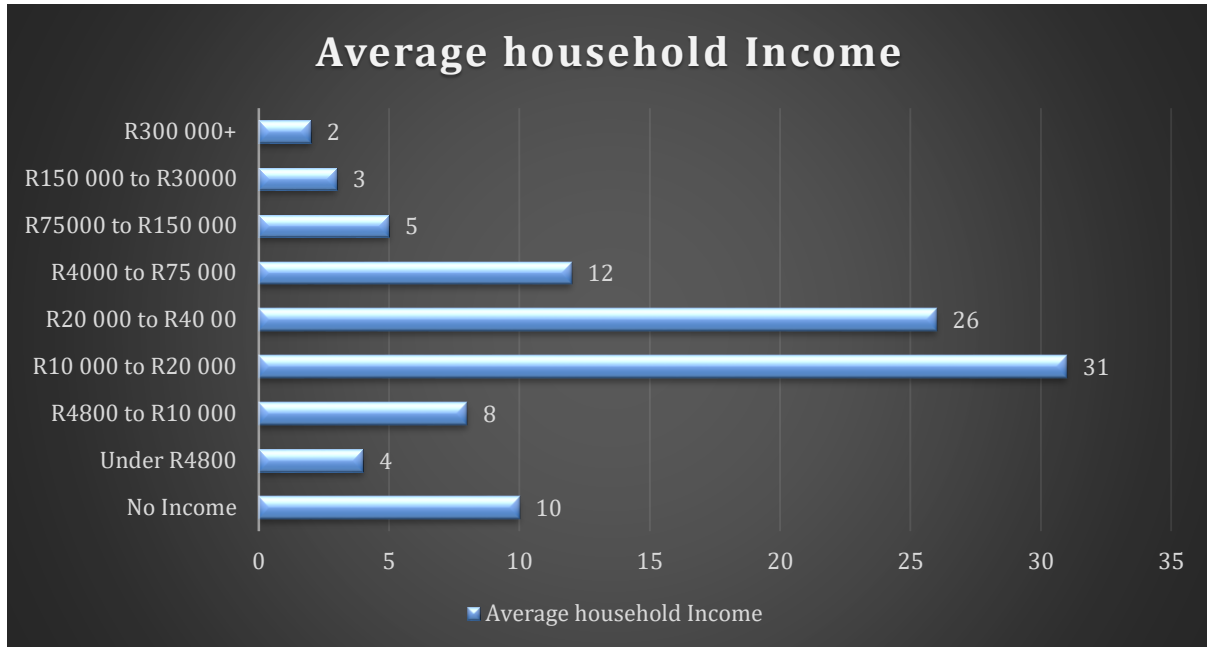


(Source: Census 2011)

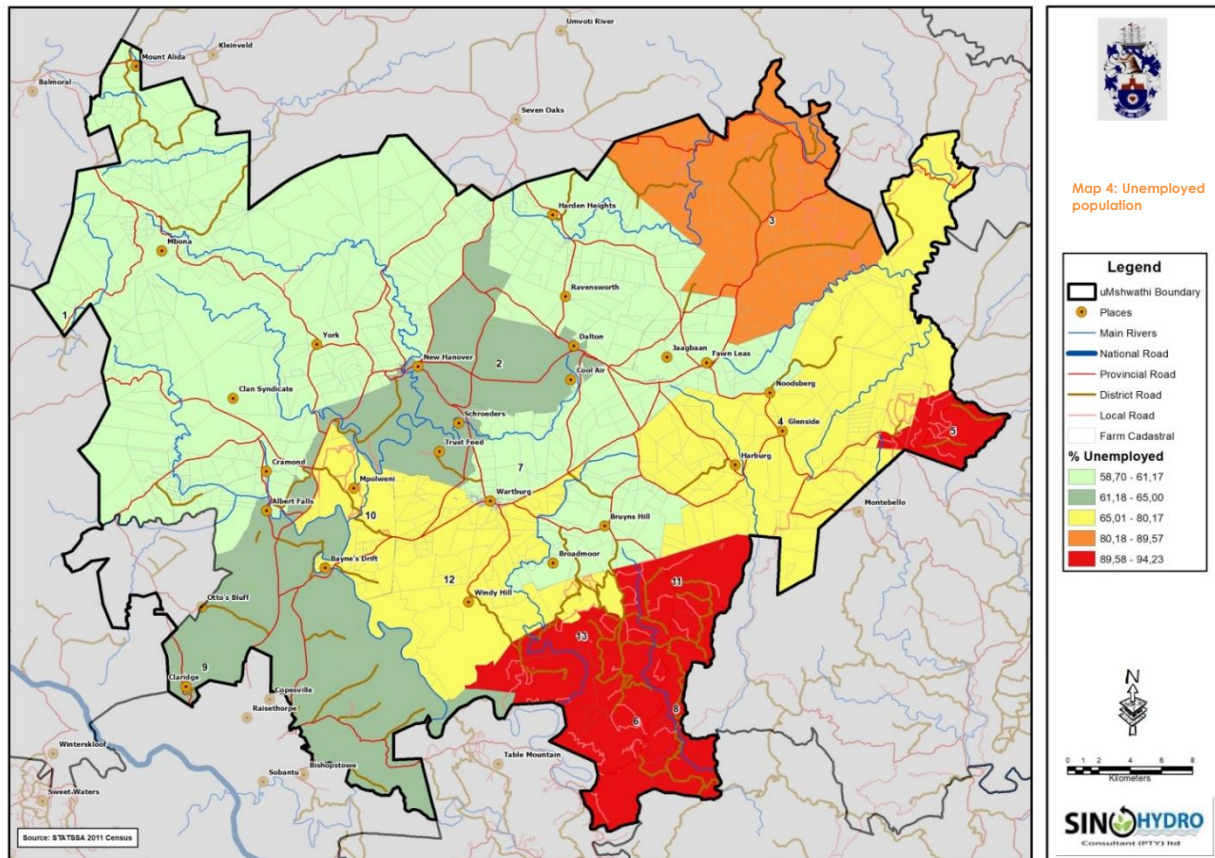
### 3.11. Income levels

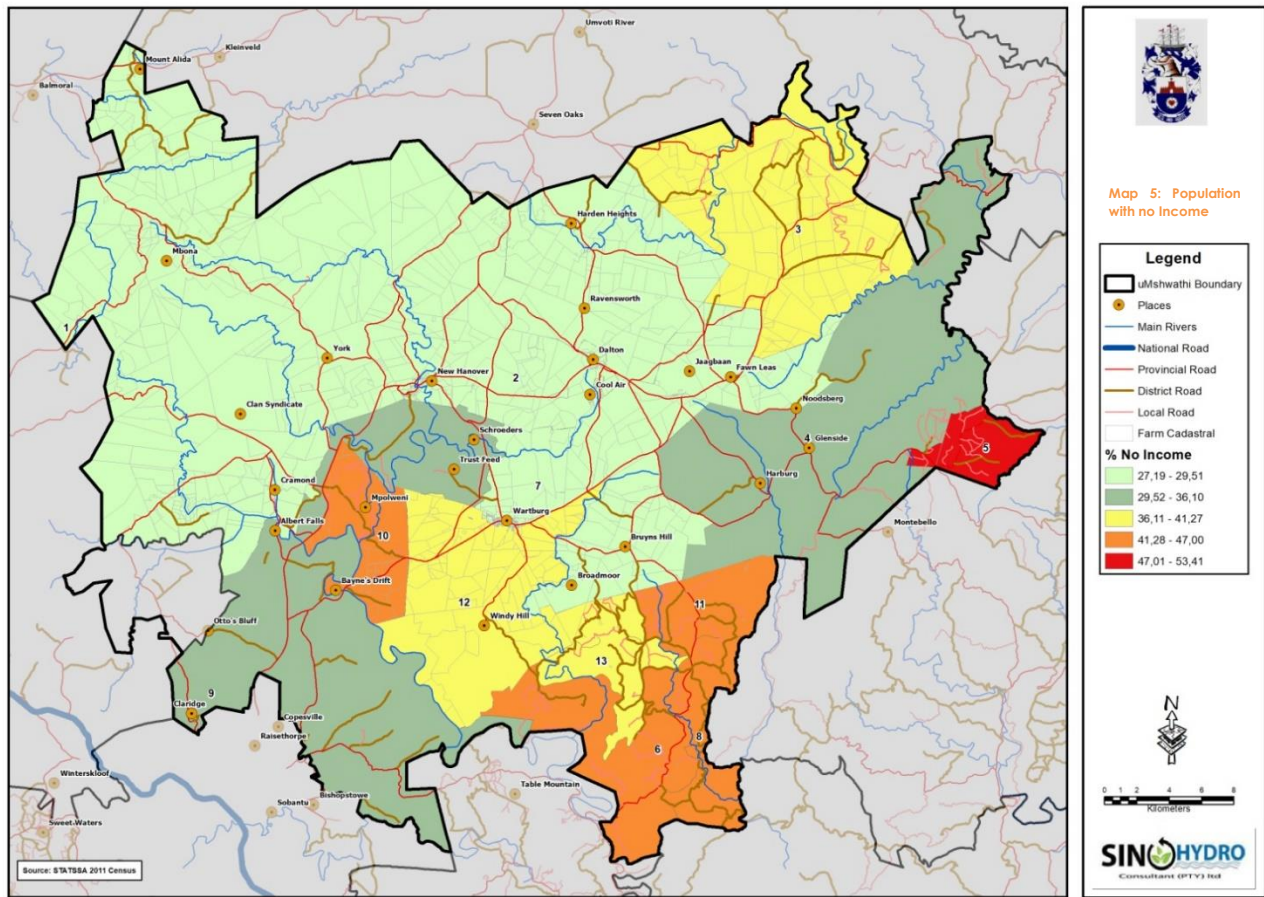
The income levels amongst the people of UMshwathi are generally low. Ward 5, 11, 8, 10, 12 have many people with no income. There is a need for job creation initiatives in these wards. The following table depicts the income levels, Statistics SA, 2011.

Figure 11: Average HH Income



(Source: Census, 2011)



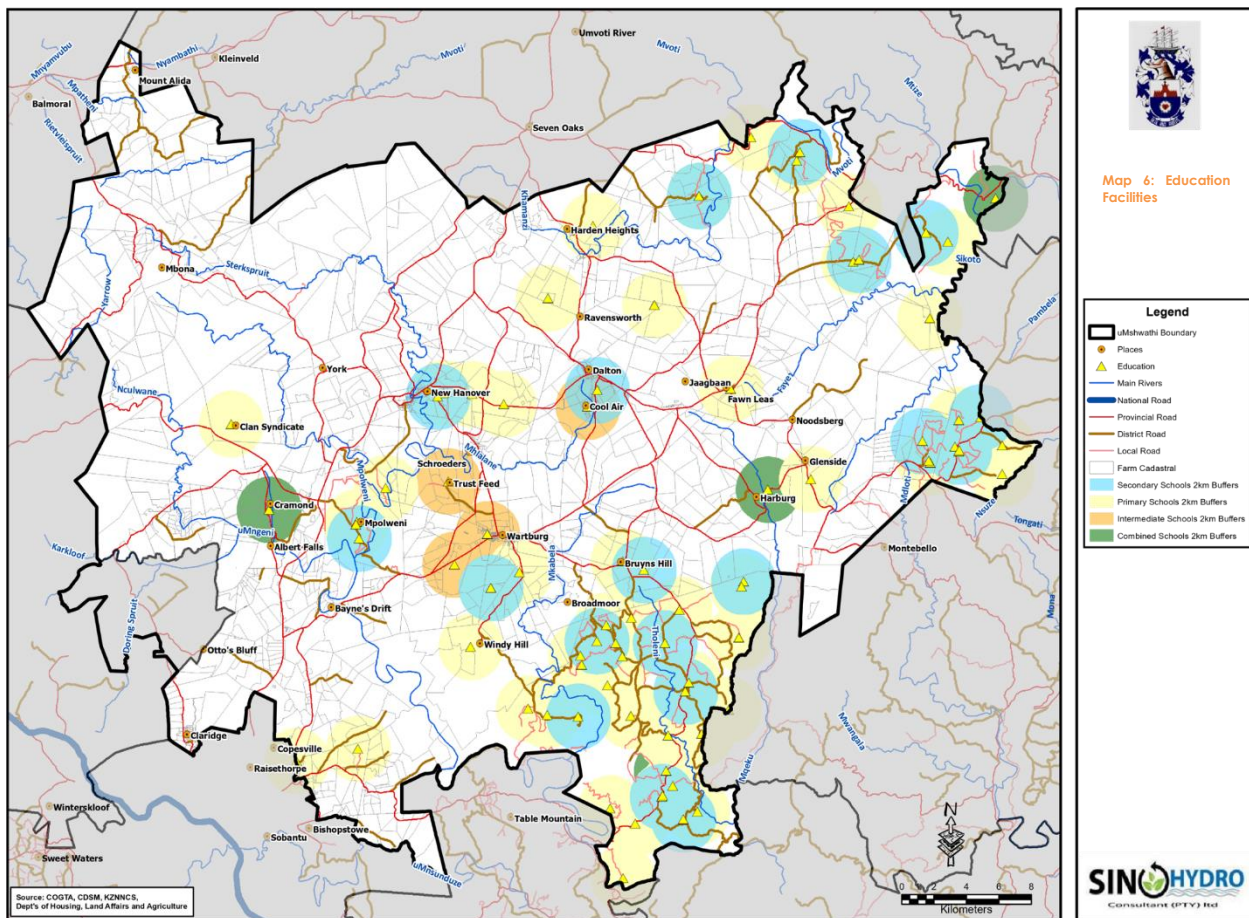
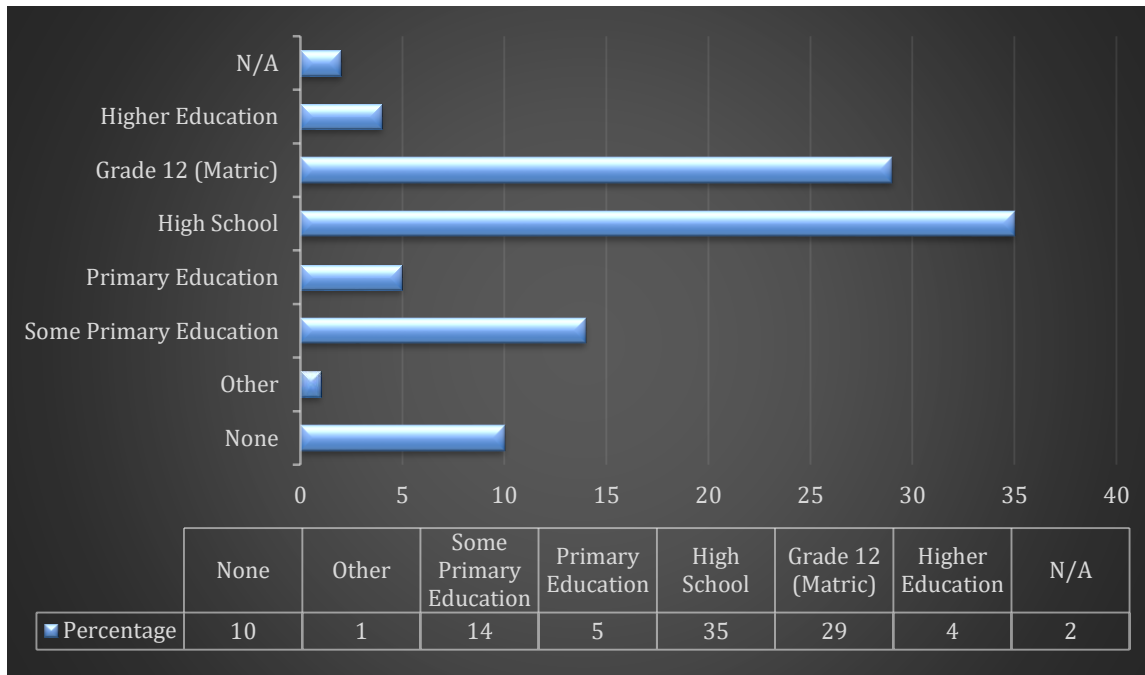


### 3.12. Education

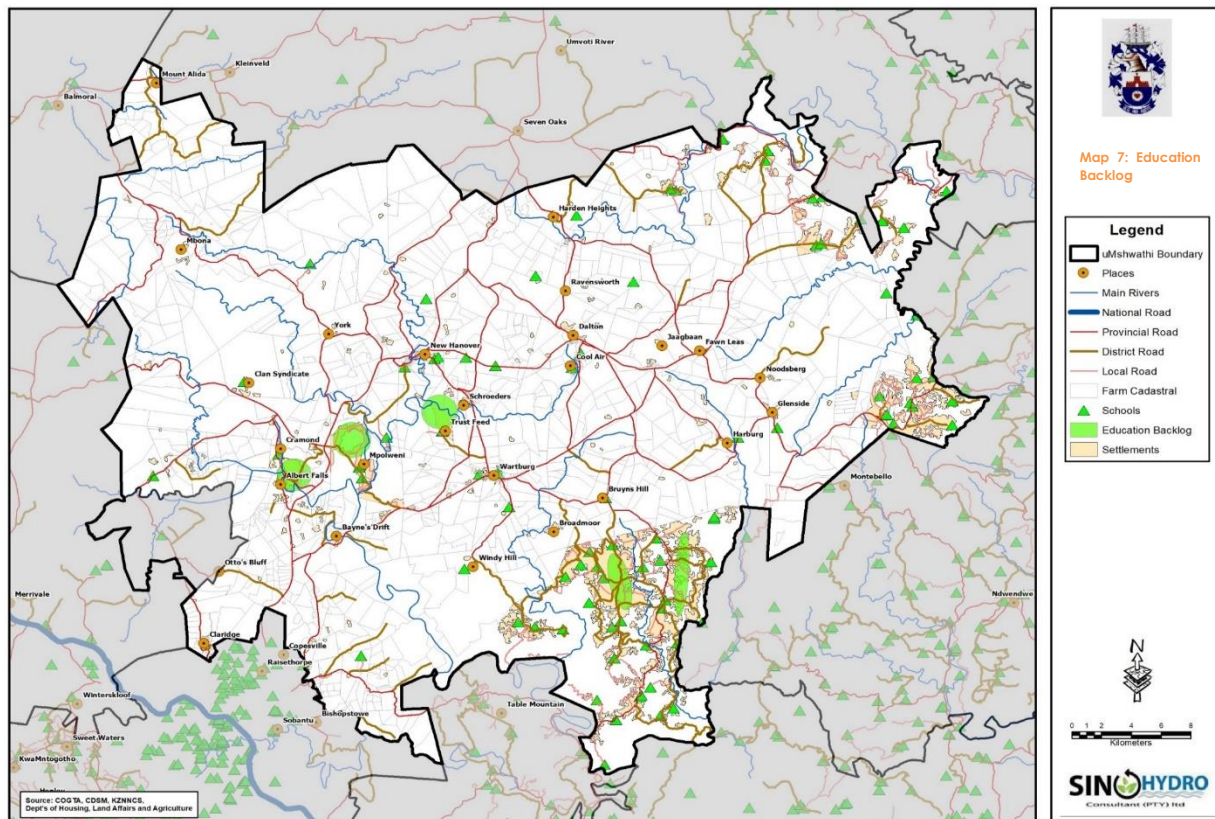
The municipality has 90 schools registered with the Department of Education, of which are categorized into 3 groups which are Primary, Secondary and Combined Schools. The educational levels of a population allow the municipality to estimate the potential of human capital of the municipality, therefore it can be established 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. Below are some of the challenges that the education system of UMshwathi has been failing:

- High level of reported cases of burglary and vandalism;
- Shorted of toilets in other schools and in some schools; toilets are not in good condition.

Figure 12: Level of Education within ULM







### 3.13. Access to 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.

**Table 18: Access to water services**

Toilet Facility	Percentage
Pit Toilet	42%
Chemical Toilet	24%
Flush Toilet	15%
No Access to Any Toilets	1.6%

(Source: Community Survey, 2016)

**Table 19: Source of Water**

Water Source	Percentage
Umgungundlovu DM	59%
Natural Source	23%
Own Service	12%
Vendor	3%
Other	2%

(Source: Community Survey, 2016)

### 3.14. Bulk Electricity infrastructure supply

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The municipality holds seven Eskom point of electrical supply which include:

Albert Falls 33/11KV Substation: -Albert falls substation currently has 10MVA transformer supplies four feeders NB36, NB37, NB38 and NB55, all at 11KV supplies to Albert Falls area;

Mpolweni 33/11KV Substation: - Mpolweni substation have 10MVA transformer supplies to four feeders NB1, NB35, NB7 and NB6 all at 11KV supplies to New Hanover, half of Shroeders and half of Albert Falls areas;

Wartburg 33/KV Substation: - Wartburg substation have 10MVA transformer supplies to three feeders NB22, NB23 and NB24 all at 11KV supplies to Wartburg and half of Shroeder's areas;

Swayimana 33/11KV Substation:- Swayamana substation currently have 10MVA transformer supplies to three feeders NB56, NB57 and NB 58 all at 11KV supplies to Swayimana area;

Gruneck 33/11KV Substation: -Gruneck substation currently have 10MVA transformer supplies to four feeders NB2, NB3, NB4 and NB5 all at 11KV supplies to Efaye and Harburg areas;

Dalton 33/11KV Substation: - Dalton substation currently have 2 x 10MVA transformers supplies to four feeders NB12, NB13, NB14 and NB17 all at 11KV supplies to mainly for Ekhamazi and Dalton areas; and

Appelsbosch 33/KV Substation: - Appelsbosch substation currently have one 10MVA transformer supplies to four feeders NB48, NB49, NB50 and NB51 all at 11KV supplies to Appelsbosch area

The electricity supply in 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. Supply constraints are mainly in ward 3 and 5. Eskom is having prioritized Appelsbosch 132/22 kV 20 MVA S/S Upgrade and Appelsbosch 11-22kV Conversion to address this supply issue.

### 3.15. Electricity Backlogs

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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 customers' (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.

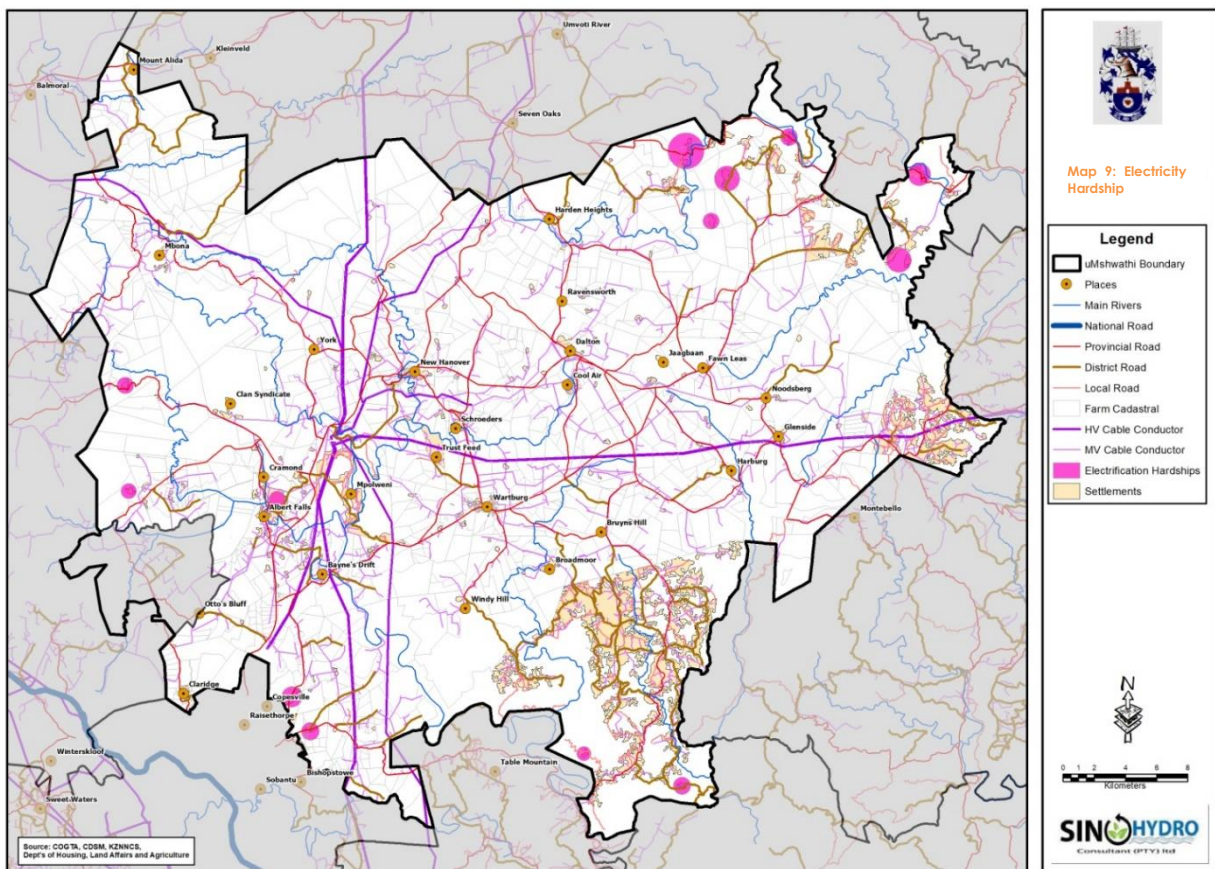
**Table 19: Electricity Supply**

Electricity Supply	Percentage
In-house prepaid meter	70%
No Access to Electricity	14%
In-house Conventional Meter	13%
Other	1%

(Source: Community Survey, 2016)

### 3.16. Electricity needs and priorities

The needs and the priorities currently revolve around Eskom upgrading their bulk infrastructure. If they fail to improve the bulk infrastructure the chances of the communities receiving household connections and potential for economic development are extremely poor. The map below shows the potential on the Eskom network for new connections: Immediate Connections – Grid Connections (1185 Households) 1 Year – Grid Connections: 2745 (Upgrades to MV Networks), 5 Year Plan – Grid Connections: 5890, 5 Year Plan – Enable Grid Connections (Substation Establishment). The potential delay in the delivery of electricity connections has to be addressed as an interim measure. Interactions with the Department of Energy has revealed that there is funding available for non-grid electricity and the municipality is currently investigating this form of electricity the 5 890 houses that will only get electricity in five years.



### 3.17. Solid Waste Management

The assessment of these areas also identified a high percentage of unserved households; with many households having their own dump; low ability to pay for waste services; high potential for awareness raising; but an overall relatively low level of education. A proposed waste project to establish a semi-automated Materials Recovery Facility in Zone 5 was proposed during the consultation process within the UMDM AISWM Project. UMshwathi Municipality currently provides a weekly refuse collection service using a rear-end loader compaction truck to 4,253 households and a less frequent or private sector service is given to 1,304 households i.e. a total of 5,557 households out of a total of 28,125 households in the municipality.

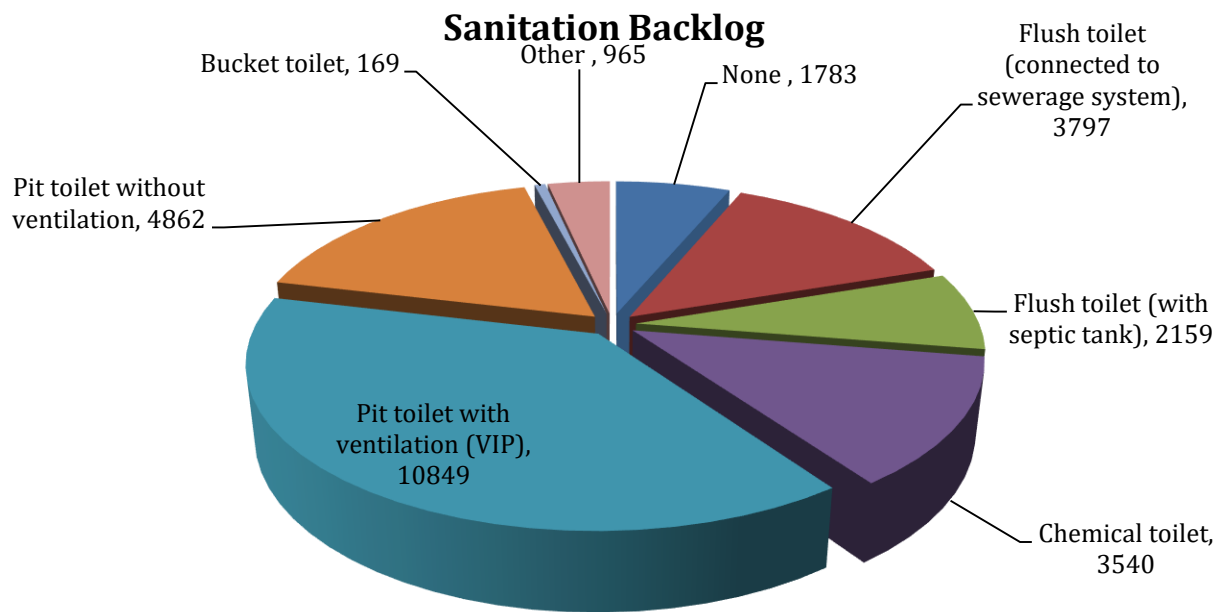
**Table 20: Refuse Disposal**

Refuse Disposal	Percentage
Own Dump	80%
Service Provider	8%
Communal Dump	5%
Service Provider Not Regularly	3%
Other	4%

(Source: Community Survey, 2016)

### 3.18. Provision of Sanitation

**Figure 13: Sanitation Backlog**

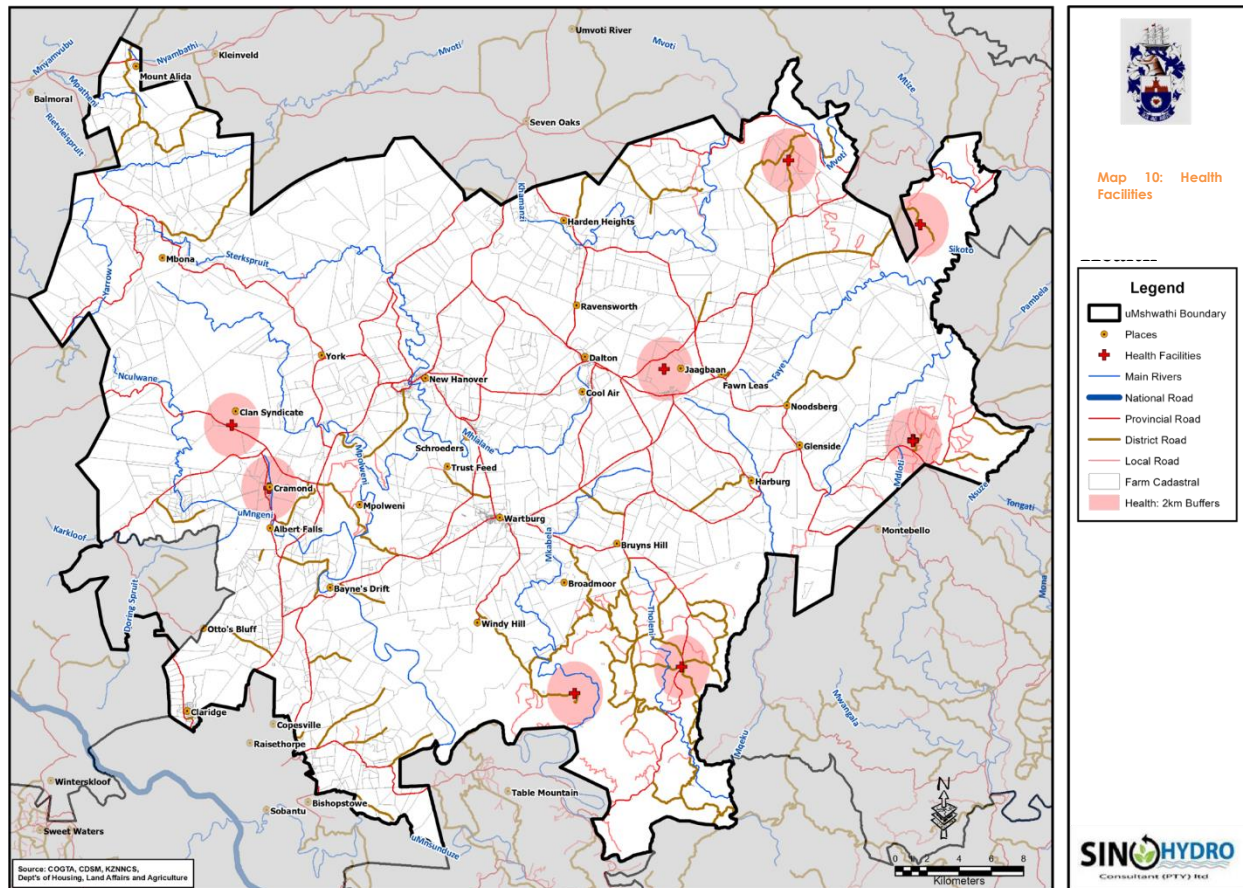


(Source: Community Survey, 2016)

The provision of sanitation within UMshwathi Municipality is currently the legislated function of the UMgungundlovu District Municipality. The state of sanitation in the Municipality has improved significantly in the recent years and the District municipality is making progress towards the eradication of the backlogs of sanitation. It should be noted that although the census information indicates that there are bucket toilets in the municipality, the matter has been carefully investigated and the findings indicate that use a system does not exist in the Municipality. 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.

### 3.19. Health

There are various health institutions within the Municipality. These range between hospitals, clinics, mobile clinics and social care services. The Municipality as far as possible renders support to these institutions in order to ensure a better level of services to the local communities. The provincial Department of health is consulted on the urgent and critical matters e.g. Interventions required through the Sukuma Sakhe Programme, etc. The Municipality understands the importance of reducing the spread of HIV/AIDS and hence, has established such a Unit within the Department of Community Services. While all municipal departments and units support the broad vision, mission and objectives of the Municipality, it was deemed important to also develop a unique vision and mission statement pertaining to HIV/AIDS since the Municipality has a dedicated official (i.e. HIV/AIDS Co-ordinator) to work with the local communities in the fight against the spread of this disease.



### 3.20. Poverty Assessment

The rate of poverty within UMshwathi are relatively high, and they are adjoined by other social ills such as unemployment and to some extent illiteracy. According to Integrated Development Plan (2017-2022, p435) the rural communities of UMshwathi are characterized by poverty, high level of health problems such as tuberculosis and HIV/ AIDS. These communities suffer high levels of unemployment, poverty, illiteracy and to some extent lack access to clean drinking water and improved sanitation. Despite the efforts over the past 21 years to improve health services in rural areas, access to adequate health services remains difficult for rural communities. Poverty is often defined in absolute terms of low income of less than US\$1 a day or typically the state of being inferior in quality or insufficient in amount, however in actuality, the magnitudes of poverty happens on a comparative scale. The experience of poverty is multi-dimensional. While the inability to access income remains one of the most obvious expressions of poverty, definitions of poverty typically refer to the absence of capital such as land, access to natural resources, or importance of social, intellectual capital and

even the climate of democracy as well as security necessary to enhance the capabilities of the poor and excluded. Furthermore, there is an additional institutional dimension of poverty that recognizes that the poorest in the nation are those who are unable to access state assistance designed to provide a social safety net because of institutional failure. Poverty is located across the full range of settlement types from deep rural areas to inner cities. It is therefore the concern of all municipalities

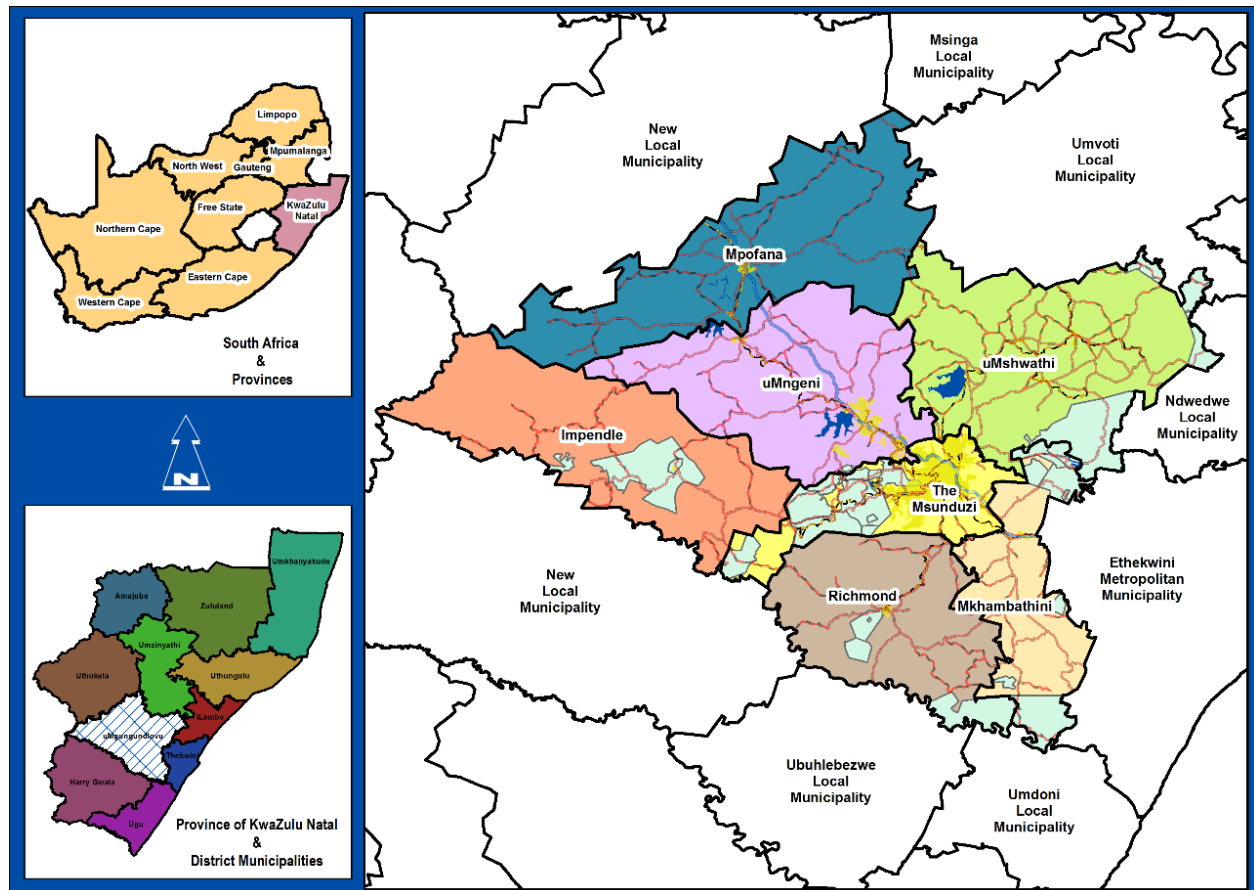
Certain wards within the UMshwathi area are serviced by mobile clinics which come once or twice a week. UMshwathi municipality has created poverty eradication programmes and strategies to attempt and mitigate the severity of this social ill through adopting National, Provincial to the local context of developing LED plan that are mandated to tackle this social issue. Part of these programmes include a poverty alleviation training that was recently conducted to vulnerable groups i.e. (People with Disabilities, Senior citizens and Women coops) in order for them to be self-employed.

### 3.2 Spatial Analysis

#### 3.2.1 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.

**Map 3: Regional context of UMshwathi LM**

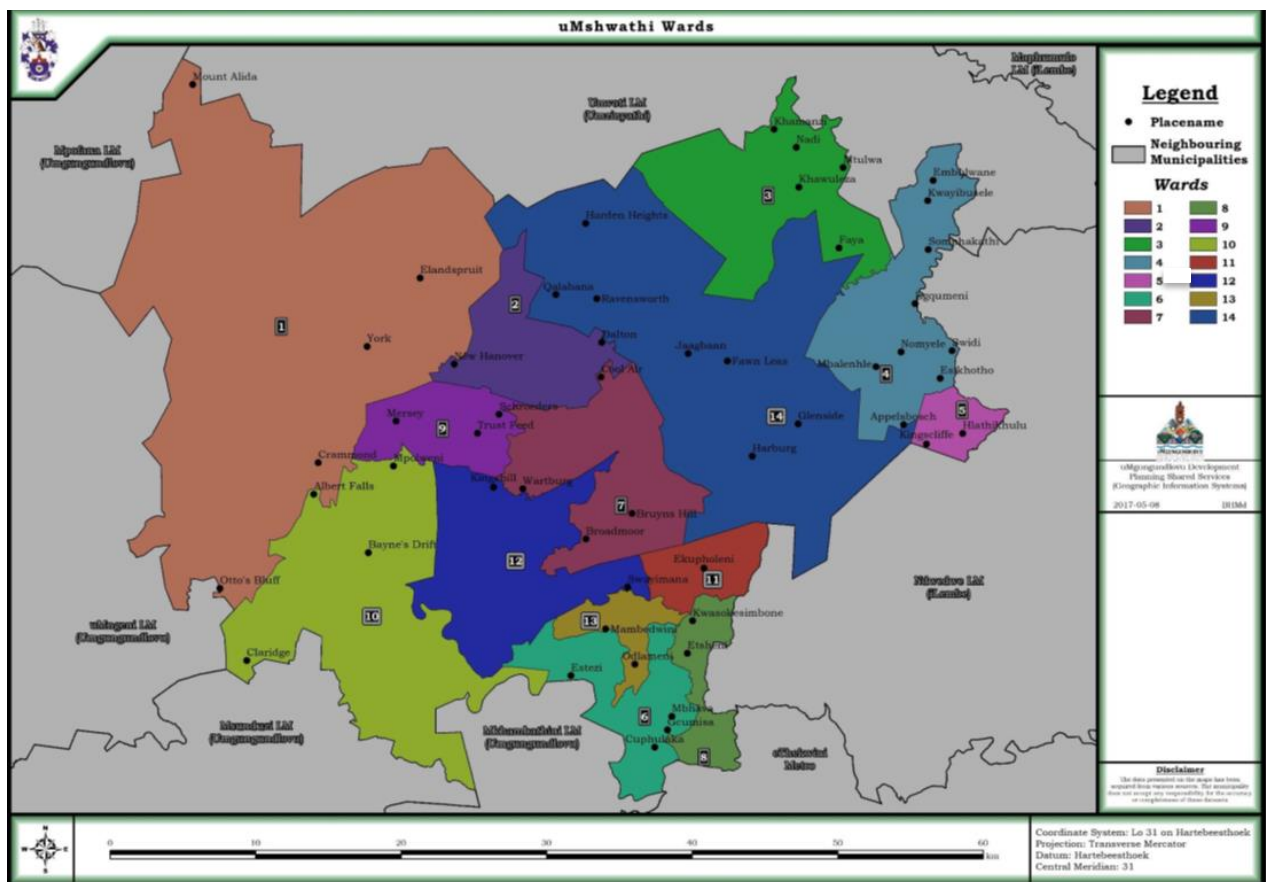


The land within the Municipality is dominated by agricultural landscapes (timber and sugar-cane) and rural-residential settlements. The four main urban centres within the Municipality are New Hanover, Wartburg, Dalton and Cool Air. While each of these centres vary in terms of the services they offer,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

### 3.2.2 Administrative entities

With regard to the administrative entities of uMshwathi Municipality, there are fourteen (14) wards with the total of 55 851 registered voters in 2016 across the entire municipal area. Of those registered voters 68.1% voted according to Municipal Elections 2016. The Municipality has a total of 28 Councillors comprising 14 Ward Councillors and 14 Proportional Representatives (PR's). Each of the 14 Wards has fully functional Ward Committees that serve to enhance public participation in municipal affairs.

**Map 6: Ward demarcation**



### 3.2.3. Settlement typologies

#### 3.2.3.1. Formal Settlement

An urban settlement can exist in a rural area. The urban settlements which are found within UMshwathi include Wartburg, New Hanover and Dalton/Cool Air. According to StatsSA, formal dwellings in UMshwathi Municipality grew to 62, 7% in 2011 from 52,7% in 2001. This may imply that the municipality is encouragingly addressing the housing backlog in the municipal area. In terms of size, character and performance these function as small towns which are associated to service provision for the town itself and the surrounding countryside (cater, 1990). There is a general abundance of current, planned and future new residential/housing projects within different areas within the municipality. Services and activities that are found there do not produce or modify goods; these include education, welfare, legal and administrative functions, and employment (Nagle, 2000). Therefore, it is possible to examine whether each unit consists of one community of several settlements, and the degree of political or social interaction between the settlements through an examination of the social forces involved in the spatial relationships of the different residential units (Tringham, 1972). Settlements, therefore, form a series of complex interrelated places which are key to the economic, social and political organization of regions and nations

#### 3.2.3.2. Informal Settlements

The National Department of Human Settlements defines informal settlement on the basis of illegality and informality, inappropriate locations, restricted public and private sector investment, poverty and vulnerability and social stress. The semi-urban areas, viz: Wartburg, Dalton, Cool Air, New Hanover, Trustfeed, Mpolweni, Crammond and surrounding 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. Most of these dwelling units for households within UMshwathi local municipality represent realm of countryside in nature by character. This exemplifies that there is a percentage from the community which lives in shacks.

#### 3.2.3.3. Peri-Urban Settlements

The interface between the towns and countryside of the municipality is visible in areas such as Windyhill, Broadmoor, Ravensworth and Baynes Drift since they tend to surround the towns of the study area. Peri urban areas are those extents that are close to urban settlements. They can be described the rural-urban transition zone where urban and rural uses mix and often clash.

#### 3.2.3.4. Rural Settlements

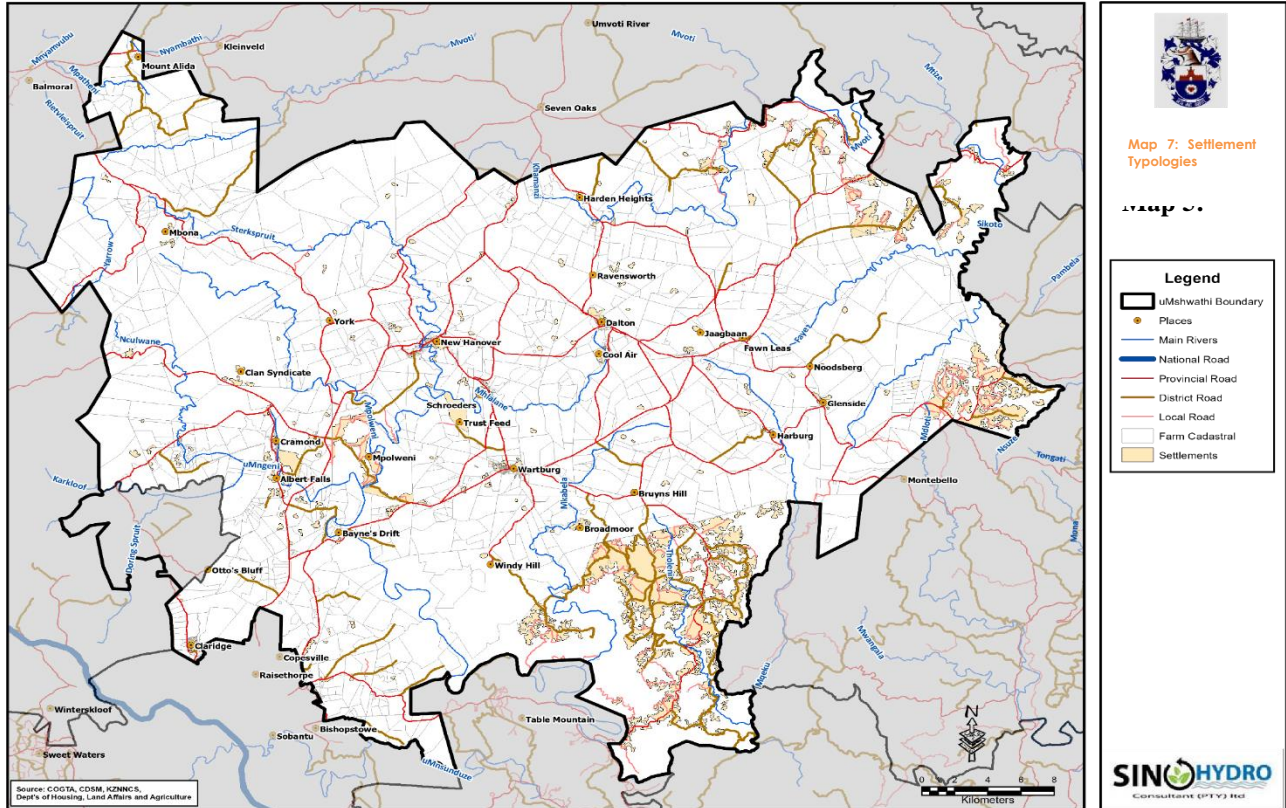
Most of traditional settlements that are located in traditional councils within Ingonyama Trust land are populated fairly in different wards including 3, 4, 5, 6, 8, 11, and 13. These settlements are characterized with a high population density, but with limited amount of public facilities. 53, 3% of the houses occupied by populates within ULM are owned/paid off, and over 60% of these dwellings are formal, meaning that the rest of settlement structures may be informal in a form of traditional, hut or a structure made from traditional matter or other. In UMshwathi, these settlements are situated within the following traditional areas:

- Ntanzi;
- Ndlovu/Masihambisane;
- INadi;
- Mathulini;
- Bomvu/Faye
- Gcumisa
- Gwmanda (landless); and



- Madlala (landless). This TC is currently finalizing a land claim application.

## Map 7: Settlement typologies



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 developed an SDF Framework 2017-2040 for the purpose of aligning with the Spatial Planning and Land Use Management Act and the 2019/2020 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*

### 3.3 Existing Nodes and Corridors

#### **3.3.1 Rural Service Node**

##### **Rural Service Nodes – Harburg and 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.

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

- ✓ *Tourism*
- ✓ *Light Industry*
- ✓ *Manufacturing*

#### **3.3.2 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).

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

### **3.3.3 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.

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.

### **3.3.4 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.

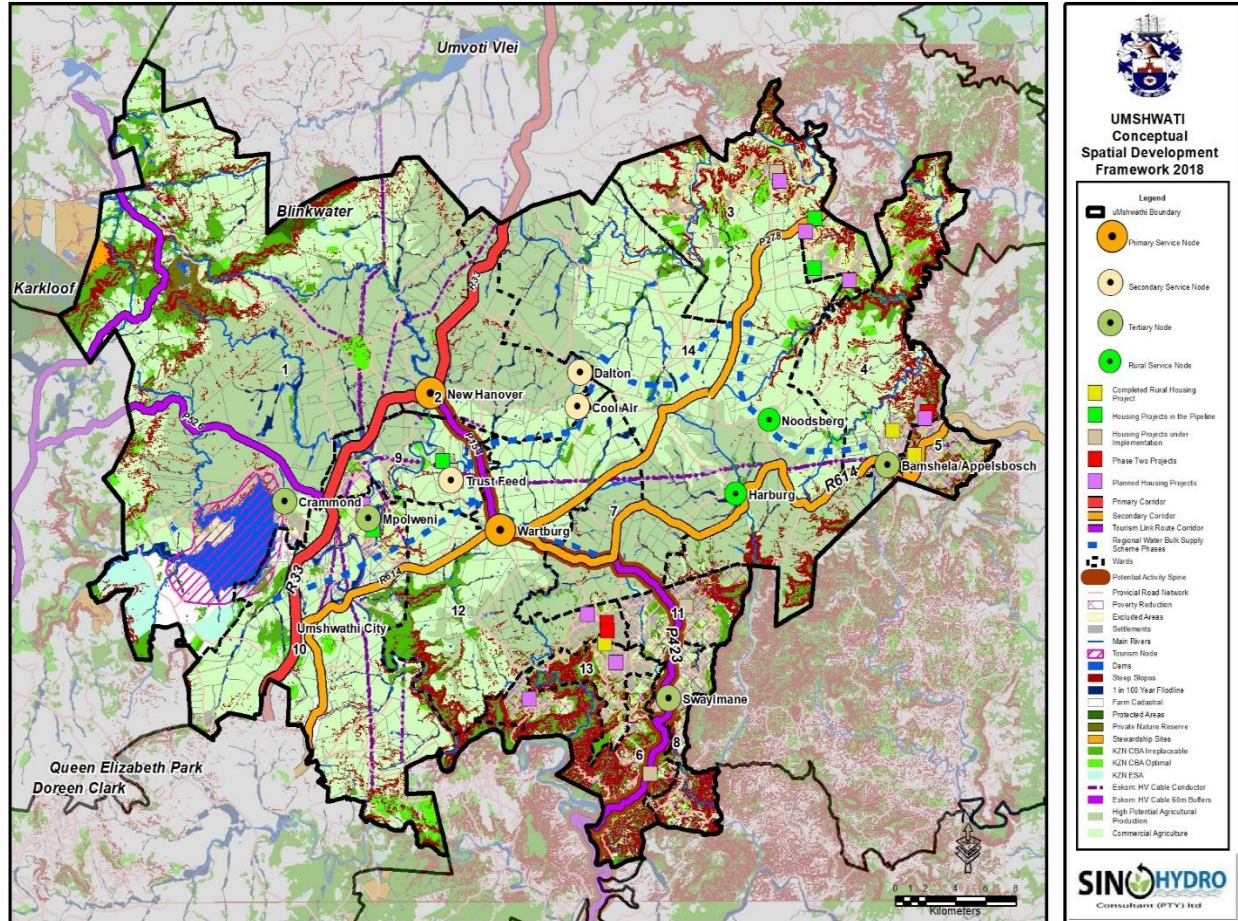
Typical activities or uses within the Secondary Node are as follows:

- ✓ *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*

### 3.4 Broad Land Uses

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

**Map 8: uMshwathi SDF Composite Map**



#### Urban Edge Delineation

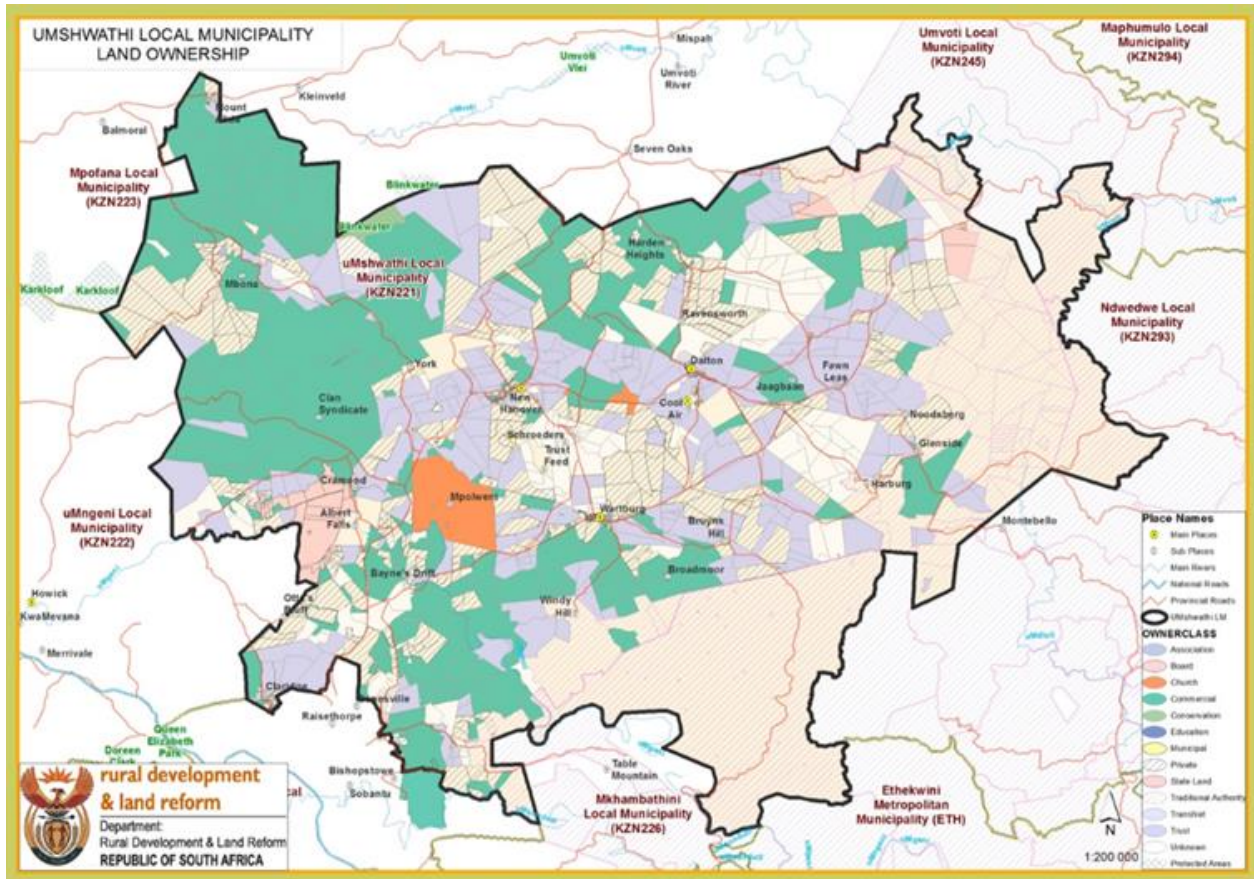
The concept of delineating the urban edge is used to identify the development limitation of the Municipal urban area. In summary, the urban edge defines the boundary where the shift from urban area to peri-urban and rural development is seen to be desirable involving different land use characteristics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

### 3.5 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.

**Map 4: Land Ownership**

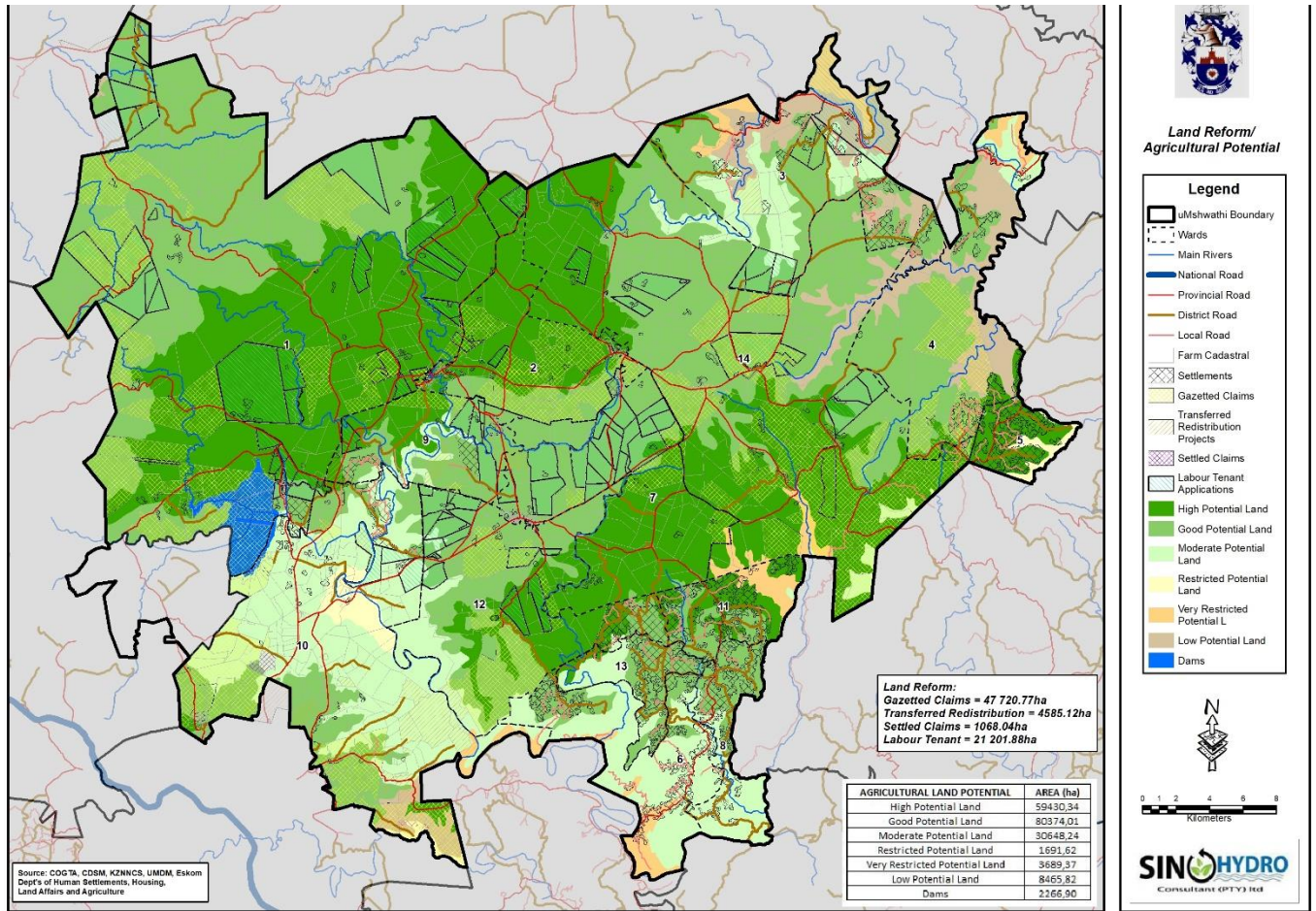


(Source: DRDLR)

### 3.6 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

### Map 5: UMshwathi Land Reform/Agricultural Potential



Source: UMshwathi Spatial Development Plan 2017-2040

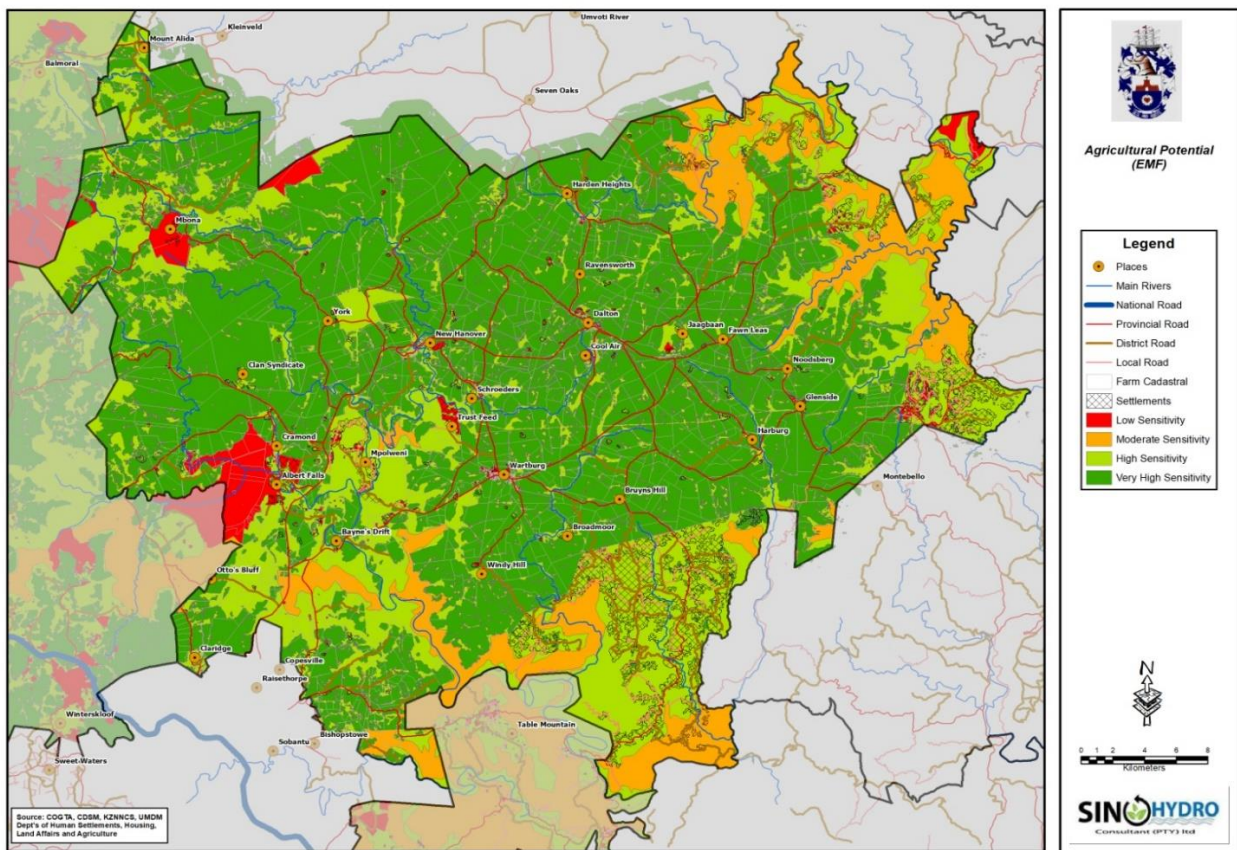
### 3.7 Land Capability

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

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

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

**Map 6: Agricultural Land Potential**



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

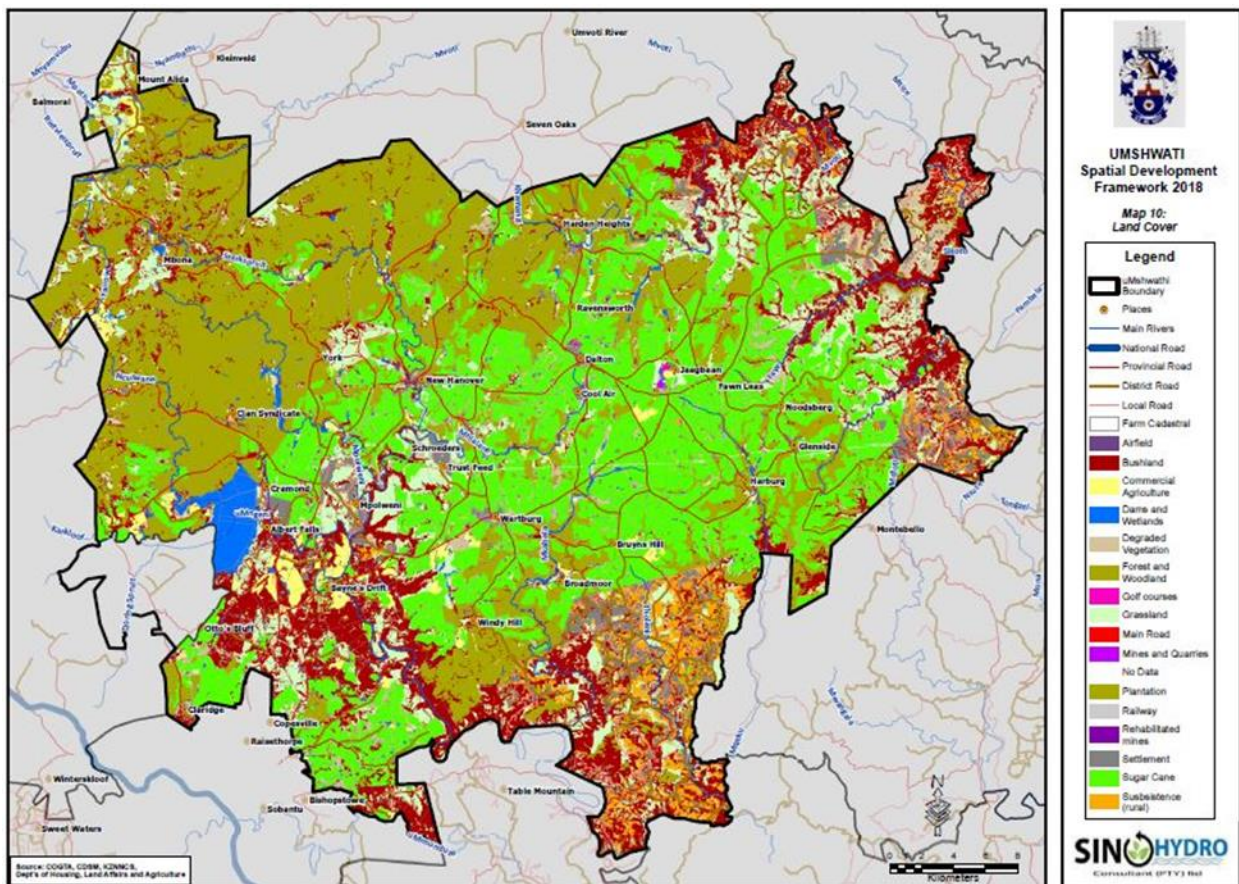
Ecotopes are classified as being either identified as crop or veld 'in terms of land potential and can be used to determine what types of farming enterprises can be supported and estimates of associated potential yields. The identification of high potential agricultural land, which is categorised as 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.

### 3.7.1 Land cover

Map 7: Land cover

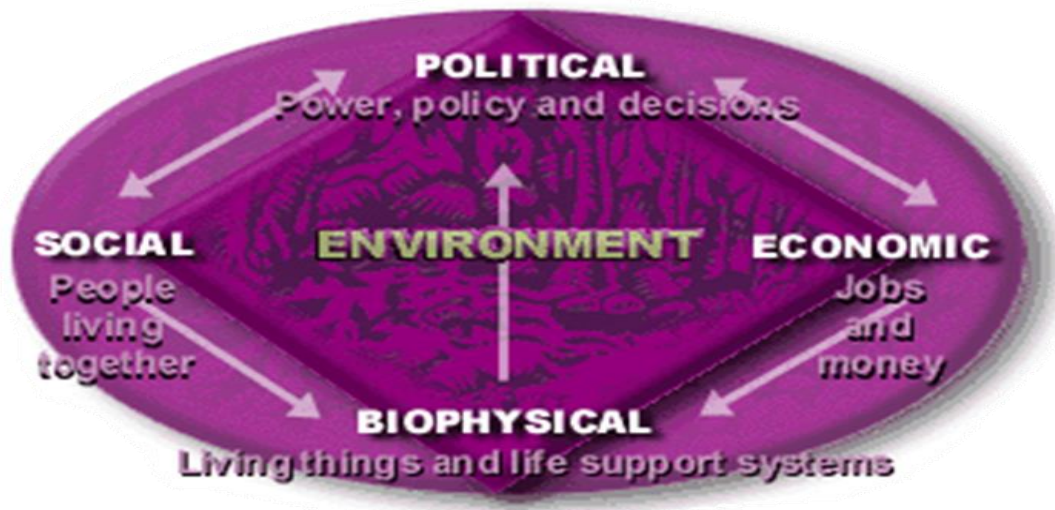


UMshwathi municipality is mostly dominated by commercial agriculture (sugarcane). There are three urban components (New Hanover, Wartburg and Dalton) and residential areas such as Schroeders and Cool Air. In addition, the municipality to the south eastern area is made up of rural areas which is mainly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

### 3.8 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. uMgungundlovu DM environmental Management Framework (EMF 2017) provides insightful information for the environmental section of this IDP. The EMF has two components: 1) the desired state of the environment and 2) the environmental Management Plan. it is also worth noting that, according to uMgungundlovu EMF (2017), this Municipality does have an existing environmental planning tool.

**Figure 3: Environmental Analysis**



#### 3.8.1. Topography

ULM is located in the north-eastern part of uMgungundlovu District Municipality. The local topography is well surrounded by gradual sloping plateaus. UMshwathi covers an area of about 1 811 km<sup>2</sup> (StatsSA, 2011). The elevations across the district range from 53m above sea level in the south east, to 3 320m at the Drakensburg escarpment along the western of the boarder.

#### 3.8.2. Soils

ULM is surrounded by a range diverse soil forms that are largely associated with Drakensburg Group basalts, Stormberg Group sandstones, Beaufort Group mud and sandstones and the Ecca Group shale and sand stones (Irwin, 1992).

#### 3.8.3. Rivers and Wetlands

There are two primary rivers that are located in the ULM: Mdloti River and the Mvoti River. The River has the Hazelamere Dam located on it, which is the primary source for water for the north coast. Albert Falls and Nagle Dam form part of the UMngeni River flows over the Howick Falls and into the UMngeni Valley, the Karkloof tributary joins the UMngeni and flows into the Albert Falls Dam. UMngenu water course meanders through western edge of valley of a Thousand Hills into the Nagle Dam. The upper, reaches of these dams are under plantation forests and invasive trees which reduce velocity of the water to the river. According to Albert Falls EMF, 2013, there is a high level of loss and degradation that has reduced the capacity of the wetlands and river system. This has led to the serious water quality issues within the catchments. This is mainly due to the increased infestation of alien species due to the disturbance with land transformation and the reduction of natural low from afforestation. Furthermore, the increased practice of draining and planting sugar cane and timber on viable topsoil for agricultural purposes. The rapid decline in water quality of wetlands and river system has potential socio-economic effects to ULM. The increasing cost of treating water and quality of life at risk for those who are already living under adverse socio-economic conditions. In this respect, programmes for improving wetland and river management and functionality are encouraged. The municipalities will have to address the following to ensure that adequate sanitation and water quality is improved in the areas;

- Basic level of sanitation infrastructure 17.3% of the total households used pi latrines with no ventilation, whilst 6.3% had no toilet facilities at all (SastSA, 2011).
- Address holistically the tourism and recreational facilities within the immediate periphery of Albert Falls and their impacts; and
- Adequately sustainable agricultural activities within the catchment area.

### 3.8.4. Flood Risks

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

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

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

### 3.8.5. Water Quality

UMngeni catchment is the major feeder for prominent dams within the ULM ambient, it provides water to the Pietermaritzburg-Durban node. The increase in the declining water quality due to high generation of nutrients and bacterial levels throughout the UMngeni River catchment is negatively impacting the people's health, increasing costs for water treatment. Water quality sensitivity levels are categorized against whether or not the

Department Water and Sanitation (DWS) Water quality guidelines. Should the sensitivity levels exceed stated thresholds this could affect the Municipality as a whole. The guidelines are governed by two standards, sensitivity levels and their thresholds. The threshold speaks mostly to the bacteria (Faecal Coliforms) and nutrients (Ph). Sensitivity levels range according to the following:

- High Sensitivity (Red);
- Medium Sensitivity (Orange);
- Low Sensitivity (Yellow); and
- Very Low Sensitivity (Light Green).

The threshold is determined by the following:

- DWS targets exceed by significant levels on a regular basis (Red);
- DWS targets met for the majority of the time but exceeded infrequently;
- Levels within the DWS targets all the time; and
- Levels well within DWS targets.

Given the need to improve the situation and avoid adding cumulative impact, specialist investigations are necessary for any new development type that adds nutrients and or bacterial inputs to the system. These investigations need to analyse the effectiveness of the proposed technology and other mechanisms (biological/natural systems) for treating and disposing of bacteria and nutrients from both point and non-point sources

### 3.8.6. Climate Change

ULM is characteristic of the subtropical climate of the drier interior regions of KwaZulu-Natal. The area experiences generally warm summers and cool, dry winters. The winters can produce very cold spells, with frost common overnight. Most of the rainfall is experienced during mid-summer, with significantly drier winters. ULM receives lowest rainfall in June and highest rainfall in January. The average midday temperatures range from 20.1°C in June to 26.8°C in February. The region is the coldest during winter June when the mercury drops to 5.3°C on average during the night.

#### 3.8.6.1. Climate Change

Climate change is an important reflection in assessing poor air quality issues that have been localized in the Msunduzi and N3 corridor area. Climate change has resulted in increased human health and wellbeing risk. Greenhouse gas emission also contributes to the global climate change. A decrease in natural capital diminishes the ability for the Municipality to mitigate of the losses due to climate change. While climate change response strategy has been developed for uMgungundlovu District has been an important consideration within the ULM.

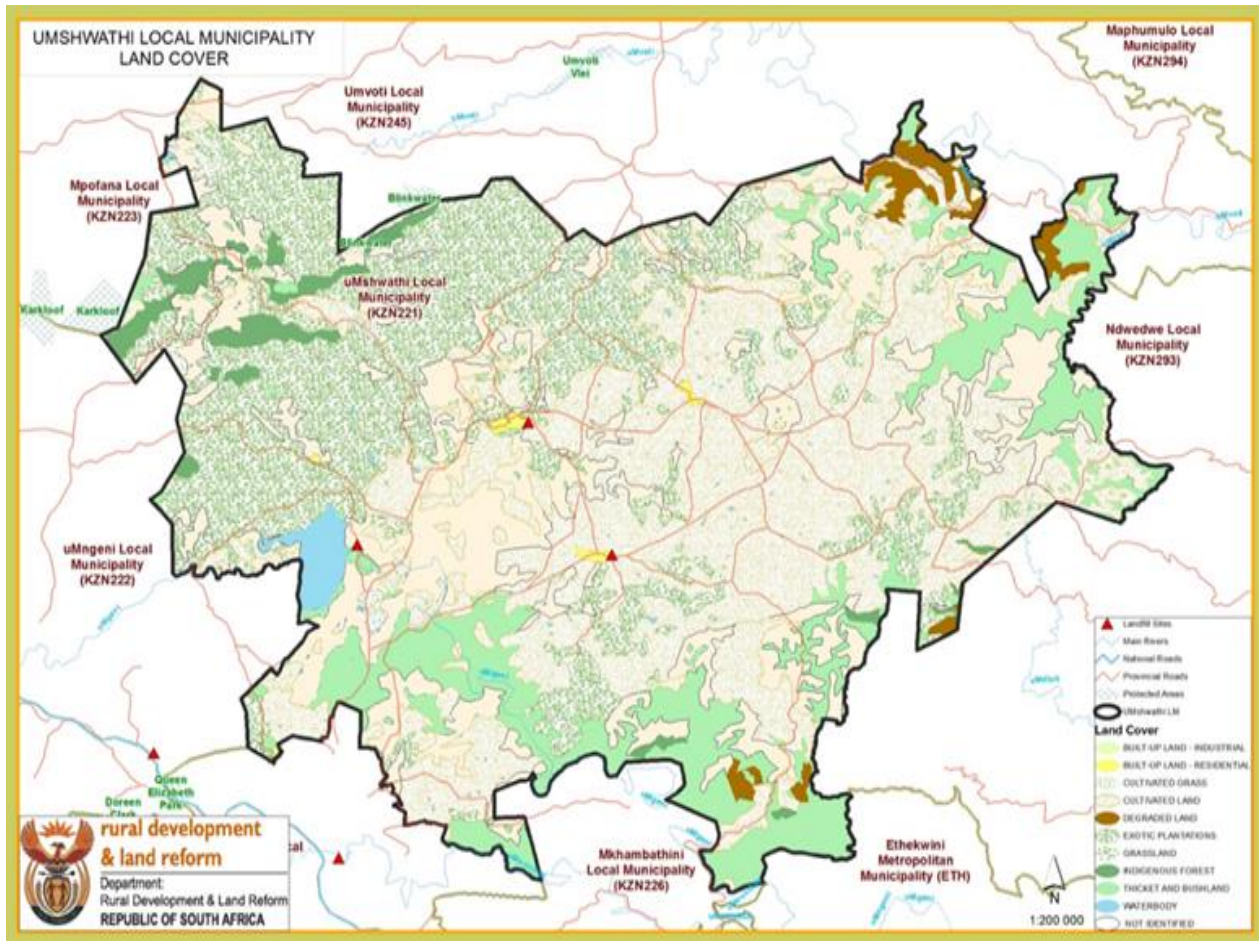
Climate change is an important reflection in assessing poor air quality issues that have been localized in the Msunduzi and N3 corridor area. Climate change has resulted in increased human health and wellbeing risk. Greenhouse gas emission also contributes to the global climate change. A decrease in natural capital diminishes the ability for the Municipality to mitigate consequences of the losses due to climate change. While climate change response strategy has been developed for uMgungundlovu District is has been an important consideration within the ULM. The connectivity of the ecological network within the ULM has been distinguished to determined measures to decrease carbon and mitigate predicted climate change impacts. The maintenance of the ecological network includes species migration, seasonal and altitudinal dispersal and range of displacement. Biodiversity assets and ecosystems contained within ULM have been impacted by climate change and thus mitigation measures have to be instituted to ensure their resilience to extreme events such as droughts and floods. The biodiversity assets and ecosystems should furthermore be maintained and enhanced to retain ecological functionality.

Secondary impacts of climate change such as increased fire risk and spread of exotic species place increased pressure on biodiversity. Corridors linking CBAs across the landscape and buffer adjacent to CBAs promote a healthy ecosystem. Altitudinal connectivity via ESAs is paramount in the context of climate change enabling species pattern to respond freely to a changing climate. Assessing the connectivity and ecosystem processes, the more resilient the biodiversity and ecological support areas will be to climate change impacts. Biodiversity planning and management needs to take account of the findings of climate change risk assessments (Laros and Jones, 2010). The South African National Climate Change Green Paper (Government Gazette Notice no 1083 of 2010) details the following findings regarding the impacts of climate change on biodiversity and ecosystem services in South Africa:

Impacts of climate change on the biodiversity:

- A majority of endemic species may be at an increasingly high risk of extinction by the latter half of this century if climate change is unmitigated;
- Summer and all-year rainfall biomes (savanna, grassland and forest) may be susceptible to change in tree/grass and shrub/grass balance and changes in fire regime, with likely substantive but poorly quantified implications for biodiversity and ecosystem process and services;
- Rising atmospheric CO<sub>2</sub> levels may be increasing the cover of shrubs and trees in grassland and savanna biomes at least, with mixed effects on biodiversity, and possible positive implications for carbon sequestration;
- Additional stress to biodiversity that will interact with climate change include fire frequency (which appears already to show climate change-related increases in the Fynbos biome within the Cape) and invasive alien species. The combined effects of these and stresses relating to land use and fragmentation of habitats will further increase the vulnerability of biodiversity to climate change; and
- With respect to invasive species, if climate change projections are borne out even more serious invasions are expected with tropical species becoming a more significant component of the invasive biota, the distributions of many species currently limited by water availability expanding into previously drier areas and CO<sub>2</sub> fertilization effects possibly increasing the impact of invasive woody plants. Furthermore, the future efficacy of biological control agents (one of the key interventions to control invasive alien species) under altered climates is an uncertainty that poses a major risk for future management and control.

**Figure 4: Land cover**



### 3.8.1 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.

### 3.8.2 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.

## 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 X 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.

**3.8.4 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 13: Environmental Assessment Aspects for consideration**

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
<b>Landscaping</b>	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.  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.
<b>Tree Planting/Retention and Provision of Garden Areas</b>	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>	<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>
<p><b>Water</b></p>	<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>
<p>Energy efficiency through the South African National Standards 10400 of 2011</p>	<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 developments</p>

**3.8.5 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.

### **3.9 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.

#### **3.9.1 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 14: Preferred & Non-Preferred Activities**

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
<ul style="list-style-type: none"> <li>▪ <i>Amenity planting within non-invasive species</i></li> <li>▪ <i>Extensive agriculture</i></li> <li>▪ <i>Commercial afforestation</i></li> <li>▪ <i>Intensive agriculture</i></li> <li>▪ <i>Nature and culture based tourism</i></li> <li>▪ <i>Nature and resource conservation</i></li> <li>▪ <i>Small scale tourism development</i></li> <li>▪ <i>Small scale agriculture</i></li> <li>▪ <i>Subsistence agriculture</i></li> <li>▪ <i>Trails</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>Agri- Industry</i></li> <li>▪ <i>Industrial development</i></li> <li>▪ <i>Intensive or semi intensive human settlement</i></li> <li>▪ <i>Large scale infrastructural projects</i></li> <li>▪ <i>Large scale tourism development</i></li> <li>▪ <i>Mines and Quarries</i></li> <li>▪ <i>New Roads</i></li> <li>▪ <i>Subdivision of land</i></li> </ul>

### 3.9.2 Development Proposals and Applications

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.

A number of applications are received by the municipality on monthly basis. The turnaround time for all the applications are 6 – 8 months including advertising and JMPT sitting. The municipality has a joint Planning Tribunal with Umgungundlovu district municipality.

### **3.10 DISASTER MANAGEMENT ANALYSIS**

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**Disaster Management Sector Plan is a core component of the integrated development plan (idp). Section 26 (g) of municipal systems act no. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, section 53 (2) (a) of Disaster Management Act no. 57 of 2002 stipulates that a Disaster Management Sector Plan for a municipal area must form an integral part of the Municipality's IDP. uMshwathi Local Municipality has therefore developed a Disaster Management Plan for integration in the 2019/20 IDP.**

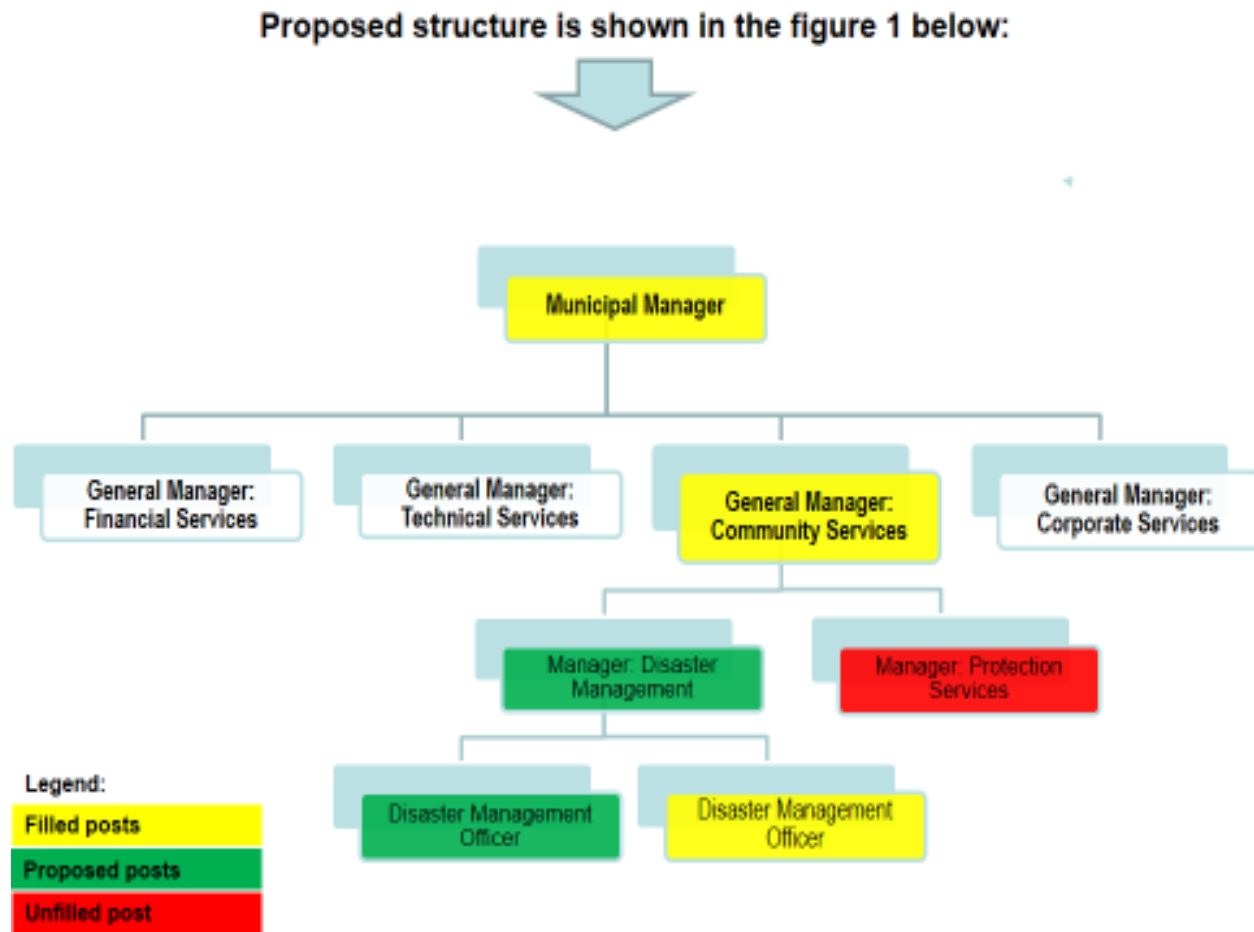
#### *3.10.1 Status of the Municipal Disaster Management Centre / Office*

**Section 43 (4) of the Disaster Management Act no. 57 of 2002 as amended states that a local municipality may establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with national norms and standards.**

**Currently, there is no disaster management centre at uMshwathi Local Municipality. However, the uMshwathi Local Municipality, established the disaster management office by creating the post of the disaster management officer and subsequently filling it during the 2012/2013 financial year. The Disaster Management Officer was employed on full time basis from December 2012 to establish capacity for the implementation of a disaster management function for the municipality. Furthermore, during the 2017/ 2018 financial year the municipality enrolled 2 disaster management volunteers per ward to augment the existing capacity.**

The Disaster Management Advisory Forum recommended that the Council creates the post of Disaster Manager who will report directly to the General Manager: Community Services and the second post of the Disaster Management Officer to strengthen the capacity of the Municipality in dealing with the disaster management issues. Proposed location of the Disaster Office and structure is shown in figure 1 below:

**Figure 5: Proposed Disaster Management Organogram**



### 3.10.2 Status of Fire & Rescue Services

The uMgungundlovu District Municipality is responsible for the co-ordinating and regulation of fire services within its area of jurisdiction in line with the Local Government Municipal Structures Amendment act 33 of 2000.

### 3.10.3 Status of Municipal Disaster Management Policy Framework

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The uMshwathi Municipality applies both the National and Provincial Disaster Management Policy Frameworks to ensure integrated and uniform approach to disaster risk management in its area.

### 3.10.4 Status of Municipal Disaster Management Plan

Section 53 (1) of the Disaster Management Act 57 of 2002 assign each municipality with the responsibility to:

- (a) Conduct risk assessment for its municipal area;
- (b) Identify and map risks, areas, ecosystems, communities and households that are exposed or vulnerable to physical and human-induced threats; and
- (c) prepare a disaster management plan setting out-
  - (i) the way in which the concept and principles of disaster management are to be applied in its municipal area, including expected climate change impacts and risks for the municipality;
  - (ii) its role and responsibilities in terms of the national, provincial or municipal disaster management framework;
  - (iii) its role and responsibility regarding emergency response and post-disaster recovery and rehabilitation;
  - (iv) its capacity to fulfill its role and responsibilities;
  - (v) particulars of its disaster management strategies;
  - (vi) contingency strategies and emergency procedures in the event of a disaster, including measures to finance strategies ; and
  - (vii) specific measures taken to address the needs of women, children, the elderly and person with disabilities during the disaster management process;

The Disaster Management Plan of uMshwathi Local Municipality was developed and adopted by Council on 29 June 2016, however the plan is revised annually and tabled to Council for approval.

There are three critical outcomes that should be achieved in order to reach a Level 1 Disaster Risk Management Plan. The achievement of these outcomes provides the foundation for a Level 2 Disaster Risk Management Plan. To complete a Level 2 Disaster Risk Management Plan, four critical outcomes need to be achieved.

Once they are achieved, the work towards the preparation of a Level 3 Disaster Risk Management can begin. Again, three critical outcomes form the basis of the Level 3 Plan. The different levels of disaster risk management plans and the specific outcomes for each level of plan are summarized in table 1 below as per guiding framework for the development of the plan (a progression /evolutional approach):

**Figure 6: Three Critical Outcomes**

LEVEL PLAN	OF	CRITICAL OUTCOMES	Achieved (tick √)
			Not achieved (tick ×)
1	1	Establish foundational institutional arrangements for disaster risk management	√
	2	Develop the capability to generate a Level 2 Disaster Risk Management Plan	√
	3	Develop and implement plans for known priority risks	√
2	1	Establish process for comprehensive disaster risk assessments	√
	2	Identify and establish consultative mechanism for specific priority disaster risk reduction projects	√
	3	Develop a supportive information management system	X
	4	Develop emergency communication capabilities	X
3	1	Establish specific institutional arrangements for coordinating and aligning disaster risk management plans	X
	2	Establish mechanisms to ensure informed and ongoing disaster risk assessments	X
	3	Institute mechanism to ensure ongoing relevance of disaster risk management policy frameworks and plans	X

In terms of the above guiding framework for the development of the plan (a progressional / evolutionary approach), uMshwathi Local Municipality need to achieve all four critical outcomes in order to complete a Level 2 Disaster Risk Management Plan.

### 3.10.5 Municipal Disaster Management Inter-Departmental Committee

The uMshwathi Local Municipality decided not to establish a Municipal Inter-Departmental Committee because senior representatives of the designated line function departments within the municipality are members of the uMshwathi Disaster Management Advisory Forum.

### 3.10.6 Municipal Disaster Management Advisory Forum

*The Disaster Management Advisory Forum of uMshwathi Local Municipality was established on 15 November 2013. It is composed of representatives from several relevant organizations who are properly delegated to make decisions on behalf of their organizations. There is commitment and consistency of membership. The roles and functions of the uMshwathi Disaster Management Advisory Forum are listed below:*

- Be the point of coordination for all the role players;
- Facilitate cooperation between District, Local and key role players;
- Develop the capacity and understanding about disaster management amongst the key role players;
- Develop resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters; and
- Report to key stakeholders including the municipal council, province and national on matters of disaster management.

### 3.10.7 Vulnerability Matrix

After the completion of hazard, vulnerability and capacity assessment, risk analysis was conducted. The risk analysis enabled the community and the local authorities to understand the potential impact of various hazard events. A hazard can impact many elements at risk in different manners. Risk analysis seeks to identify what kind of impact a hazard will have on various at-risk-elements; e.g. people, houses, crops, buildings, roads, schools etc.

Certain communities may be exposed to more than one hazard. In such areas it will be important to identify the potential losses from the various kinds of hazards. Different hazards may have differential impact upon various elements- at risk. For example, lightning can be very dangerous in terms of killing and injuring the people, while floods may not be. On the other hand lightning have very little impact upon crops, while floods have very severe impact, depending upon the cultivation season.



**Figure 7: Vulnerability matrix outlining exposure of key weather elements**

Vulnerability of various elements to different hazards within the area of jurisdiction of uMshwathi Municipality								
Climate risks	Elements at risk						Ecosystem	Consequences
	People	Households and community structures	Lifelines (Roads and bridges)	Livelihood and economic activities				
				crops	livestock	Forestry		
<b>Flooding</b>	low	moderate	high	high	low	Low	high	Flooding often results in stagnant water and increases the risk of water borne diseases such as Cholera. Floods cause severe damages to roads and wash away bridges.
<b>Structural fires</b>	high	high	no	no	no	No	no	Structural fires burn and cause serious damages mainly to household structures.
<b>Veld/forest fires</b>	moderate	moderate	no	moderate	moderate	High	high	Wildfires are frequent occurrences within uMshwathi Municipality. They destroy pastures and burn plantation forest.
<b>Drought</b>	high	no	no	High	High	Moderate	moderate	Drought result in crops failing. Crop failure results in farm labour lay-offs, increased farm debt and farm closures and causes knock on effects for households that depend on the agricultural sector.
<b>Heavy rainfall</b>	moderate	high	moderate	moderate	low	No	High	Extreme rainfall can result in soil erosion, land degradation, loss of ecosystem services. Heavy rainfall also results in the destruction of households and community structures and cause damages to livelihood and economic activities such as crops. Extreme weather events such as hail, lightning and strong winds causes damages to household and community structures resulting in costly repairs. Lightning has resulted in a number of injuries and deaths in the area of uMshwathi Municipality.

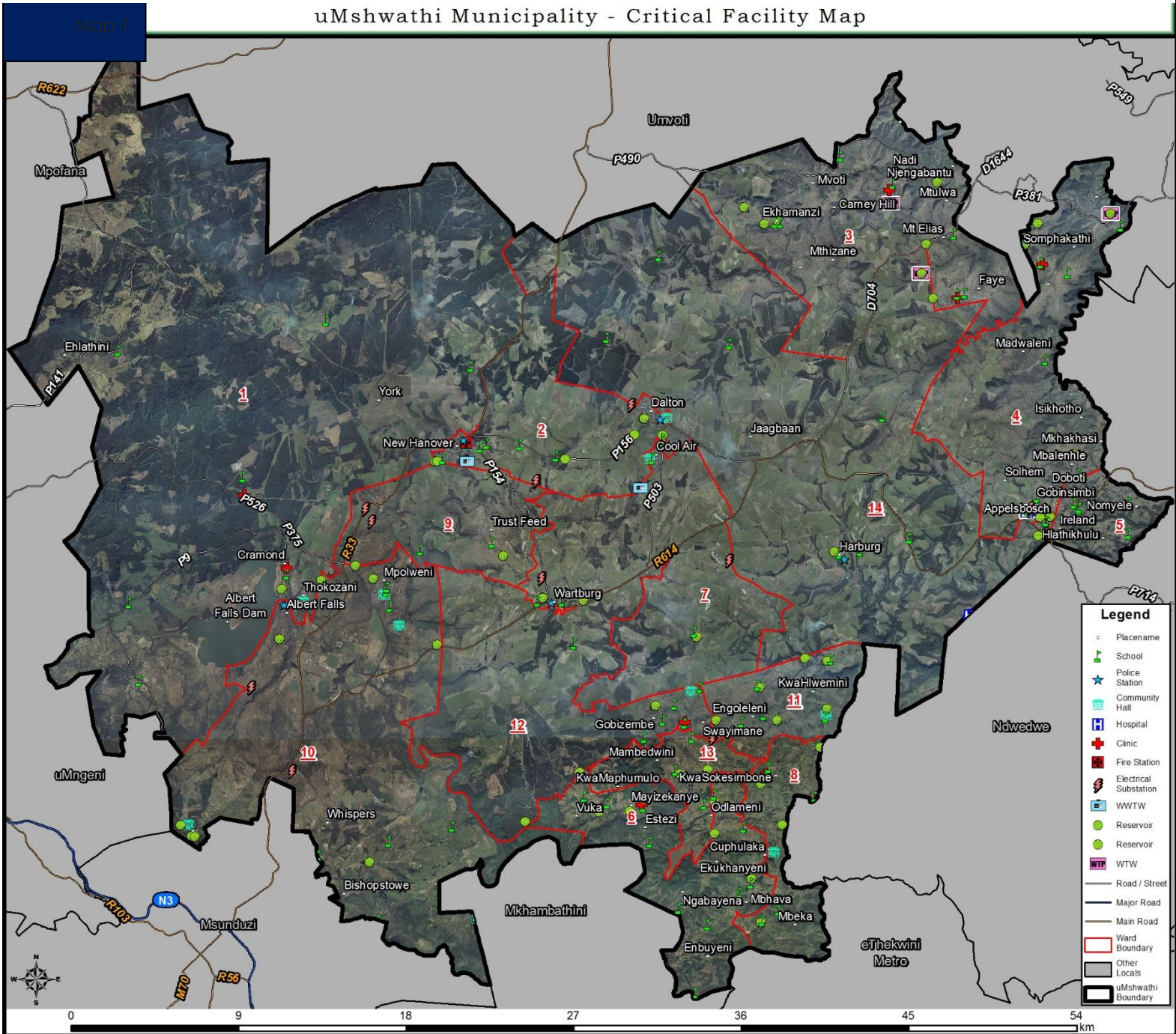
Vulnerability of various elements to different hazards within the area of jurisdiction of uMshwathi Municipality								
Climate risks	Elements at risk							Consequences
	People	Households and community structures	Lifelines (Roads and bridges)	Livelihood and economic activities			Ecosystem	
crops				livestock	Forestry			
Hail	high	high	low	high	low	No	low	
Lightning	High	High	no	no	low	Low	no	
Strong winds	High	High	no	low	low	Low	no	
Snow	low	no	low	low	low	Low	low	Snow could result in road closures resulting in minor disruptions.

### 3.10.8 Capacity Map

Capacity: These are the qualities which increase the ability of an individual or community to cope with a threatening event or process.

Map 8. Critical Facilities

uMshwathi Municipality - Critical Facility Map



### 3.10.9 Analysis of Climate Change Risks

Changes in climatic patterns are natural phenomena. However, there are concerns about the impact of climate change that results from human activities, such as burning fossil fuels for energy and the use of motor vehicles. Human-induced changes in climate have been acknowledged as a current reality, and are the subject of significant global attention. Several changes in the climate system have already been tentatively linked to climate change, such as increases in average and extreme temperatures; high intensity weather events (e.g. flooding and droughts); and rainfall variability, to which society and natural systems will need to adapt. Climate change is likely to have severe impacts on the residents of uMshwathi Municipality, as it is characterized by many vulnerable communities which are heavily dependent on natural resources. Both rural and urban areas are frequently affected by extreme weather events, which cause damage to infrastructure and pose risks to human safety. Commercial and subsistence agriculture furthermore forms a vital part of the economy of uMshwathi and is reliant on rainfall and temperature for continued yields and viability.

Based on statistical downscaling of four Global Climate Models (GCMs), the uMDM Status Quo Assessment on Climate Trends and Projections<sup>1</sup> found that whilst to a greater extent uMDM experiences moderate climate (15 - 20°C), there is a clear divide between the higher altitude western region of Impendle, uMngeni and Mooi Mpfana which tend to be cooler, and the warmer eastern regions of the district. The uMDM Status Quo report presents the mean annual temperature for the modelled "present" time period (1971 – 1990) in figure 2 below. The scale ranges from < -5°C (dark blue) to > 35°C (dark red). The uMDM Status Quo Assessment also found that projections indicate an increase of 1.75 to 2.5°C in mean annual temperatures across the uMDM by the middle of this century (see Figure 3). The report further found projected increases in maximum and minimum temperatures across the District.

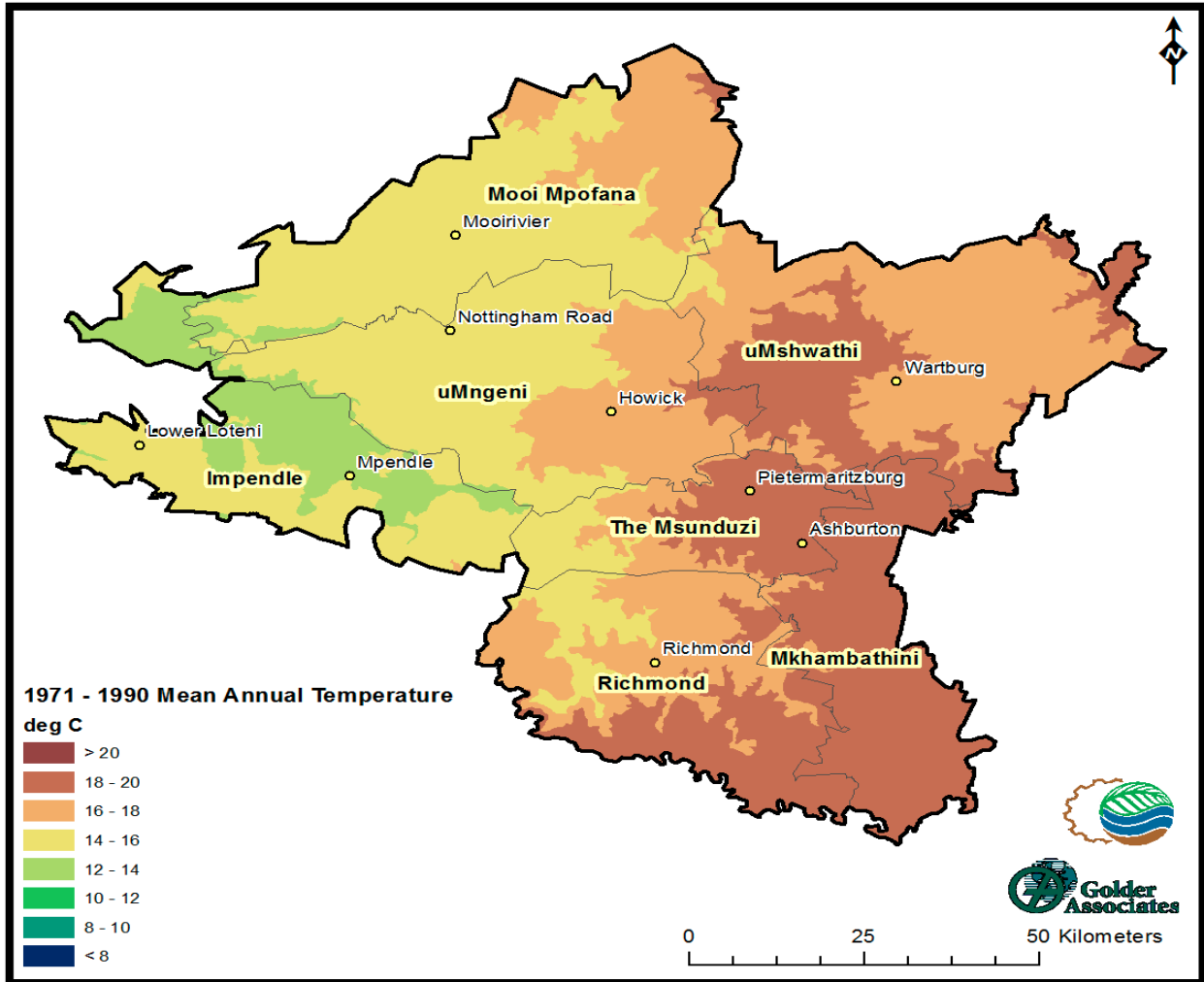
The historical (1971 – 1990) mean annual rainfall is presented in Figure 4. The scale ranges from 0 – 250 mm (red) to 2,250 – 2,500 mm (dark blue). The lower rainfall regions can be seen in northern portions of Mooi Mpfana, eastern regions of Mkhambathini and uMshwathi, and in the southern regions of Richmond. Higher rainfall regions were observed in central and western portions of the district, including regions within uMshwathi, uMngeni, Msunduzi and Impendle. The mean annual rainfall average projection into the intermediate future (2045-2065) is presented in Figure 5. The average projections indicate an overall increase in rainfall across the district, particularly in the uMngeni and Impendle Municipalities.

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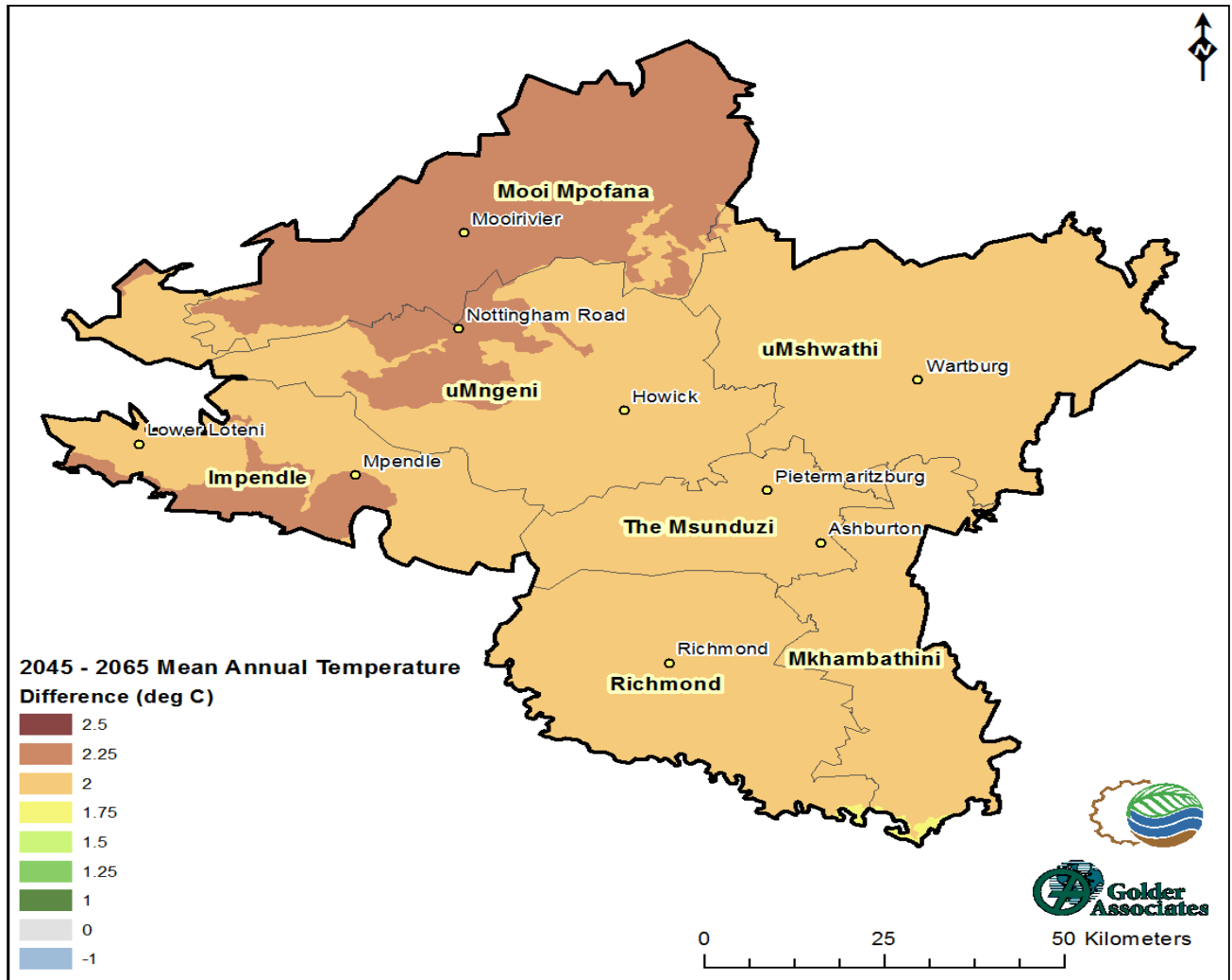
<sup>1</sup> Golder Associates. 2011. Status Quo Assessment: Climate Change Trends and Projection. uMgungundlovu Climate Change Response Strategy and Plan. Report Number: 1161595710991-3.

**Figure 47: Modelled “Present” Mean Annual Temperature** (using multiple GCMs, 1971 - 1990) Source: Golder Associates).

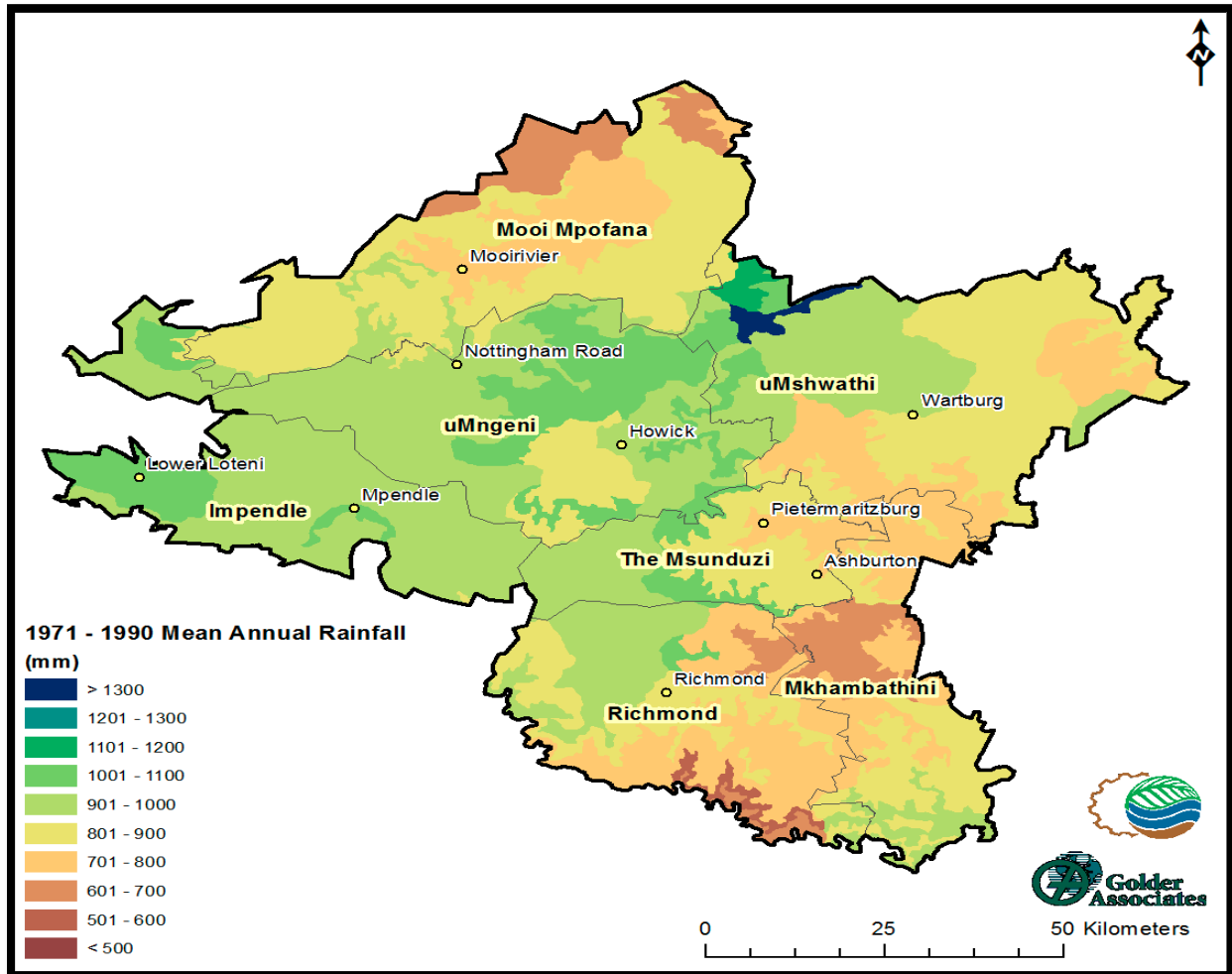
**Map 9. Modelled Present Mean Annual Temperature**



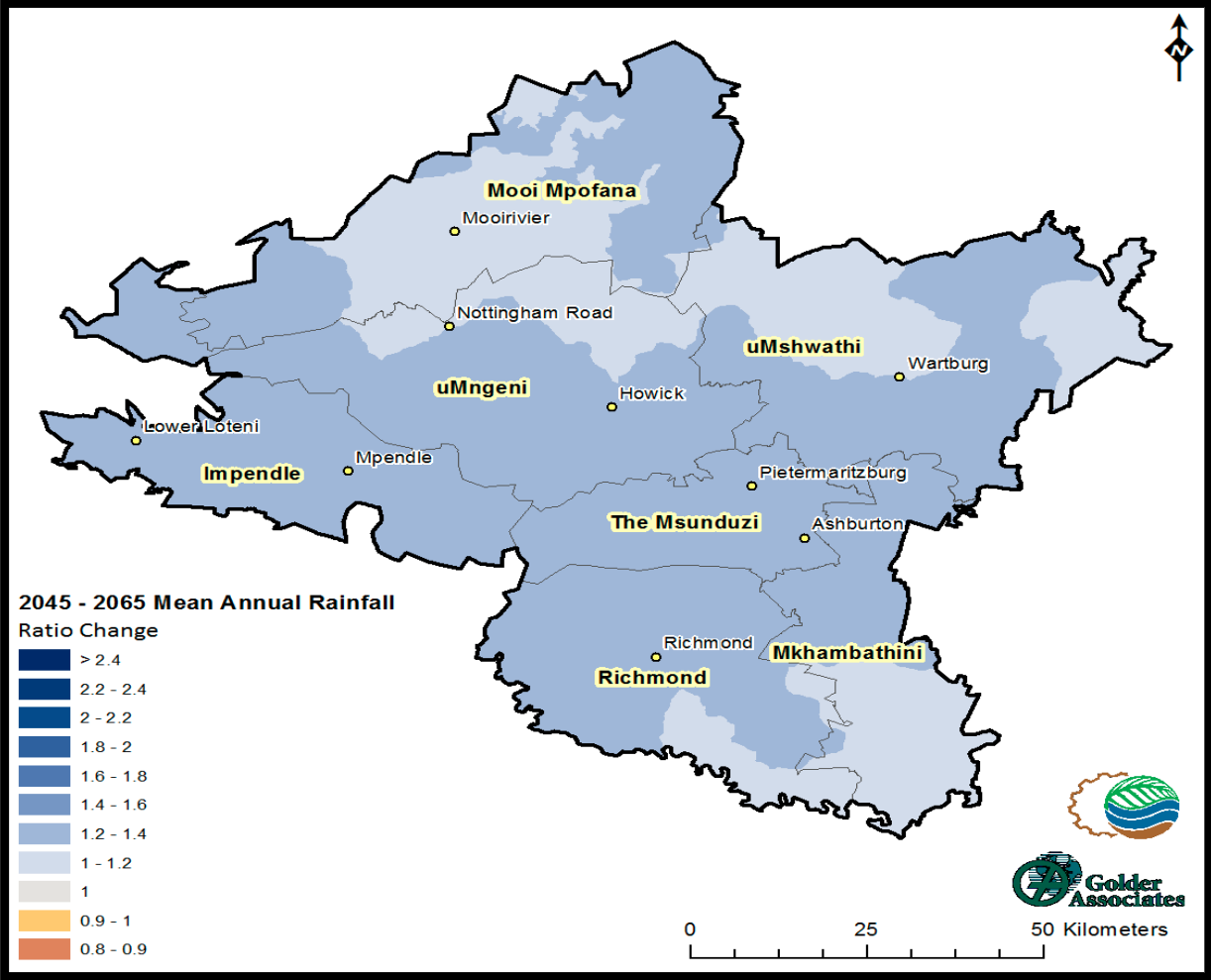
Map 10. Projected Changes in mean annual temperature into the intermediate future



Map 11. Modelled Present Mean Annual Rainfall



**Map 12. Projected changes in mean annual rainfall into the intermediate future**



Poor people tend to be more susceptible to droughts, heavy rainfall, lightning, hail, strong winds and floods due to their inability to cope with these environmental stresses. Changes in the prevailing climate (e.g. more extreme events) will exacerbate the situation. uMshwathi is therefore inherently vulnerable to climate change due to its social profile.

In order to build a climate-resilient and low-carbon economy and society that is resilient to the effects of climate change, the uMshwathi Municipality should reduce greenhouse gases by promoting the planting of indigenous trees, recycling, saving of electricity, switching to energy-saving light-bulbs and changing the way we travel.



### 3.10.10 DISASTER RISK REDUCTION FOR DISASTER MANAGEMENT

#### **Identifying the Most Vulnerable Areas, Communities and Households**

Not all areas, communities and households face the same disaster risks, hence, in undertaking disaster risk management planning, priority must be given to those areas, communities and households that are exposed to natural or other threats, and have the least capacity to resist and recover from the resulting impacts. These are called at-risk areas, communities or households (section 3.2.3 of the NDMF).

#### **Priorities for Focusing Disaster Risk Protection Efforts**

According to section 3.2.4 of the NDMF, for disaster risk management planning purposes, organs of state, must, according to their functional area or area of jurisdiction, give priority to protecting:

- *Strategic infrastructure or lifeline services whose damage or disruption in disaster events would result in serious and widespread consequences.*
- *Critical economic, commercial, agricultural and industrial zones or sites whose damage or disruption would have serious and widespread consequences.*
- *Fragile natural ecosystems and environmental assets that offer protective environmental services and which, if damaged or destroyed in a disaster event, would result in serious natural and economic losses.*
- *Communities in areas exposed to extreme weather and/or other natural and technological hazards and which are therefore likely to sustain serious human and property losses in the event of a disaster.*
- *Poor and underserved rural and urban communities, including informal settlements, especially those located in fragile ecological areas that sustain repeated losses from recurrent small, medium, and large disaster events, and that lack insurance coverage to facilitate recovery.*
- *Highly vulnerable households in at-risk areas with limited capacity to resist or recover from external shocks, particularly child-headed households or those headed by the elderly or household affected by chronic illness.*

#### **Disaster Preventions**

The NDMF (section 3.2.5.1) state that disaster prevention refers to actions that provide 'outright avoidance' of the adverse impact of hazards and related environmental, technological and biological disasters.

uMshwathi Municipality will through effective land-use planning, basic public works and effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions prevent disasters. This will include planting indigenous grasses and trees and carefully positioning of storm-water drainage and its ongoing maintenance.

#### **Disaster Mitigation**

Disaster mitigation refers to structural and non-structural measures that are undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities and households. These efforts can target the hazard or threat itself (for example, a firebreak that stops a fire spreading close to residential areas). This is often referred to as "structural mitigation" since it requires infrastructure or engineering measures to keep the hazard away from those at risk.

The disaster mitigation efforts of uMshwathi Local Municipality will target people who are at risk, by reducing their vulnerability to specific threats. This will include promoting risk-avoidance behavior and attitudes such as promoting community responsibility for controlling fire risks in an informal settlement.

## Preparedness

Preparedness includes measures taken in advance to ensure effective response to the impact of hazards, including timely and effective early warning and the temporary evacuation of people and property from threatened locations.

Preparedness enables organs of state and other institutions involved in disaster risk management, the private sector, communities and individuals to mobilize, organize, and provide relief measures to deal with an impending or occurring disasters, or the effects of disaster.

Preparedness actions include:

- *Planning for seasonal threats, such as heavy rainfall, flooding, strong winds, veld/forest fires or informal settlements fires, and communicable disease outbreaks*
- *Anticipate and planning for the potential dangers associated with large concentration of people at sporting, entertainment or other events.*
- *Establishing clear information dissemination processes to alert at-risk communities of an impending seasonal threat, such as a potential outbreak of cholera during the rainy season.*
- *Specifying evacuation procedures, routes and sites in advance of expected emergencies, including the evacuation of schools in areas exposed to flash floods.*
- *Defining in advance clear communication processes and protocols for different emergency situations, including the dissemination or an early warning for an impending extreme weather threat to isolated or remote communities.*

These actions are key components of the contingency plans that should be developed for specific threats as part of municipal disaster risk management plan.

## Inclusion of Disaster Risk Reduction Efforts in the Structures and Processes

Disaster risk is driven by both hazards and vulnerability factors reflected in spatial development framework. Efforts should be made to establish mechanisms in association with spatial planners to ensure that relevant spatial information informs disaster risk reduction planning. Furthermore, verified risk information should be incorporated into spatial development plans and maps.

Efforts should be made to ensure that the risk reduction activities that have been identified are approved and integrated into the IDP so that they get funded. These plans should be incorporated into the sector plans / strategic plans in order to ensure improved service delivery. Possible risk reduction projects have been identified through analysis of information collected during consultations with various stakeholders and community members. The risk reduction activities are given in the figure 49 below.

***NB: The implementation of these projects as a complete unit might not be possible, hence they can be restructured in such a way that smaller project within the larger scope of a project can be identified and implemented.***

**Table 15. Risk Reduction Projects**

Objectives / Outcomes	Strategy	KPIs	Projects	Measurable outputs	Responsible Agent/person
<b>KPI: Institutional Readiness</b>	To reduce the probability of disaster occurrences and take effective action during disasters	% of volunteers and Ward based structures trained	Training of volunteers and Ward based structures	Training conducted resulting in well-equipped personnel responsible for facilitation and co-ordination of the disaster risk management planning and implementation	Community Services
<b>KPA 3: Mitigation</b>		No. of community and awareness campaigns conducted to raise public awareness about the prevailing hazards (Drought, structural fires, floods, heavy rainfall, strong winds, hail and lightning)	Community awareness campaigns to raise public awareness about the importance of not lighting fires on dry veld, not leaving lit candles unattended at night etc	Awareness campaigns conducted resulting in increased community awareness and capacity to respond to prevailing hazards	Community Services
		No. of grounded lightning rods installed	Installation of grounded lightning rods to protect houses and buildings built in lightning prone areas	Lightning rods installed resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	Community Services
		No of firebreaks prepared and burnt to help protect houses and structures built in or near veld and forest fire prone areas.	Preparation and burning of fire breaks in fulfillment of requirements of National Veld and Forest Fire Act 101 of 1998 which stipulates responsibilities of people in control of the land.	Fire breaks prepared where there is reasonable risk of veld fire	Community Services, WoF and Fire and Rescue (uMDM)
<b>KPA 3: Preparedness</b>		% achievement of responses and emergency relief made available in the event of disasters.	Maintenance of strategic reserve of relief material / equipment (tents, blankets, plastic sheets) to assist in cases of local catastrophes	100% achievement of responses and emergency relief made available in the event of disasters.	Community Services

### 3.10.1 DISASTER RESPONSE AND RECOVERY

**Response:** The aim of emergency response is to provide immediate assistance or intervention during or immediately after a disaster to maintain life, improve health and meet the basic subsistence needs of those affected. Such assistance may range from providing specific but limited aid, such as assisting displaced people with temporary shelter and food, to establishing semi-permanent settlement in camps and other locations. It also may involve initial repairs to damaged infrastructure. The focus in the response phase is on meeting the basic needs of the people until more permanent and sustainable solutions can be found. Humanitarian organizations are often strongly present in this phase of the disaster management cycle.

**Recovery:** The aim of the recovery phase is to restore the affected area to its previous state. It differs from the response phase in its focus. Recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve restoration of lives and livelihoods, rebuilding destroyed property, re-employment, and the repair of other essential infrastructure and natural environment. Disaster recovery includes rehabilitation and reconstruction.

Each Agency should have detailed response plan in place for each type of disaster. The actions to be taken at different times and the responsible person within the uMshwathi Municipality should be identified in the response plan. The response actions for such disasters that can be forewarned (e.g. flood) will start from 72 hours before the occurrence. The response actions for such disasters that cannot be forewarned (e.g. structural fire) will start immediately after the occurrence of the disaster. The response planning should be prepared for each type of disaster. The response and recovery activities are given in the figure 50 below.

Objectives / Outcomes	Strategy	KPIs	Projects	Measurable outputs	Responsible Agent/person
<b>KPA 4: Emergency response and recovery</b>	To take effective action during disasters' to provide immediate response and recovery	No of roads repaired	Rehabilitation and reconstruction of the roads eroded by flooding.	Roads affected by natural hazards rehabilitated or reconstructed	Technical Services (uMshwathi) and DOT
		No. of natural environments or areas with soil eroded by floods repaired and restored.	Rehabilitation and restoration of natural environments or areas with soil eroded by floods	Groundcover maintained to reduce soil erosion	Technical Services and EDTEA
		No. of gullies rehabilitated: <ul style="list-style-type: none"> <li>• <i>Stabilization by structural measures and accompanying vegetation</i></li> <li>• <i>Diversion of surface water above the gully area</i></li> </ul>	Rehabilitation of gullies formed by surface run-off.	Surface run-off minimized to control the gullies	Technical Services and EDTEA

**Table 16: Response and Recovery Activities**

## Municipal Capacity in terms of Response and Recovery

The organisational structure of uMshwathi Local Municipality provides for 1 post of a Disaster Management Officer. The Disaster Officer was employed on 3 December 2012. The Disaster Management Advisory Forum recommended that the Council creates the post of Disaster Manager who will report directly to the General Manager: Community Services and the second post of the Disaster Management Officer to strengthen the capacity of the Municipality in dealing with the disaster management issues. In order to meet the response and immediate relief requirements in the event of a disaster the Municipality approved a budget of R300 000 for 2019/2020 Financial Year. The capacity of uMshwathi Local Municipality is reinforced by the support from the 28 Ward Based Volunteers as well as support from both the Provincial and District Disaster Management Centres.

## List of relevant stakeholders in Response and Recovery

If a major incident or disaster occurs, the Disaster Management Officer will perform a response co-ordination role, ensuring that multi-disciplinary co-ordination is in place and communication between responding agencies is efficient. The Disaster Management Officer will ensure that a Joint Operation Centre (JOC) or Venue Operations Centre (VOC) is put in place.

**Table 17: Stakeholder Roles and Responsibilities**

STAKEHOLDER	ROLE
<b>uMshwathi Local Municipality – Technical Services</b>	<ul style="list-style-type: none"> <li>• Ensure constant provision of essential services</li> </ul>
<b>Eskom</b>	<ul style="list-style-type: none"> <li>• Repair of electricity network.</li> </ul>
<b>uMgungundlovu District Municipality – Technical Services</b>	<ul style="list-style-type: none"> <li>• Ensure constant provision of essential services</li> </ul>
<b>District Fire and Rescue Services</b>	<ul style="list-style-type: none"> <li>• Firefighting and general rescue</li> </ul>
<b>uMshwathi Municipality – Protection Services</b>	<ul style="list-style-type: none"> <li>• Provide road traffic management</li> <li>• Identify safer/alternate routes</li> </ul>
<b>South African Police Services</b>	<ul style="list-style-type: none"> <li>• Responsible for security, law and order.</li> </ul>
<b>uMgungundlovu District Disaster Management Centre</b>	<ul style="list-style-type: none"> <li>• Provide support to uMshwathi Local Municipality by co-ordinating response and recovery activities.</li> </ul>
<b>Emergency Medical Rescue</b>	<ul style="list-style-type: none"> <li>• Provide first aid, medical care and ambulance arrangements.</li> </ul>
<b>uMshwathi Local Municipality – Disaster Management</b>	<ul style="list-style-type: none"> <li>• Implement measures to respond and recover to local disasters</li> <li>• Compile required reports</li> </ul>
<b>Department of Home Affairs</b>	<ul style="list-style-type: none"> <li>• Speedy provision of lost/damaged official documents</li> </ul>
<b>Department of Social Development</b>	<ul style="list-style-type: none"> <li>• Provision of social relief and psycho-social support</li> </ul>
<b>Department of Human Settlement</b>	<ul style="list-style-type: none"> <li>• Provision of emergency housing</li> </ul>

### Grant Funding Allocated for Post-Disaster Recovery

There are no grants received from the National.

### Department of Cooperative Governance and Traditional Affairs (KZN: Provincial Disaster Management Centre)

**Table 18: Drought Grant Allocations**

WSA	REQUIRED BUDGET	SUMMARY OF SCOPE
uMgungundlovu	R12 487 000	52 new boreholes, 31 static tanks on stands

### Department of Human Settlement

**Table 19: MTEF Emergency Housing Grant Allocation**

Provincial Departments		Municipalities	
Financial year	Budget	Financial Year	Budget
2018/19	R260 million	2018/19	R140 million
2019/20	R277 million	2019/20	R149 million
2020/21	R295 million	2020/21	R159 million

The grant is allocated to provincial administrations/municipalities on application and approval thereof by the Accounting Officer of the national DHS.





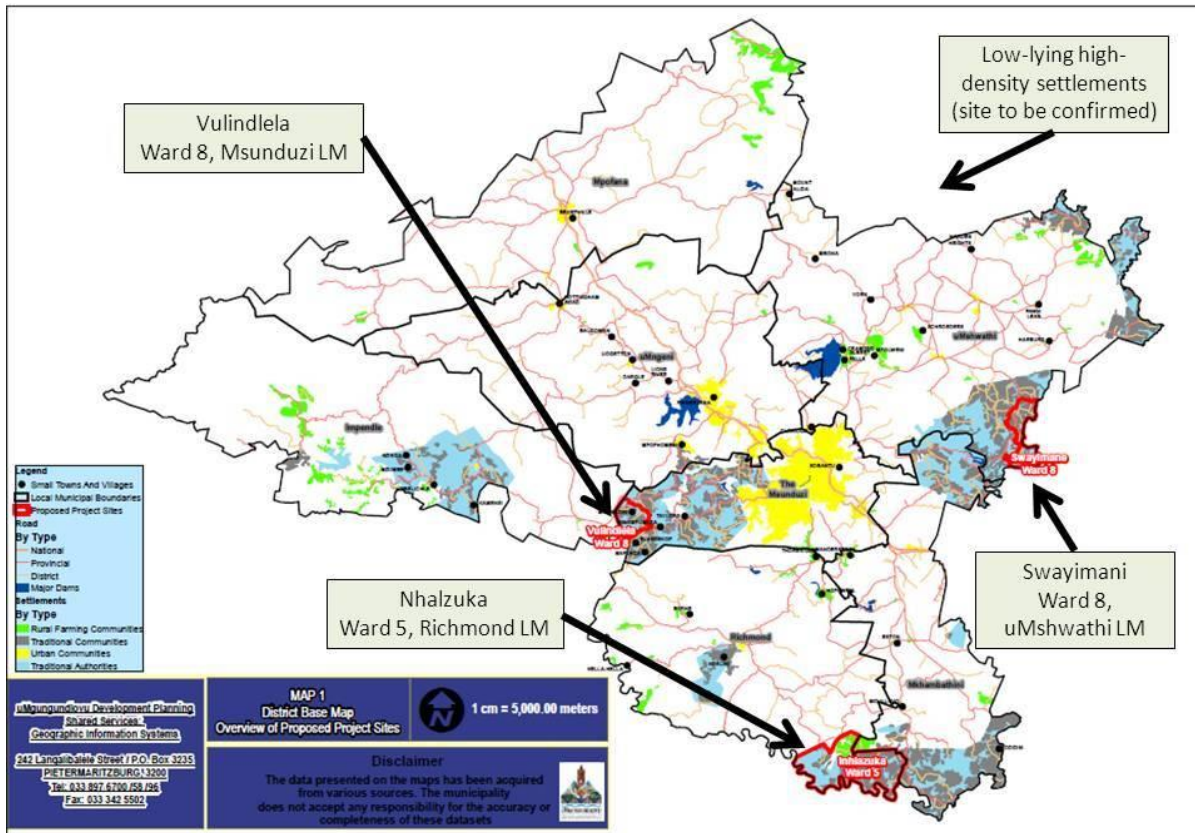
## Specific Climate Change Adaptation Programmes

The overall objective of the uMngeni Resilience project is to reduce the vulnerability of these communities and small-scale farmers in the uMDM to the impacts of climate change. This is to be achieved by increasing climate resilience and adaptive capacity by combining traditional and scientific knowledge in an integrated approach to adaptation. This will be enabled through implementing a suite of complementary gender-sensitive project interventions, focussing on: i) early warning and ward-based disaster response systems; ii) ecological and engineering infrastructure solutions specifically focused on vulnerable communities, including women; iii) integrating the use of climate-resilient crops and climate-smart techniques into new and existing farming systems; and iv) disseminating adaptation lessons learned and policy recommendations, to facilitate scaling up and replication. A number of sites were identified by the uMDM as demonstration sites for the project. Four sites were selected, based on the results of a vulnerability assessment, stakeholder consultations, and subsequent short-listing and ground-truthing through site visits. The sites are: i) low-lying high-density settlements; ii) the rural area of Ward 8 of Vulindlela, Msunduzi Local Municipality; iii) the rural farming area of **Ward 8 of Swayimane, uMshwathi Local Municipality**; and iv) the rural area of Ward 5 of Nhlanzuka, Richmond Local Municipality.

KPA	IDP Ref	B2B Ref	MTSF	IUDF	DPT Code	Strategic Objective	Expected outcome/Measurable Output	Key Performance Indicator (KPI)	Project name & description	Activity	Budget	Dem and	Annual Performance target	Q1	Q2	Q3	Q4
CROSS CUTTING	Com11	NT1/PTA	10	04	COM003_1	To effectively adapt and manage unavoidable and potential damaging climate change impacts, through interventions that build and sustain South Africa, economic and environmental resilience and emergency response capacity.	flood and fire early warning system is developed	date of implementation	Develop fire and flooding early warning systems	develop the flood and fire early warning systems	R3 500 000		31 March 2020				31 March 2020
CROSS CUTTING	Com17	NT1/PTA	10	04	COM003_1	To effectively adapt and manage unavoidable and potential damaging climate change impacts, through interventions that build and sustain South Africa, economic and environmental resilience and emergency response capacity.	Produce and disseminate innovative educational and awareness raising materials about climate change adaptation	Progress reports	Build the capacity of communities	Implement community capacity building programme including stage plays, learning exchanges, printed materials, workshops, schools programme	R 1 240 000		4	1	1	1	1
CROSS CUTTING	Com19	NT1/PTA	10	04	COM003_1	To effectively adapt and manage unavoidable and potential damaging climate change impacts, through interventions that build and sustain South Africa, economic and environmental resilience and emergency response capacity.	Build the capacity of staff from disaster management, the project management unit, environmental management and planning units and other stakeholders to understand the impact of climate change and appropriate responses.	Number of conferences /workshops attended	Build the capacity of identified staff and stakeholders and provide opportunities for sharing on project learnings and outcomes	Implement staff and other stakeholder capacity building programme including conference attendance, course attendance, workshops, learning exchanges	R1 005 000		8	2	2	2	2

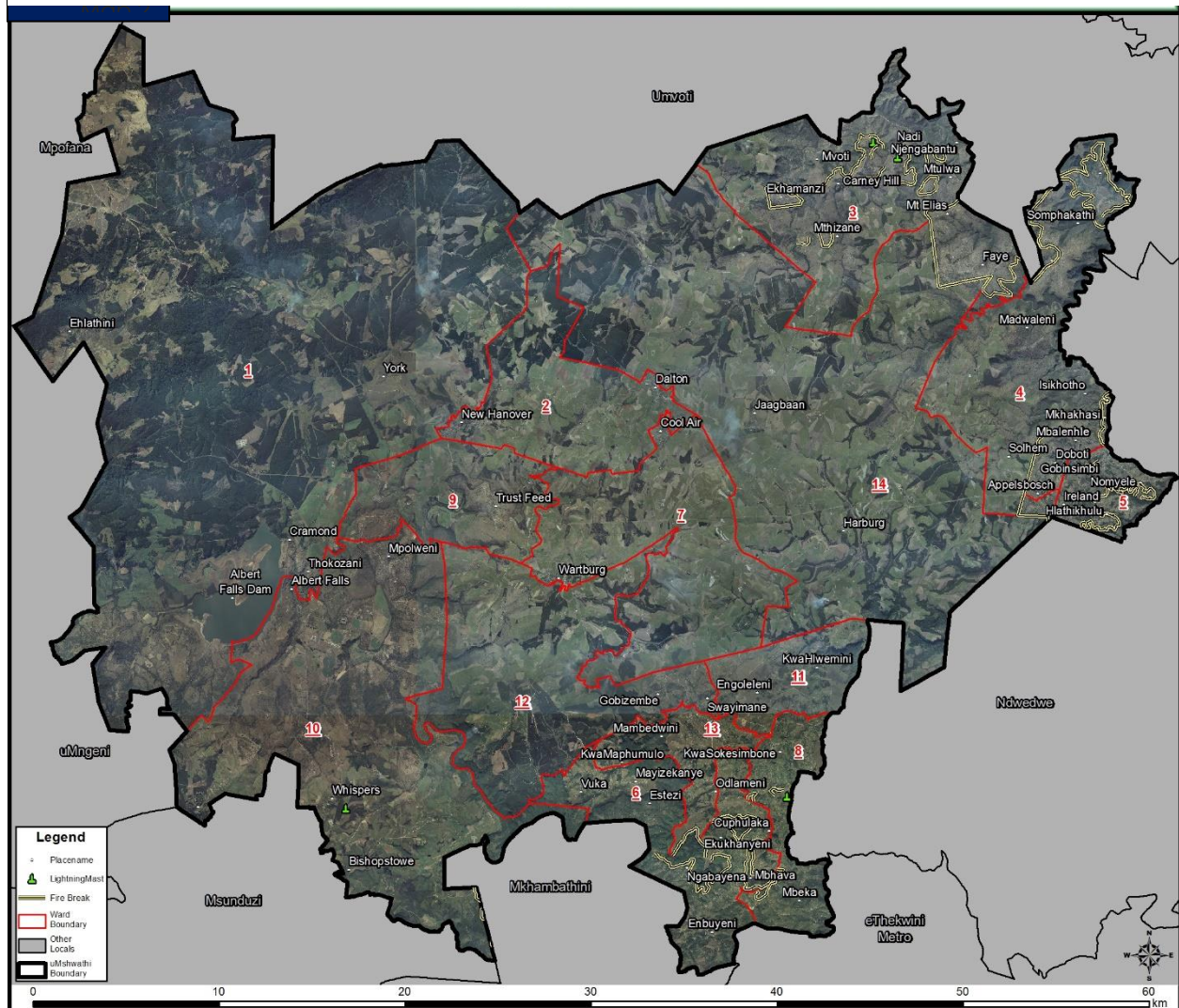
Map reflecting strategic interventions for DRR

Map 13: Demonstration sites for the UMngeni Resilience Project



Livelihoods in the Ward 8, Swayimane area is largely derived from subsistence farming. The farming system includes cropping and animal husbandry on gently sloping ground. Crops dominate the agrarian system while animals are mainly used for land preparation, with low levels of milk production from cattle. Farmers grow maize, beans, amadumbe (taro), sweet potato and sugarcane. The area is characterised by good rainfall (500 to 800 mm/annum), predominant fog and deep soils. However, there are potential challenges with respect to the quality of the soils. The current short-term droughts and shortages of key mineral elements have a significant impact on crop performance to the extent of causing total crop loss any time from emergence to reproductive stage of plant development. The predicted increase in intensity and frequency of such dry spells, as well as intense rainfall periods which will likely result in brief periods of flooding, threaten food security and long-term livelihoods for the community. Climate change has resulted in seasonal shifts, which farmers have not yet responded to. Whilst there is a perception that crops can be grown all year round, UKZN SAEES crop trial results indicate that the risk of current crop failure during the winter period is now very high. This threat to farmers also represents a threat to the food security of surrounding communities, as surplus agricultural produce is sold at local markets, benefiting many people in the ward. Institutional and community level capacity is low. This is apparent in that while there are isolated uses of best practices, including the use of climate-smart agricultural techniques to conserve topsoil, these practices are not known, at times, to adjacent farmers, indicating there is no mechanism to share knowledge locally.

**Map 14: Strategic Intervention for Disaster Risk Reduction**



## INFORMATION MANAGEMENT AND COMMUNICATION

### **Information Management**

The Municipality does not have an information management software. Hard copies of disaster related correspondence and documents are stored in registry.

### **Communication system**

The Municipality does not have an Information Management and Communication System. The Disaster Management Officer makes use of the bulk sms system and email platform to communicate, send invitations and notices to Disaster Management Stakeholders. There are plans to optimise the utilization of the Bulk SMS system and explore other platforms such as the WhatsApp to communicate with relevant stakeholders when disasters threatens to occur or when disasters occur (during and post disaster phase).

**Early Warning Strategy**

Currently, the Municipality does not have mechanisms for dissemination of early warning messages to communities at risk, however, plans are afoot to employ the bulk short message system to disseminate early warning messages to communities at risk. Such short messages shall be directed to targeted community leaders or sectors e.g. School Principals from the Education Sector.

**EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH****Planned Capacity Building Programmes**

At least 1 (one) Disaster Management Capacity Building Workshop is planned for 2019/2020 Financial Year for Members of the Disaster Management Advisory Forum. The Traditional Council and Disaster Management Volunteers are members of the Disaster Management Advisory Forum.

**Planned Public Awareness Campaigns**

In an effort to promote a culture of risk avoidance, through education, training and awareness programmes to communities no less than 4 (four) awareness campaigns will be conducted, at least 1 (one) per quarter. The budget required for this exercise is R200 000.00

**Research**

Currently, there is no planned commissioning of disaster related scientific study

## FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

**Table 21: Breakdown of budget for Disaster Management**

STRATEGIC OBJECTIVES	STRATEGIES	PROGRAMME/ PROJECT/ MEASURABLE OUTPUT	REQUIRED BUDGET	RESPONSIBLE SECTION
To reduce the probability of disaster occurrences and take effective action during disasters.	Reduce the probability of disaster occurrences by installing lightning rods	Install lightning rods resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	R200 000	Community Services
	Prepare and burn fire breaks where there is reasonable risk of veld fire as per section 12 (1) of the National Veld and Forest Fire Act 101 of 1998 which stipulates responsibilities of people in control of the land.	Implement Fire preventative measure to manage or eliminate the risks of veld and forests fires	R10 000	Community Services
	Promote culture of risk avoidance, through education, training and awareness programmes to communities	Conduct awareness campaigns	R50 000	Community Services
	Ensure effective and appropriate disaster response and recovery	Provide immediate assistance to the victims of disaster events	R240 000	Community Services
	<b>TOTAL</b>		<b>R500 000</b>	

### Funding Mobilization Strategy

The Disaster Management Sector Plan is developed for incorporation to the IDP in compliance with section 26 (g) of the Municipal Systems Act No. 32 of 2000. The budget allocated for Disaster Management programmes/projects will be included in the Service Delivery and Budget Implementation Plan (SDBIP).

### Private Partnerships

Currently there are no private partnerships in place.

**Table 22: Mshwathi Disaster Risk Profile**

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk Profile		
RISK SUMMARY SHEET – WARD 1																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Disaster	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	medium
2	Veld/forest fires	2.8	1	3	2	3	4	2.6	1	1	1	1	2	1.2	2.2	6.0	low
3	House fires	2.3	1	2	2	4	1	2.0	1	1	1	1	2	1.2	1.7	3.8	Low
4	Floods	2.5	1	2	2	4	2	2.2	1	1	1	1	1	1.0	2.2	5.5	Low
6	Wind	3.3	1	3	3	3	3	2.6	1	1	1	1	1	1.0	2.6	8.5	Medium
7	Hail	3.3	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	7.8	medium
8	Lightning	2.0	1	1	2	1	1	1.2	1	1	1	1	1	1.0	1.2	2.4	Low
9	Snow	2.8	1	3	2	1	2	1.6	1	1	1	1	1	1.0	1.6	4.4	Low

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
RISK SUMMARY SHEET – WARD 2																	
			Political	Economic	Social	Tech	Environmental	Total = 5	Institutional	Programme	Physical	People	Support	Total = 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	2.8	1	2	1	2	2	1.6	1	1	1	1	2	1.2	1.3	3.7	low
3	House fires	3.5	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	6.4	Medium
4	Floods	3.0	1	1	1	1	2	1.2	1	1	1	1	1	1.0	1.2	3.6	low
5	Heavy rainfall	3.3	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	7.8	Medium
6	Wind	3.3	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	7.8	Medium
7	Hail	3.3	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.9	low
8	Lightning	3.5	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	8.4	Medium



No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
RISK SUMMARY SHEET – WARD 3																	
			Political	Economic	Social	Tech	Environment	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	2.5	1	2	2	3	4	2.4	1	1	1	1	2	1.2	2.0	5.0	Low
3	House fires	2.8	1	3	4	3	1	2.4	1	1	1	1	2	1.2	2.0	5.5	Low
4	Floods	2.3	1	2	2	3	3	2.2	1	1	1	1	1	1.0	2.2	5.0	Low
5	Heavy rainfall	2.8	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	6.6	Medium
6	Wind	3.5	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	6.3	Medium
7	Hail	3.3	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
RISK SUMMARY SHEET – WARD 4																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.8	1	3	4	1	3	2.4	2	1	1	1	1	1.2	2.0	7.5	Medium
2	Veld/forest fires	2.8	1	3	2	2	4	2.4	1	1	1	1	2	1.2	2.0	5.5	Low
3	House fires	3.3	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	6.0	Low
4	Floods	2.3	1	3	2	3	3	2.4	1	1	1	1	1	1.0	2.4	5.4	Low
5	Heavy rainfall	3.0	1	3	1	3	3	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
6	Wind	3.3	1	2	3	3	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
7	Hail	3.0	1	3	3	3	1	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score			
RISK SUMMARY SHEET – WARD 5																	
			Political	Economic	Social	Tech	Environment	Total ÷ 5	Institutional	Preparedness	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	Risk profile
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	2	2	2	3	2.0	1	1	1	1	2	1.2	1.7	5.0	Low
3	House fires	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.2	2.0	6.5	Medium
4	Floods	2.5	1	1	2	2	2	1.6	1	1	1	1	1	1.0	1.6	4.0	Low
5	Heavy rainfall	2.8	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	6.5	Medium
6	Wind	3.3	1	3	2	2	2	2.0	1	1	1	1	1	1.0	2.0	6.5	Medium
7	Hail	3.3	1	3	2	2	2	2.0	1	1	1	1	1	1.0	2.0	6.5	Medium
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

<b>RISK SUMMARY SHEET – WARD 6</b>																	
No.	Risk description	Hazard index	Vulnerability index						Capacity Index					Resilience	Risk score	Risk profile	
			Political	Economic	Social	Tech	Environment	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.5	1	2	2	2	3	2.0	1	1	1	1	1	1.0	2.0	7.0	Medium
2	Veld/forest fires	3.3	1	2	2	2	4	2.2	1	1	1	1	2	1.2	1.8	6.0	Low
3	House fires	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.2	2.0	6.5	Medium
4	Floods	3.3	1	2	2	2	3	2.0	1	1	1	1	1	1.0	2.0	6.5	Medium
5	Heavy rainfall	3.3	1	2	2	3	3	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
6	Wind	3.3	1	2	2	3	3	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
7	Hail	2.5	1	2	2	4	2	2.2	1	1	1	1	2	1.0	2.2	5.5	Low
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index							Capacity Index					Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 7																	
			Political	Economic	Social	Tech	Environment	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	<b>2.8</b>	1	1	1	1	1	<b>1.0</b>	2.8	9.1	Low
2	Veld/forest fires	2.0	1	1	1	1	2	<b>1.2</b>	1	1	1	1	2	<b>1.2</b>	1.0	2.0	Low
3	House fires	1.8	1	2	4	2	1	<b>2.0</b>	1	1	1	1	2	<b>1.2</b>	1.7	2.9	Low
4	Floods	2.5	1	1	2	2	2	<b>1.6</b>	1	1	1	1	1	<b>1.0</b>	1.6	4.0	Low
5	Heavy rainfall	3.5	1	3	3	3	2	<b>2.4</b>	1	1	1	1	1	<b>1.0</b>	2.4	8.4	Medium
6	Wind	3.5	1	2	2	2	2	<b>1.8</b>	1	1	1	1	1	<b>1.0</b>	1.8	6.3	Medium
7	Hail	3.3	1	3	1	2	2	<b>1.8</b>	1	1	1	1	1	<b>1.0</b>	1.8	5.9	Low
8	Lightning	3.0	1	2	2	2	2	<b>1.8</b>	1	1	1	1	1	<b>1.0</b>	1.8	5.4	low

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
			Political	Economic	Social	Tech	Environment	Total ÷ 5	Institutional	Programme	Physical	People				Support	Total ÷ 5
<b>RISK SUMMARY SHEET – WARD 8</b>																	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	2.8	1	2	2	2	3	2.0	1	1	1	1	2	1.2	1.7	4.6	Low
3	House fires	2.8	1	2	2	2	1	1.6	1	1	1	1	2	1.2	1.3	3.7	Low
4	Floods	2.8	1	2	1	1	2	1.4	1	1	1	1	1	1.0	1.4	3.9	Low
5	Heavy rainfall	3.0	1	2	3	2	2	2.0	1	1	1	1	1	1.0	2.0	6.0	Medium
6	Wind	3.0	1	2	3	2	2	2.0	1	1	1	1	1	1.0	2.0	6.0	Medium
7	Hail	2.8	1	2	2	1	2	1.6	1	1	1	1	1	1.0	1.6	4.4	Low
8	Lightning	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	Low

No.	Risk description	Hazard index	Vulnerability index						Capacity Index					Resilience	Risk score	Risk profile	
RISK SUMMARY SHEET – WARD 9																	
			Political	Economic	Social	Tech	Environment	Total ÷ 5	Institutional	Programme	Physical	People	Subsect	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	3	2	2	4	2.4	1	1	1	1	2	1.2	2.0	6.0	Medium
3	House fires	3.3	1	3	2	2	3	2.2	1	1	1	1	2	1.2	1.8	6.0	Low
4	Floods	2.8	1	2	2	2	3	2.0	1	1	1	1	1	1.0	2.0	5.5	Low
5	Heavy rainfall	2.8	1	3	3	3	3	2.6	1	1	1	1	1	1.0	2.6	7.2	Medium
6	Wind	2.8	1	3	3	3	3	2.6	1	1	1	1	1	1.0	2.6	7.2	Medium
7	Hail	3.0	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
8	Lightning	2.8	1	1	2	2	1	1.4	1	1	1	1	1	1.0	1.4	3.9	Low

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
RISK SUMMARY SHEET – WARD 10																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	2	2	1	3	1.8	1	1	1	1	2	1.2	1.5	4.5	Low
3	House fires	3.5	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	6.4	Medium
4	Floods	2.5	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	4.5	Low
5	Heavy rainfall	3.5	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium
6	Wind	3.5	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium
7	Hail	2.8	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.0	Low
8	Lightning	3.5	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium



No.	Risk description	Hazard index	Vulnerability index						Capacity Index					Resilience	Risk score	Risk profile	
RISK SUMMARY SHEET – WARD 11																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	3	3	2	4	2.6	1	1	1	1	2	1.2	2.2	6.5	Medium
3	House fires	2.8	1	2	2	2	2	1.8	1	1	1	1	2	1.2	1.5	4.1	low
4	Floods	3.0	1	2	3	2	4	2.4	1	1	1	1	1	1.0	2.4	7.2	Medium
5	Heavy rainfall	3.0	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
6	Wind	3.0	1	3	3	2	3	2.4	1	1	1	1	1	1.0	2.4	7.2	Medium
7	Hail	3.0	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
8	Lightning	2.8	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.0	low

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
RISK SUMMARY SHEET – WARD 12																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	3	3	2	3	2.4	1	1	1	1	2	1.2	2.0	6.0	Medium
3	House fires	2.8	1	1	2	1	1	1.2	1	1	1	1	2	1.2	1.0	2.8	Low
4	Floods	2.5	1	2	2	1	2	1.6	1	1	1	1	1	1.0	1.6	4.0	Low
5	Heavy rainfall	3.3	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
6	Wind	3.5	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium
7	Hail	2.8	1	2	3	2	2	2.0	1	1	1	1	1	1.0	2.0	5.5	Low
8	Lightning	3.3	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 13																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	2	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.3	1	3	3	2	4	2.6	1	1	1	1	3	1.2	2.2	7.0	Medium
3	House fires	3.0	1	2	2	2	1	1.6	1	1	1	1	2	1.2	1.3	4.0	Low
4	Floods	2.3	1	3	2	3	2	2.2	1	1	1	1	3	1.0	2.2	5.0	Low
5	Heavy rainfall	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.0	2.4	7.8	Medium
6	Wind	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.0	2.4	7.8	Medium
7	Hail	2.5	1	2	2	4	2	2.2	1	1	1	1	2	1.0	2.2	5.5	Low
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1		2	1.0	2.8	10.5	high

No.	Risk description	Hazard index	Vulnerability index					Capacity Index					Resilience	Risk score	Risk profile		
RISK SUMMARY SHEET – WARD 14																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.8	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	10.5	High
2	Veld/Forest Fires	3.0	1	2	2	1	3	1.8	1	1	1	1	2	1.2	1.5	4.5	Low
3	Structural Fires	2.8	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	5.0	Low
4	Floods	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	Low
5	Heavy rainfall	3.0	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
6	Strong winds	2.8	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.1	Medium
7	Hail	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	Low
8	Lightning	3.0	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium

**Definition of ratings**

**Very High Risks:** These risks are classed as primary or critical risks requiring immediate attention. They may have a high or probable likelihood of occurrence and their potential consequences are such that they must be treated as a high priority. This may mean that strategies should be developed to reduce or eliminate the risks and that mitigation in the form of (multi-agency) planning; exercising and training for these hazards should be put in place and monitored on a regular basis. Consideration should be given to specific planning to the risk rather than generic.

**High Risks:** These risks are classed as significant. They may have high or low likelihood of occurrence, however their potential consequences are sufficiently serious to warrant appropriate consideration, after those risks classed as 'very high' are addressed. Consideration should be given to the development of strategies to reduce or eliminate the risks, and that mitigation in the form of (multi-agency) generic planning, exercising and training should be put in place and monitored on a regular basis.

**Medium Risks:** These risks are less significant, however may cause upset and inconvenience in the short-term. These risks should be monitored to ensure that they are being appropriately managed and consideration given to their management under generic emergency planning arrangements.

**Low Risks:** These risks are both unlikely to occur and not significant in their impact. They should be managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessments show a substantial change, prompting a move to another risk category.

**3.10.7 Disaster Management & Fire Fighting Services Swot Analysis**

The uMgungundlovu District Municipality is responsible for the co-ordinating and regulation of fire services within its area of jurisdiction in line with the Local Government Municipal Structures Amendment act 33 of 2000. The Disaster Management Swot Analysis is shown in table 2 below:

**Table 23: Disaster Management SWOT Analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Well-functioning DM Advisory Form</li> <li>• Disaster Management Plan aligned with IDP</li> <li>• Disaster Management Volunteers – 2 per Ward</li> <li>• Cooperative relationship with Ward Councilors</li> <li>• Staff training and development</li> <li>• Consultative decision making to ensure ownership of decisions</li> <li>• Funding mechanism through IDP</li> <li>• Political buy-in</li> <li>• Provincial and District support</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of Information management and communication system</li> <li>• Lack of warehouse to store emergency relief material</li> <li>• Low staff morale</li> <li>• Lack of Policy Framework</li> <li>• Lack of DM Interdepartmental Committee</li> <li>• Lack of preparedness measures</li> <li>• Mutual Aids Agreements with certain stakeholders</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Training and development; and</li> <li>• Capacity building workshops</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of technical resources (cameras, GPS devices, risk assessment tools/templates/questionnaire)</li> </ul>

#### 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

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 renders a professional support service that is well aligned to the Municipality's Integrated Development Plan (IDP).

The Human Resources section performs the following functions: 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*

#### 4.1 Human Resource Strategy and Human Resources Plan

uMshwathi Municipality has reviewed its Human Resource Strategy (HRS) and its implementation plan (Human Resources Plan) and the strategy was adopted by Council on 7<sup>th</sup> February 2019. The reviewed strategy and Human Resources Plan aligns to the long term development plans of the Municipality as displayed on the IDP and is being implemented. Copies of the human resource strategy and human resource plan are attached as an annexure.

#### 4.2 Organisational Structure/ Organogram

The uMshwathi Municipality 5 year organisational structure has been approved by Council in June 2019 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. A copy of the approved organogram is attached.

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. In order to provide more in-depth overview on the vacancy rate within the Municipality table below distinguishes between the vacancy rate and filled positions across all five (5) Departments.

### 4.3 Filling of Critical Posts and Progress with Appointments

The Municipality has fulfilled its obligation of ensuring that all critical positions of Section 54A/56 managers are filled and the process was done 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.

### **STAFF COMPLEMENT WITHIN THE MUNICIPALITY**

**Table 24: Staff complement within the Municipality**

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

### 4.4 Powers and Functions of Municipality

**Table 25: Municipal Powers and Functions**

MUNICIPAL POWERS AND FUNCTIONS	
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

### 4.5 Employment Equity Plan

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. The purpose of the EEP is to assist all designated employers in preparing and implementing same in order to achieve reasonable progress towards Employment in the workplace.

The EEP is being implemented and EEP Committee is appointed and fully functional to ensure the implementation and monitoring of the EEP as well as ensuring compliance with the plan.

### 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

**Table 26: EEP Targets in terms of Implementation**

<b>DETAILED SPREADSHEET INDICATING COMPLIANCE WITH THE EMPLOYMENT EQUITY PLAN IN ALL OCCUPATIONAL LEVELS AND DISABILITY AS AT 31 MAY 2019</b>					
<b>OCCUPATIONAL CATEGORY</b>	<b>Male</b>	<b>Female</b>	<b>Number of posts in 1st 3 categories</b>	<b>Number of Employees</b>	<b>PWD</b>
Top Management	1	0	1	1	0
Senior Management	2	2	4	4	0
Mid Management	8	7	19	15	1
Supervisory Level	24	25	66	49	
Semi - Skilled and discretionary decision making	30	18	71	48	1
Unskilled and defined decision making	53	44	105	97	1
<b>TOTAL PERMANENT</b>	<b>118</b>	<b>96</b>	<b>266</b>	<b>214</b>	<b>3 / 1%</b>
Non permanent	5	18	531	23	0
<b>Total (Permanent and Non permanent)</b>	<b>123</b>	<b>114</b>		<b>237</b>	<b>0</b>

#### 4.6 Workplace Skills Plan

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 skills plan. The process is conducted in order to address the skills and competency needs of the employees and Councillors. The Municipality submitted the Workplace Skills Plan (WSP) and Annual Training Report to Local Government SETA on 30 April 2019 and a copy of the Workplace Skills Plan is attached.

A Skills Development Sub Committee is in place and is 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 Skills development is able to support the Municipality to enhance and achieve the Municipality's



Employment Equity agenda. Although skills development is aimed at benefiting all employees, however people of the designated groups (blacks, women, and the disabled) 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. The skills development is linked to other human resource processes and provides valuable information for recruitment and promotion processes.

In terms of the WSP Implementation, the municipality allocated R800 000 for all the training programmes for 2018/19 financial year. At the end of 2018/19 financial year 100% of the allocated amount would be fully utilized in the training programmes.

The Municipality received Discretionary Grant 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.

Furthermore, a five (5) training plan was developed and adopted in consultation with the Local Labour Forum and is being implemented for the next five (5) financial years. 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.

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.

### **4.7 Recruitment and Selection Policy**

The Municipality has a Council approved Recruitment and Induction Policy and is being implemented. A copy of the policy is attached. The purpose of the policy is to:

- ✓ Lay the basis for the recruitment and selection of existing and new employees to vacant positions on the approved establishment of the uMshwathi Municipality,
- ✓ Provide access which will lead to effective and professionalism recruitment and selection process,
- ✓ To ensure that the Municipality's recruitment and selection practices are fair and equitable, meeting the requirements of the constitution and labour legislation,
- ✓ To ensure the appropriate calibre of staff are recruited, placed and promoted in the municipality
- ✓ Allow all prospective and current employees a fair opportunity for applying and progressing through the selection process, and

- ✓ Provide meaningful guidelines to managers to ensure an effective and efficient approach to recruitment and selection.

The policy does not apply to Section 54/56 employees, as the appointment of such employees is regulated by the Government Gazette N0.37245 which came into effect on 17 January 2014.

#### 4.8 Scarce Skills and Retention Policy

The Municipality has a Council approved Scarce and Critical Skills Retention Policy and is being implemented. A copy of the policy is attached. The purpose of the policy is to provide suitable incentives and recognition to employees in order to facilitate the provision of a working environment which is conducive to meeting the needs of the employees and which will ensure that the required talent is sourced, acknowledged and retained. The objectives of the policy are as follows:

- ✓ *To facilitate employee retention, provision of incentives and a working environment, this fosters the employer-employee relationship; and*
- ✓ *To reduce the current skills shortages through the provision of employee attraction and retention strategies, designed to attract, develop and retain staff with critical and necessary skills.*

#### 4.9 ICT Policy Framework

The municipal has Council approved ICT policies and are being implemented. An ICT Steering Committee is in place to ensure the implementation and monitoring of the ICT Policies and plans. The municipality has upgraded its servers and internet to the latest technology as well as upgrading of PABX system.

A number of policies e.g.,

- ✓ *Cellphone Policy,*
- ✓ *Telephone Policy,*
- ✓ *SMS System*
- ✓ *Disaster Recovery Plan for municipality's business continuity,*
- ✓ *ICT Master Plan.*

4.8 Municipal Transformation & Institutional Development SWOT Analysis**Table 27: Municipal Transformation & Institutional Development SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Organisational 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>✓ Strong efficient and effective management capabilities and leadership qualities.</li> <li>✓ Staff recruitment and retention policy has been adopted to retain scarce skills</li> <li>✓ HR Policies and Plans are in place (To include EEP, Recruitment and Selection Policy, Retention Policy, ICT Policies and Workplace Skills Plan.</li> <li>✓ Bursary policy in place</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> </ul>

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

4.9 Municipal Transformation and Institutional Development Challenges

**Table 28: Municipal Transformation & Institutional Development Challenges**

Key Performance Area	Key Challenges	Interventions
Municipal Transformation & Institutional Development	Poor work ethic and organisational culture	Review organisational structure; placement of staff; Restructuring; Implementation of code of conduct ; disciplinary policy and collective agreement; Roll out PMS Policy to all staff and Review Recruitment Policy.

## 5. BASIC SERVICE DELIVERY

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### 5.1 Water and Sanitation

#### **5.1.1 Water Service Authority**

uMshwathi Municipality is not a Water Service Authority but instead Umgungundlovu District Municipality is the Water Service Authority.

#### **5.1.2 Last Review of Water Service Development Plan**

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).*

The Water Services Development Plan was reviewed in 2018 for implementation in 2019. The review of the WSDP is conducted annually.

#### **5.1.3 WSDP Link**

The Water Services Development Plan link is provided.

#### **5.1.4 Water Service Authority**

The Water Services Development Plan is attached as an annexure.

#### **5.1.5 Indication of Water Service Authority**

The IDP has indicated in 5.1.1 above that Umgungundlovu District Municipality is the Water Services Authority.

#### **5.1.6 Last Review of Water Service Development Plan**

The Water Services Development Plan was reviewed in 2018 for implementation in 2019. The review of the WSDP is conducted annually.

#### **5.1.7 Operations and Maintenance for Water and Sanitation**

An Operations and Maintenance Plan for Water and Sanitation is in place.

#### **5.1.8 The Status of WSA's Operations and Maintenance Plan**

The Operations and Maintenance Plan for water and sanitation is reviewed annually and implemented. The figure below contains the proposed projects that were identified from the public participation of the WSDP as well as costing as contained in the current WSDP..

### **5.1.9 Status, Backlogs, Needs and Priorities of Water and Sanitation 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.

#### **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.

**Table 29: Proposed projects from WSDP 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
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

Project Description	Project Main Category	Project Category	WSA Priority
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.

**Table 30: Current 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 (UMshwathi 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 UMshwathi 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 where the water tankers are able to fill water before transporting the water to the furthest extents of the Municipality and these are in Trustfeed and in Cool Air. The fact that there are two extraction points means that water has to be transported long distances by roads to communities. In some cases the distance the communities is almost 80km from the extraction point.

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

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

### **THE STATUS OF SANITATION IN UMSHWATHI MUNICIPALITY**

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.

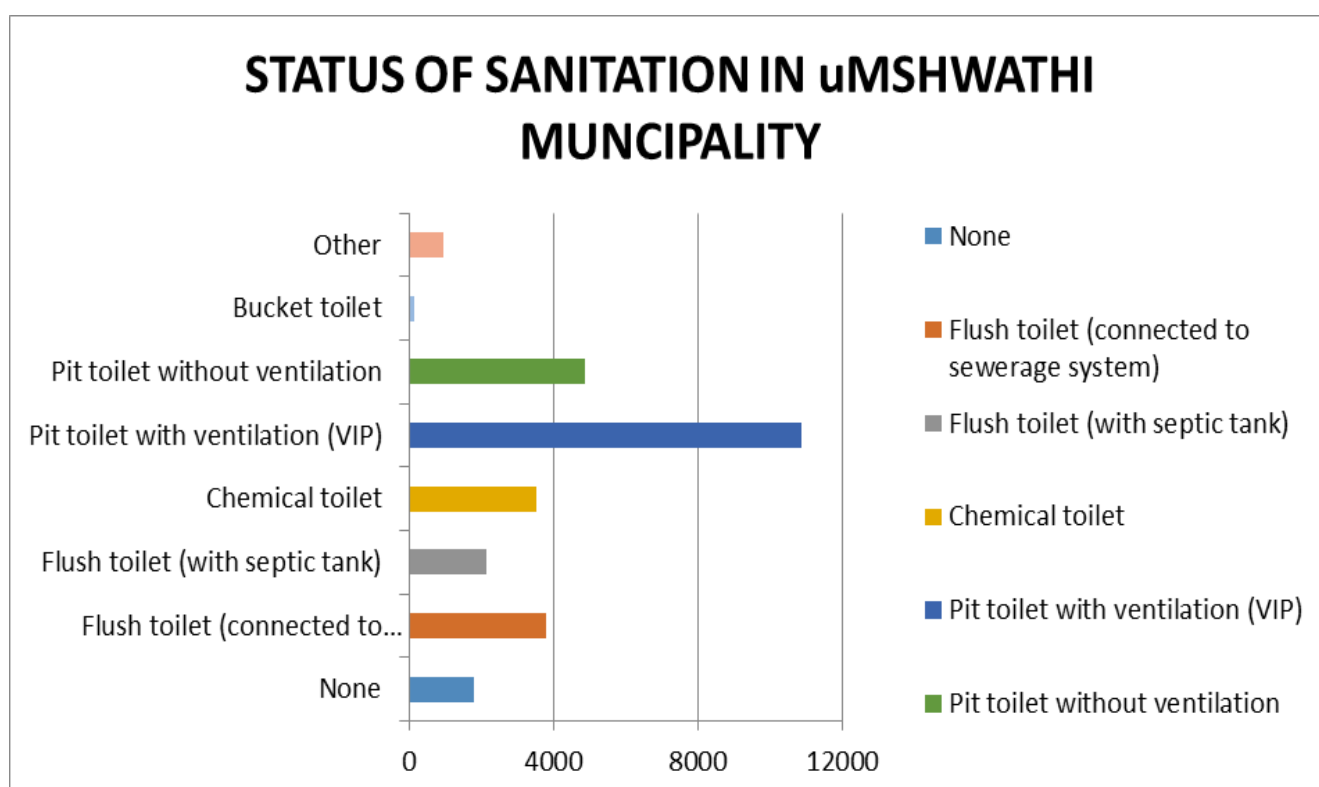
### **SANITATION BACKLOG**

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 31: Sanitation Backlog**

<i>uMshwathi Municipality</i>	<i>No of Households</i>
TYPE OF TOILET	
None	1783
Flush toilet (connected to sewerage system)	3797
Flush toilet (with septic tank)	2159
Chemical toilet	3540
Pit toilet with ventilation (VIP)	10849
Pit toilet without ventilation	4862
Bucket toilet	169
Other	965
Total	28124

**Figure 8: Status of Sanitation in UMshwathi LM**



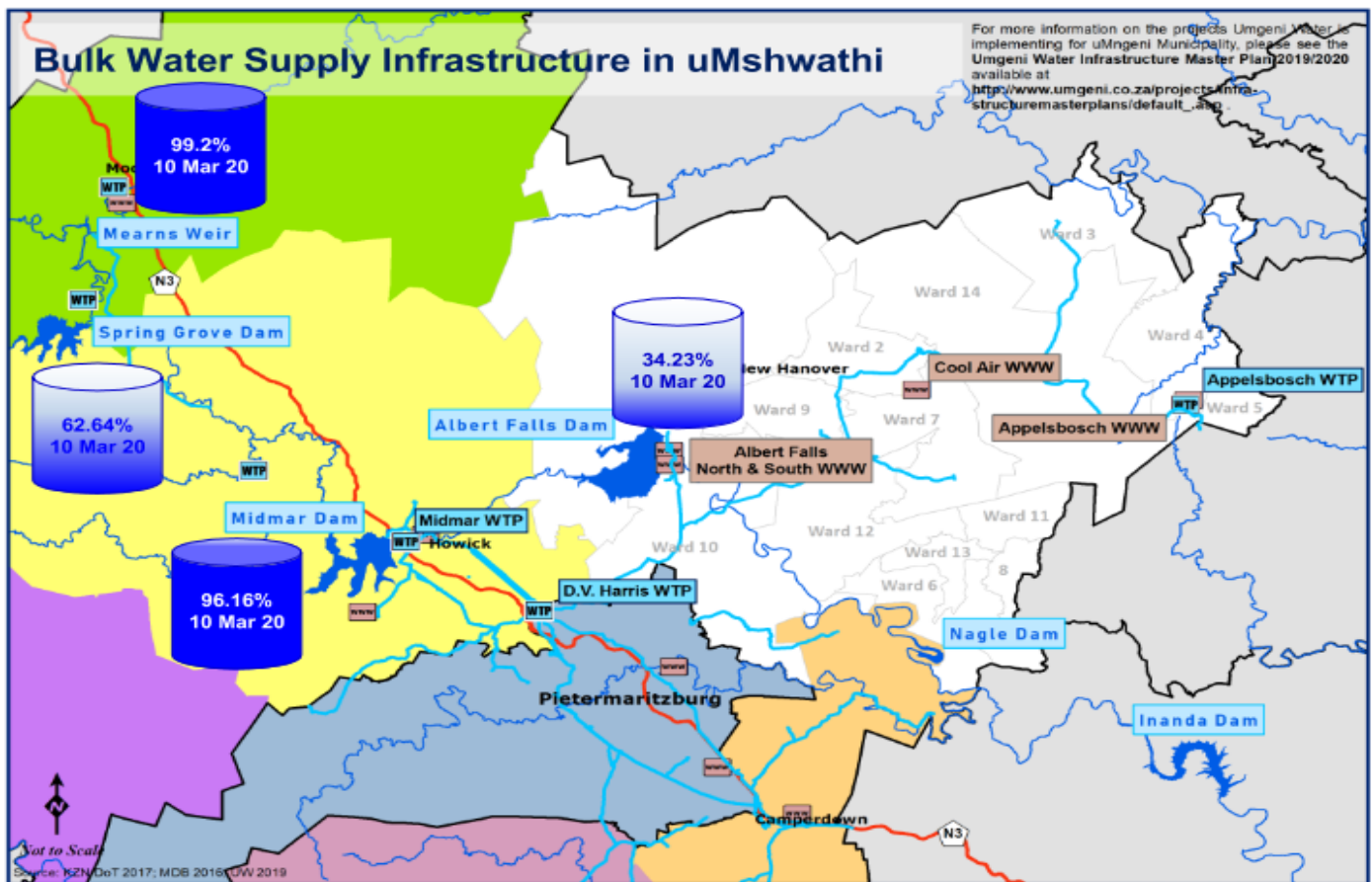
Source: StatsSA 2016

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 a system does not exist in the Municipality.

### **SANITATION NEEDS AND PRIORITIES**

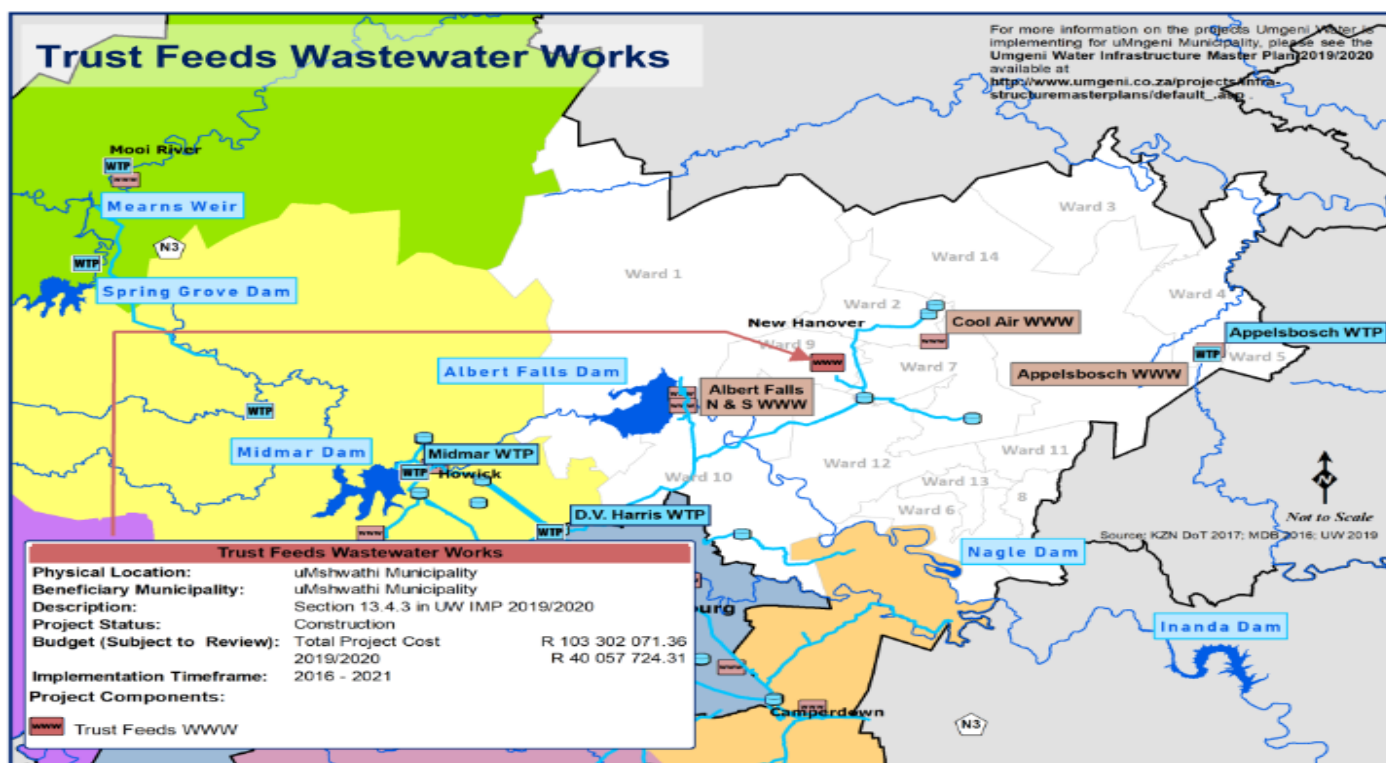
The bulk of the toilets in the municipality are VIP toilets or are of a similar nature with only 5 956 toilets being flush toilets. The toilets without ventilation will have to be converted to formal structures. The total quantity of households without sanitation that still required to be constructed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

#### **5.1.10 Map Showing Access to Water within the Municipality**



#### **5.1.11 Map Showing Access to Sanitation within the Municipality**

### 5.1.12 Map Showing Proposed Water Projects within the Municipality



### 5.1.13 Map Showing Access to Sanitation Projects within the Municipality

Figure....contains a list of proposed water projects from the Water Services Development Plan. There is map provided.

### 5.1.14 Co-ordination 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.

## 5.2. SOLID WASTE MANAGEMENT

### 5.2.1 Waste Collection Responsibility

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.

### 5.2.2 The Status, Backlogs, Needs and Priorities of Solid Waste Collection, Removal and Disposal

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.

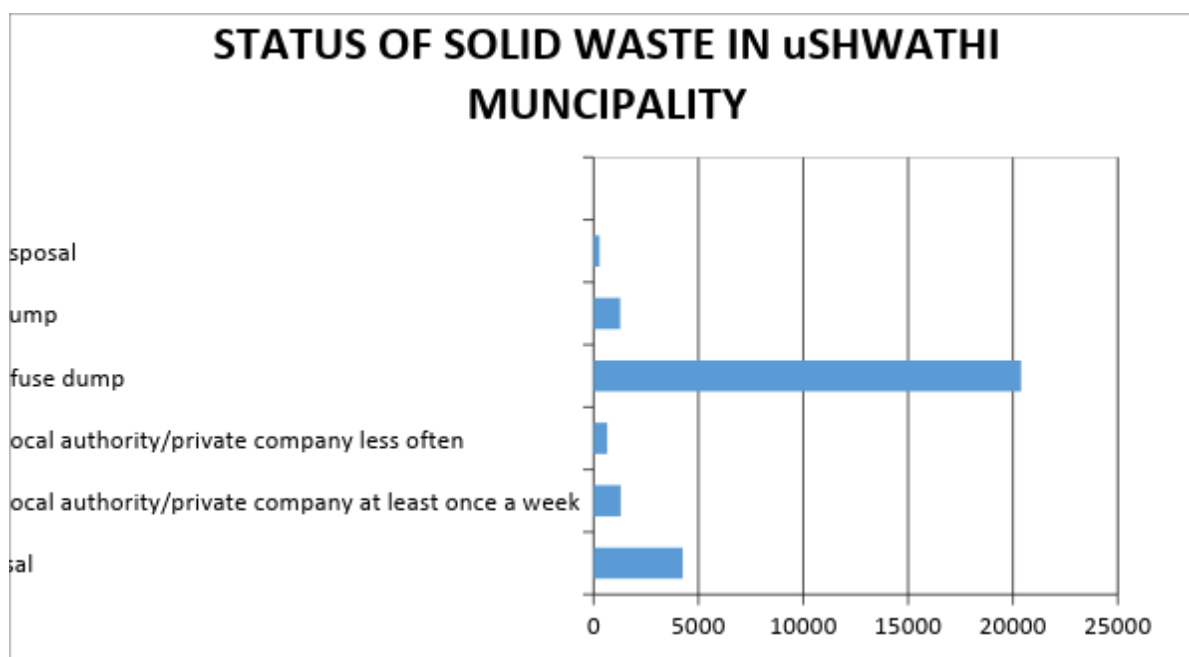
## Solid Waste Backlog

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.

**Table 32: Solid Waste Backlog**

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

**Figure 9: Status of solid waste in uMshwathi LM**



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.

## 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 33: 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 sever a dual purpose in that it will

address the green waste needs of the community as well as the needs of the local farming community who have been requesting a refuse collection service at a central point in each town.

### 5.2.3 Waste Disposal Sites

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 landfill site. The uMgungundlovu District Municipality is in the advanced process of identifying a regional landfill site which will cater for all the municipalities in the District.

The process of acquiring 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.

### 5.2.4. The State of Waste Disposal Site

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

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

### 5.2.5 Council Approved Integrated Waste Management Plan (IWMP)

An Integrated Waste Management Plan was developed by the municipality and approved by the council. A copy of the IWMP is attached.

### 5.2.6 Progress with the Implementation of the IWMP

The IWMP is being implemented and the implementation plan is contained in the table below. Other projects that will be implemented in 2019/2020 financial year are included in the Scorecard 2019/2020.

#### **ACTION PLANS IN THE IWMP**

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

**Table 34: IWMP Action Plan**

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



Action Plan	Desired State
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.

## 5.2.7 System to Divert Waste from Landfill Site for Recycling

### Recycling Project: Sorting and Baling Facility

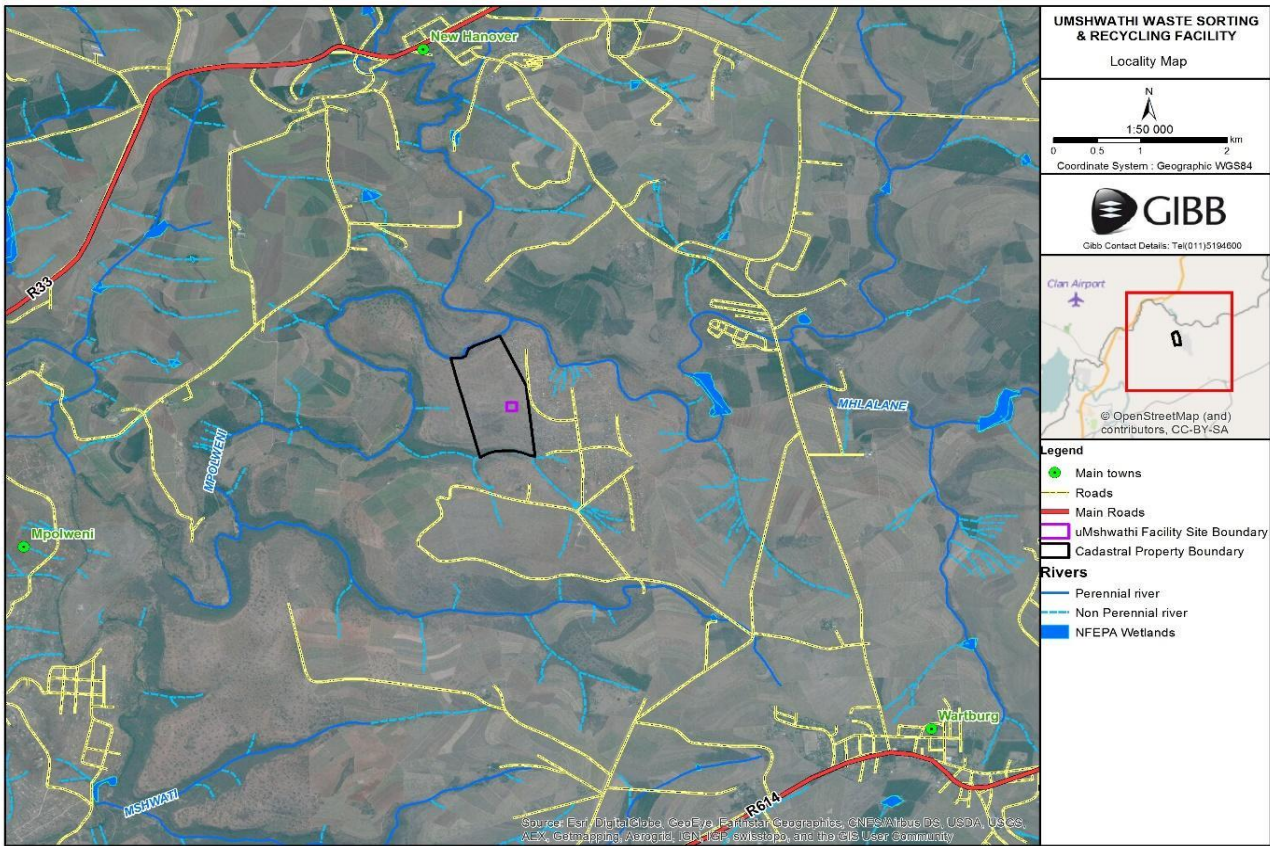
Over the past years a German-funded project, led by the National Department of Environmental Affairs, undertaken under the auspices of the uMDM District Municipality, has progressed to a stage where its design and construction are almost ready to be put out to tender.

The project has multiple benefits:

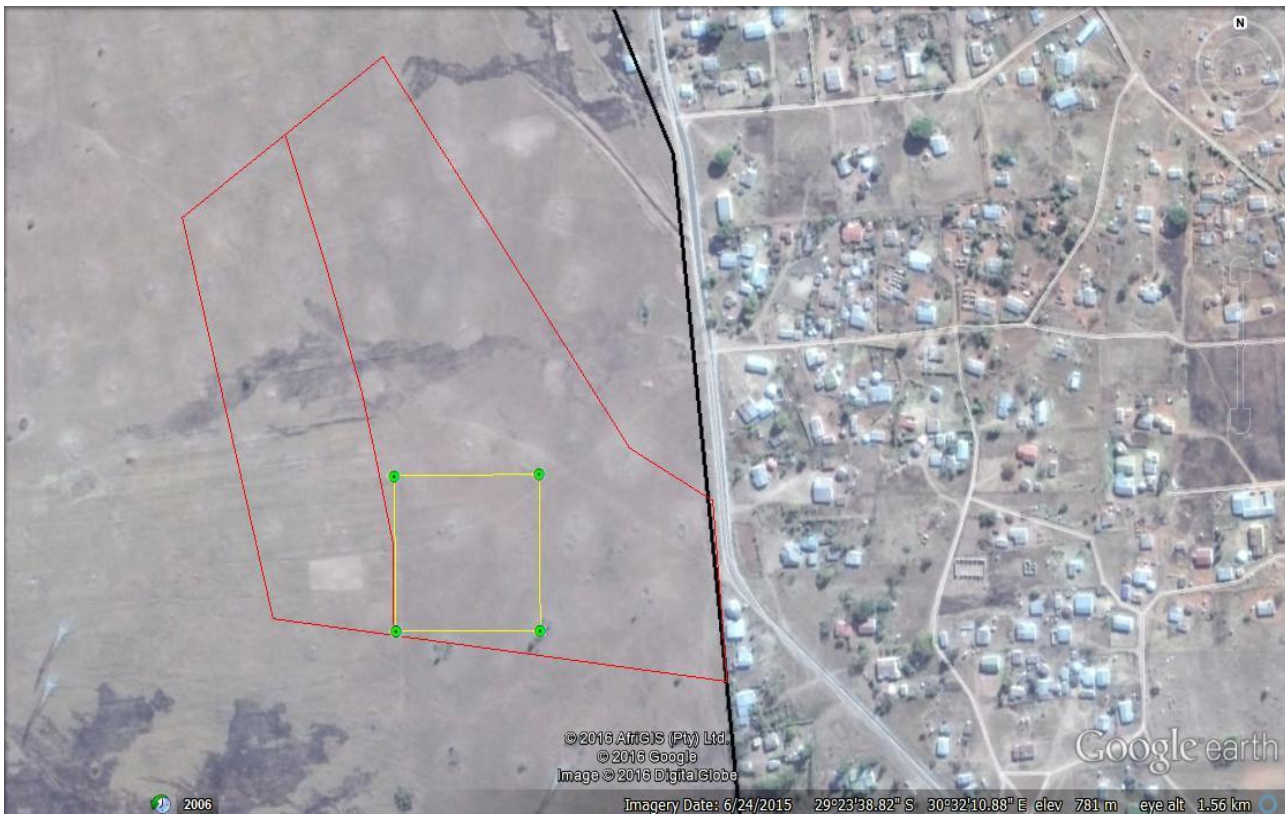
- ✓ *divert approximately 10% of the waste stream from landfill, thus reducing the quantities of waste needing transport and extending the lifespan of the Msunduzi New England Road Landfill*
- ✓ *job opportunities to people in the area*
- ✓ *entrepreneurial opportunities*
- ✓ *there is an associated 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 below).

Map 15: UMshwathi Sorting and Baling Facility Site Location



Map 16: UMshwathi Sorting and Baling Site location



## 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.

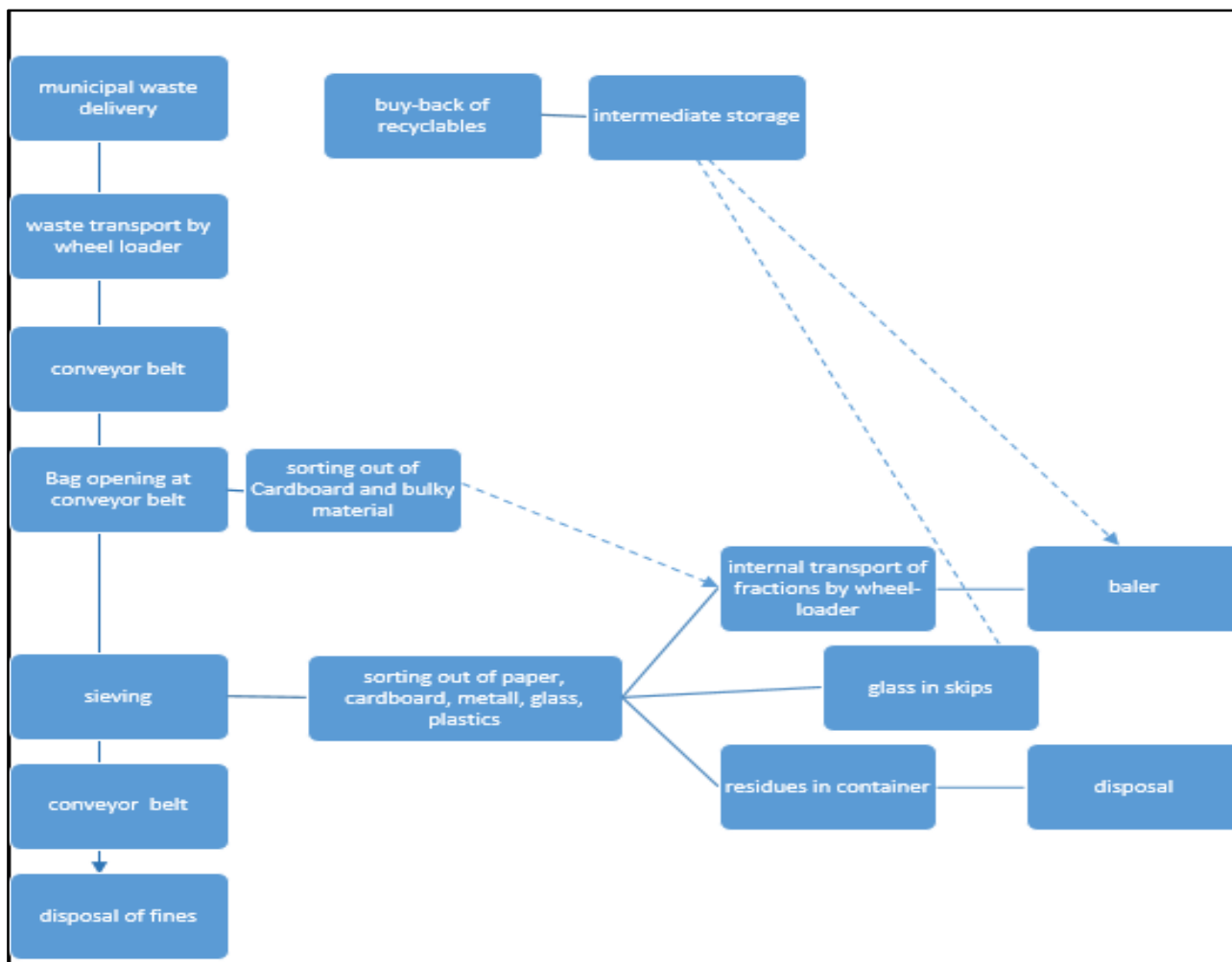
The residual waste is placed into containers for transport and disposal by landfill.

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 10: Diagram flow of the 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.

5.3 TRANSPORTATION INFRASTRUCTURE

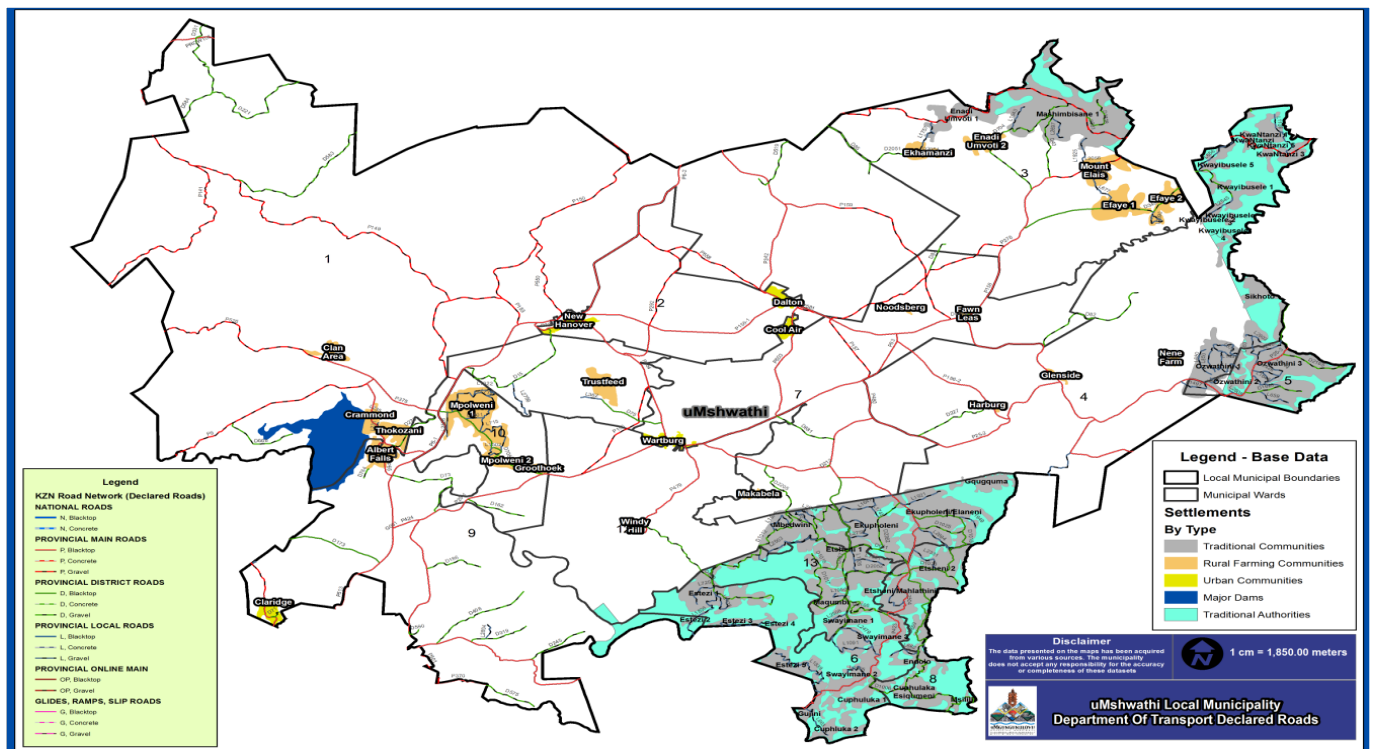
5.3.1 Existing and Future Transport Infrastructure

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.

Map 17: DoT declared roads

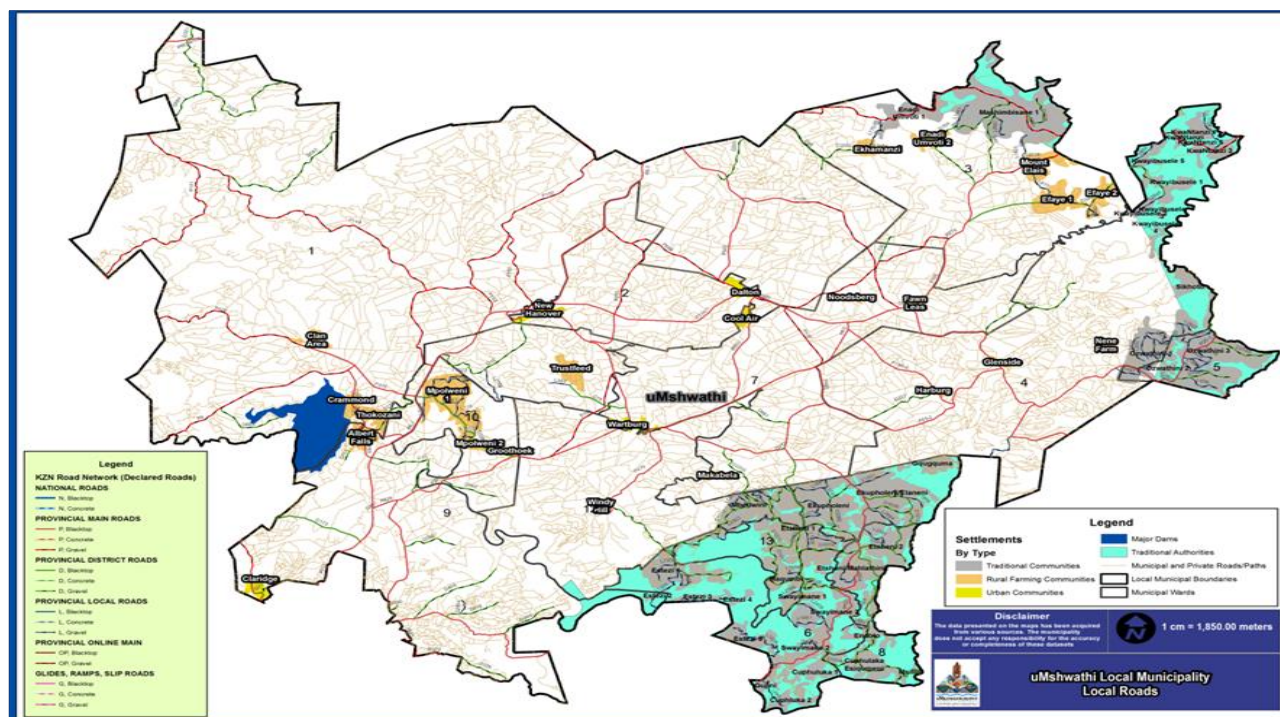


Source: uMgungundlovu District Technical services 2105

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.

Map 18: uMshwathi Municipality Local Roads



Source: uMgungundlovu District Technical Services 2015

### 5.3.2 Institutional Responsibility for Transport Infrastructure

### 5.3.3 Provision of New Roads and Related Facilities

### 5.3.4 Plan for Provision of New Roads, Facilities and Operations 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:

Table 35: Current cost for road works

<b>Re-gravelling of P and D Roads</b>	<b>R 350 000.00</b>
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

<b>Re-gravelling of P and D Roads</b>	<b>R 350 000.00</b>
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 2019/ 20 financial year:

**Table 36: DoT 2019/20 projects**

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

<b>Description</b>	<b>Target</b>
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>

<b>Description</b>	<b>Allocation</b>
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
<b>TOTAL</b>	<b>R60 593 690</b>

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

## Road Projects

The table above provides a list of the projects being implemented in the 2018/19 and those to be implemented in the 2019/20 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

## 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*



### 5.3.5 Integrated Transport Plan

The municipality is responsible for the Integrated Transport Plan. The plan is not available and the municipality is in the process of developing the plan with assistance from the Department of Transport.

### 5.3.6 Last Review of ITP

As indicated in 5.3.5 above the ITP is not available and no review has ever been conducted.

### 5.3.7 ITP Link

The ITP link is not available.

### 5.3.8 The Status of Roads, Rail, Public Transport Needs and Linkages

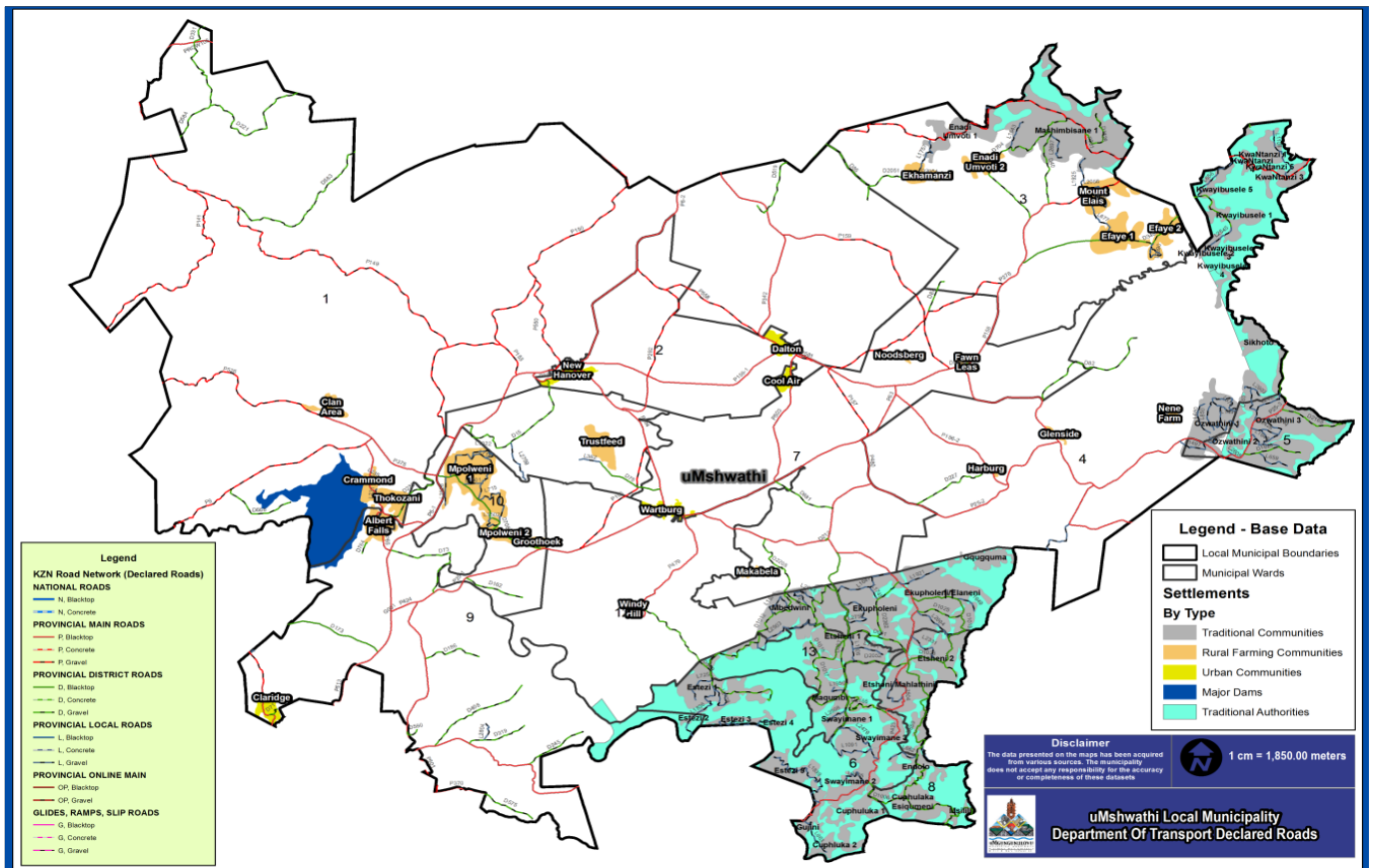
#### Existing and Future Transport Infrastructure

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.

Map 19: DoT Declared Roads

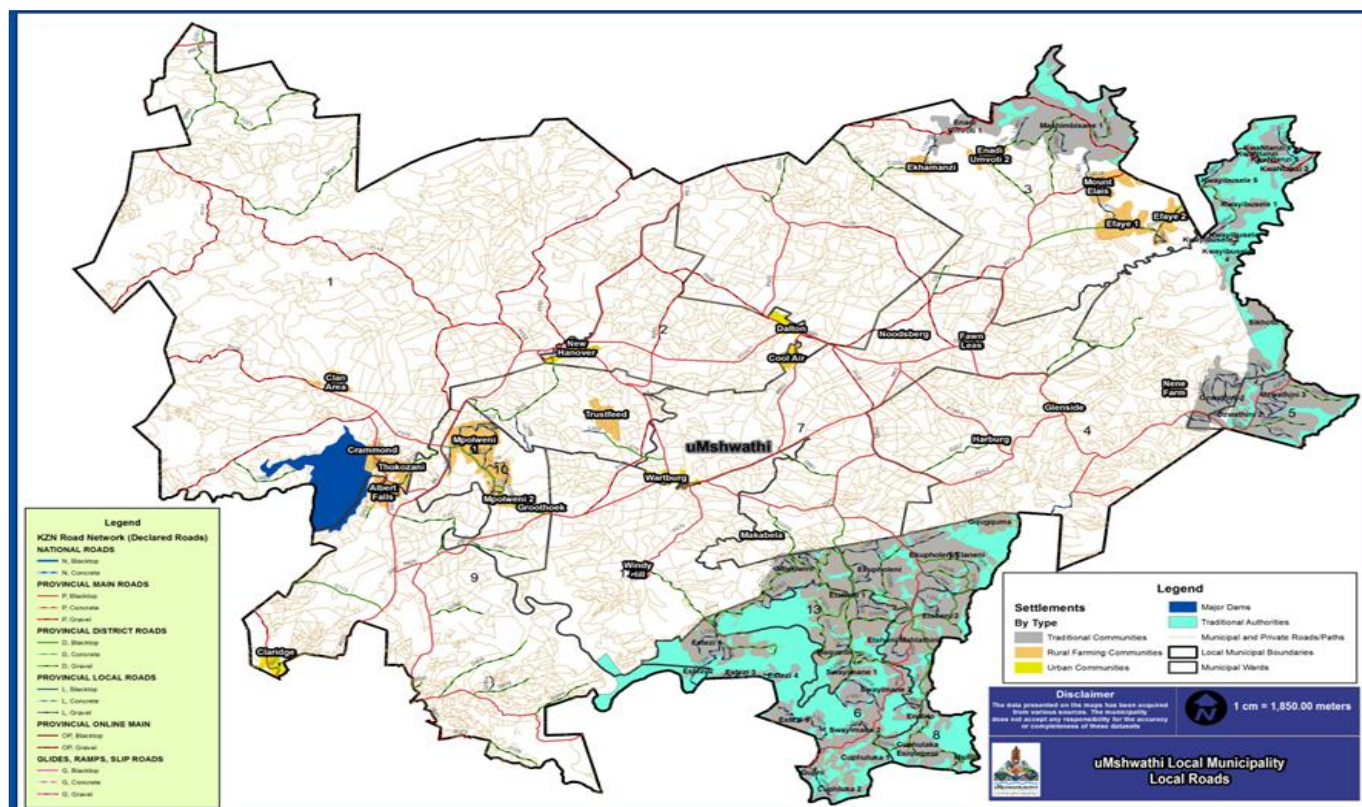


Source: uMgungundlovu District Technical services 2105

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.

Map 20: uMshwathi Local Roads



Source: uMgungundlovu District Technical Services 2015

## Taxi Ranks

There are four formal taxi ranks in the Municipality namely:

- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ 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.

## 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

**Railway system**

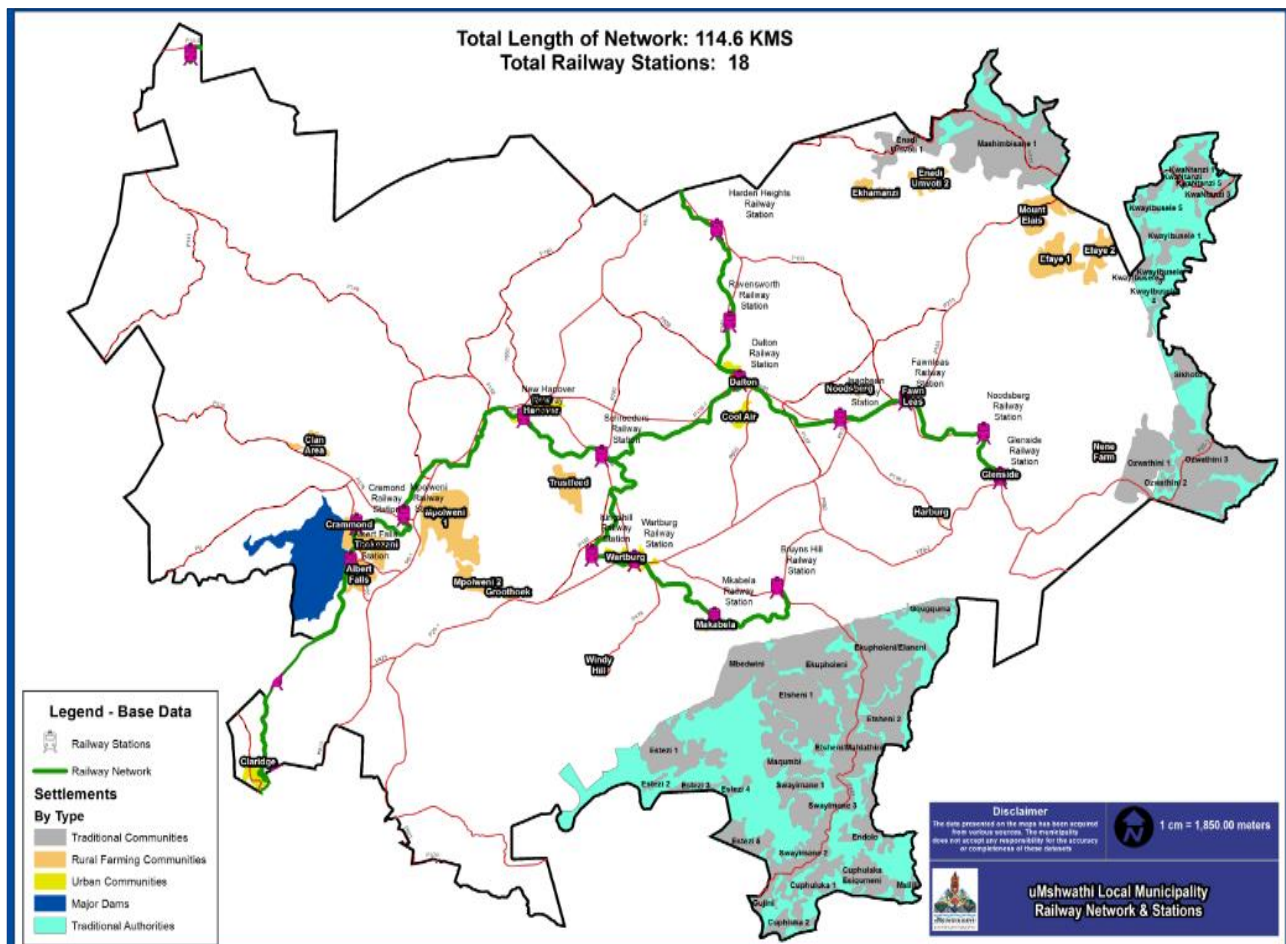
**Table 37: UMshwathi Railway System**

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

**Map 21: Railway network**



Source: uMgungundlovu District Technical Services 2015

## 5.4. 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.

### 5.4.1 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 2019/2020 financial year. During the current financial year the allocation for the implementation of electrification projects is R 5 000 000. 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 2019/2020 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>		
Cool air	7	45
Applesboch electrification	4	70
Windy hill	12	93
Frazer and Condemn farm		86
<b>In Implementation 2019/20</b>		
Mckhenzie	1	162
Kayishana	1	162

<i>uMshwathi Electrification Project</i>	<i>Ward</i>	<i>Number of Connection</i>
Otto's bluff	1	30
UCL	7	23

During the 2020/21 financial year the Municipality will receive R7m from Department of Energy for the electrification project.

## 5.4.2 Energy Sector Plan

The Municipality has developed a Council approved Electricity Master Plan and is being implemented. The Electricity Master Plan is attached as an annexure. The master plan will cover 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.

## 5.4.3 Operations and Maintenance of Electricity Master Plan

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.

## 5.4.4 Schedule 5B Projects: DOE Funding

Khamanzi and Ezigqumeni electrification

Ward 7 farm dwellers

### 5.4.5 Status, Backlogs, Needs and Priorities for Electricity/Energy Services

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.

#### 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.

#### 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 200m<sup>2</sup> to 300m<sup>2</sup> 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 2019/2020 financial year the Municipality has constructed an additional 4 high masts at ward 10 and 14 of the Municipality. In 2020/2021 2 high mast light will be installed in ward 13.

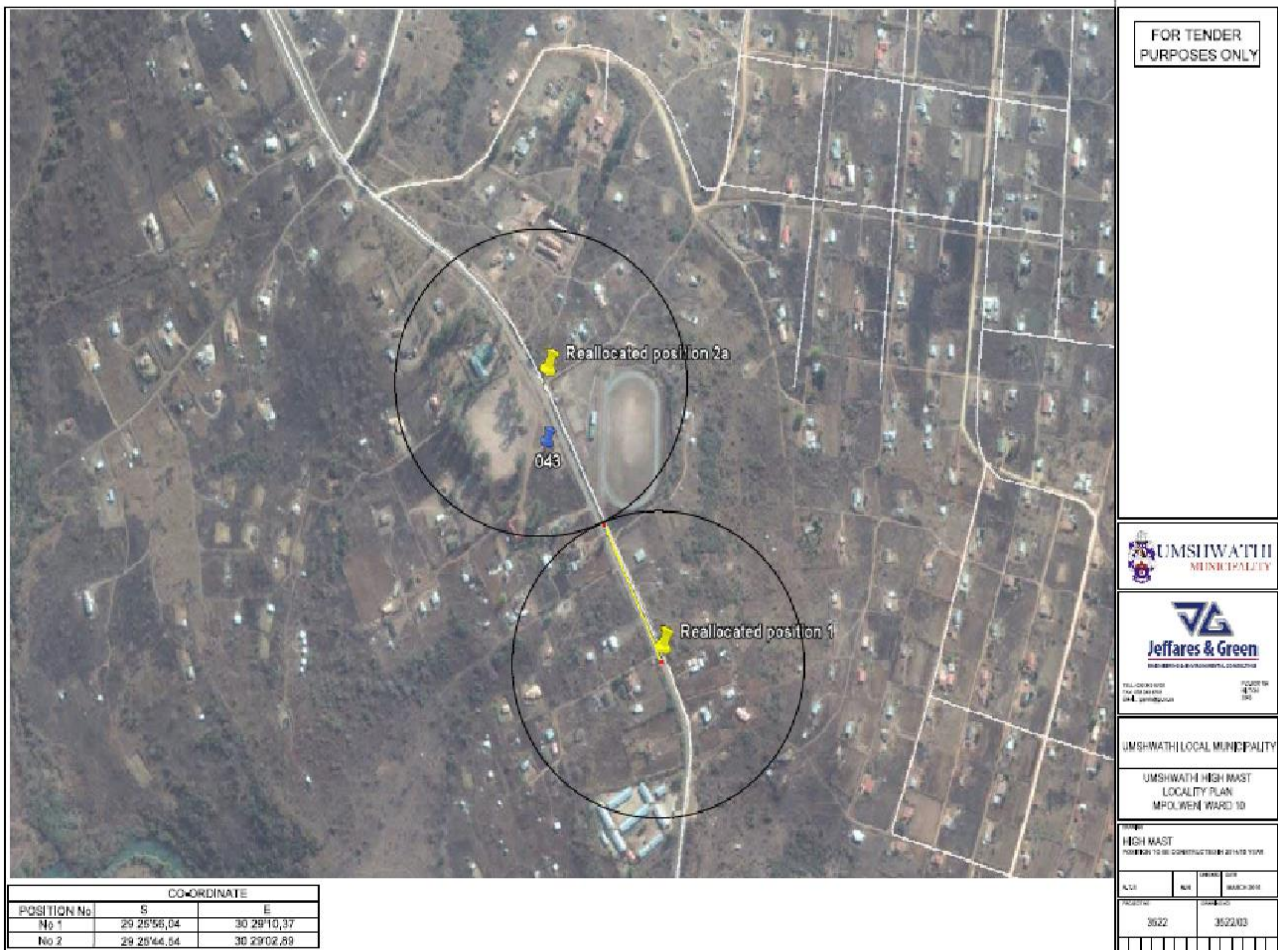


Map 22: Position of High Tower Masts in Trustfeed



Source: uMshwathi LM Town Planning Section

Map 23: Position of High Tower Masts in Mpolweni



Source: uMshwathi LM Town Planning Section

Map 24: Position of High Tower Masts in Thokozane



Source: uMshwathi LM Town Planning Section

### 5.4.6 Co-ordination 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.

## 5.5 ACCESS TO COMMUNITY FACILITIES

### 5.5.1. Authorised Cemetery Sites

The municipality is in a process of developing a cemetery master. There are 3 currently used cemetery site within the municipality namely: Trustfeed cemetery, New Hanover Cemetery and Cool air. However majority of the population within uMshwathi make use of home burial as the area is mostly rural and customarily the communities prefer to bury in the yards.

The municipal cemetery land constitutes of about 70% rural areas; about 30% urban areas and about 10% farm areas. There are four types of cemeteries that are used mostly by the community of the municipality, namely; the private cemeteries; the family cemeteries; the church cemeteries and the public cemeteries. In rural areas, people use home and family cemeteries. In some rural wards, there are few community cemeteries. In urban areas, they use their own cemeteries but instances where cemeteries are full, people are requested to use the nearby municipal cemeteries located in a radius of plus or minus 4km. Farmers and different church denominations own the private cemeteries. Because people living in rural areas are not paying municipal rates, the graves are charged different prices depending on the area in which the graveyard is located. The municipality is unable to service all types of cemeteries that are within its area of jurisdiction because the cemetery personnel are not enough compared to the number of cemeteries. However, the municipality is maintaining the following cemeteries: Thokozani; Trustfeed; Cool Air; New Hanover and Mpolweni cemeteries. Although these cemeteries are operational, the environmental impact assessment had never conducted; as a result, Cool Air cemetery is waterlogged.

Although these cemeteries are operating well at present, however, in the near future the municipality will be experiencing challenges due to the high rate of death and shortage of cemetery land to establish new cemeteries. Phase one of the cemetery plan has been developed and adopted by council. The municipality developed phase two of the cemetery plan which involved community participation in all wards for site identification. The outcomes of phase 2 through consultation reached the following findings on prioritization of cemetery site development within UMshwathi Municipality:

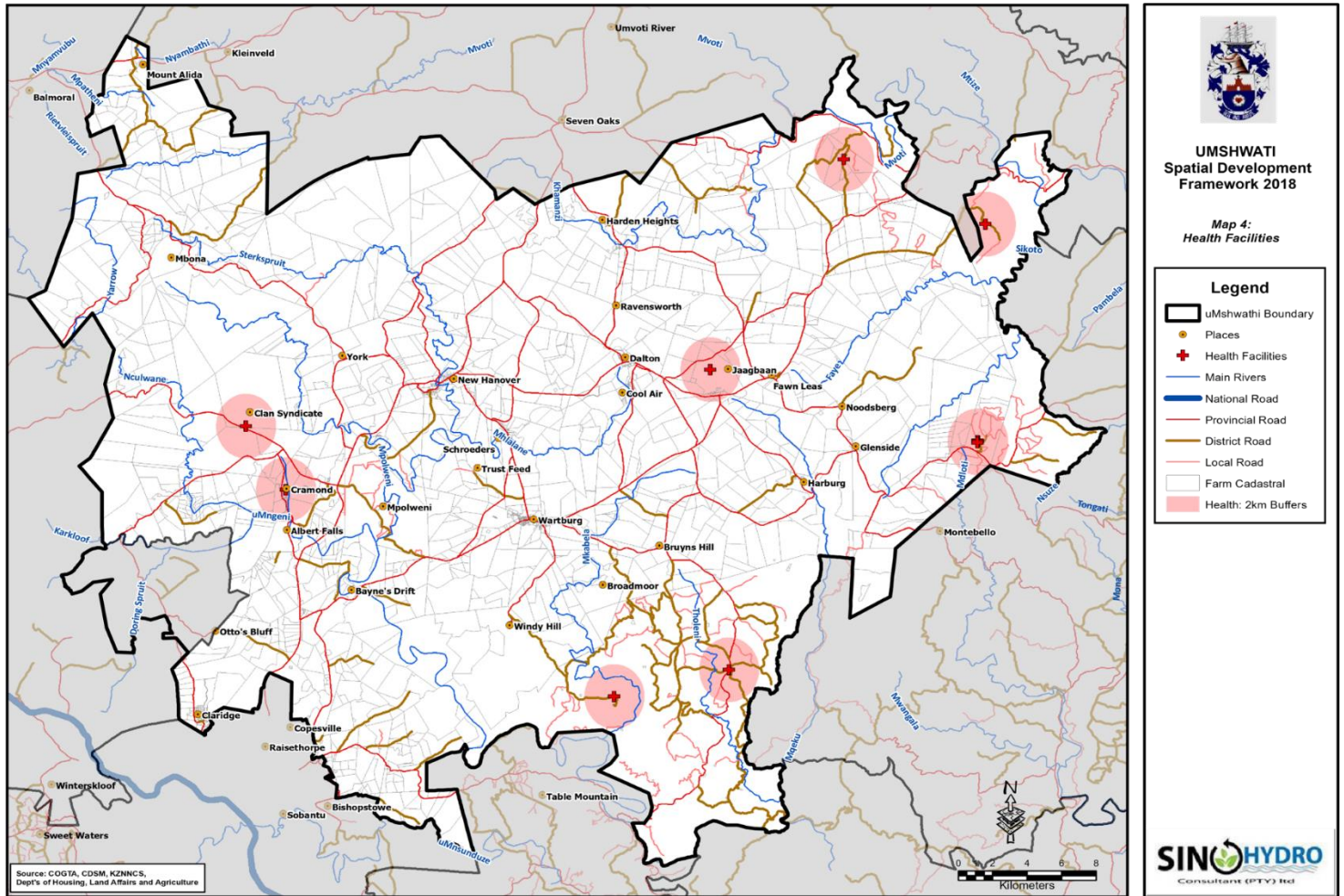
- ⇒ *Priority 1 – New Hanover/ Dalton Cemetery Site Investigation;*
- ⇒ *Priority 2 – EFAYE Cemetery Site Upgrade; and*
- ⇒ *Priority 3 – Trustfeed New Cemetery Establishment Investigation.*

There are no pressures in the remaining ward in terms of cemetery development.

### 5.5.2 The Status, Backlogs, Needs and Priorities for Community Facilities

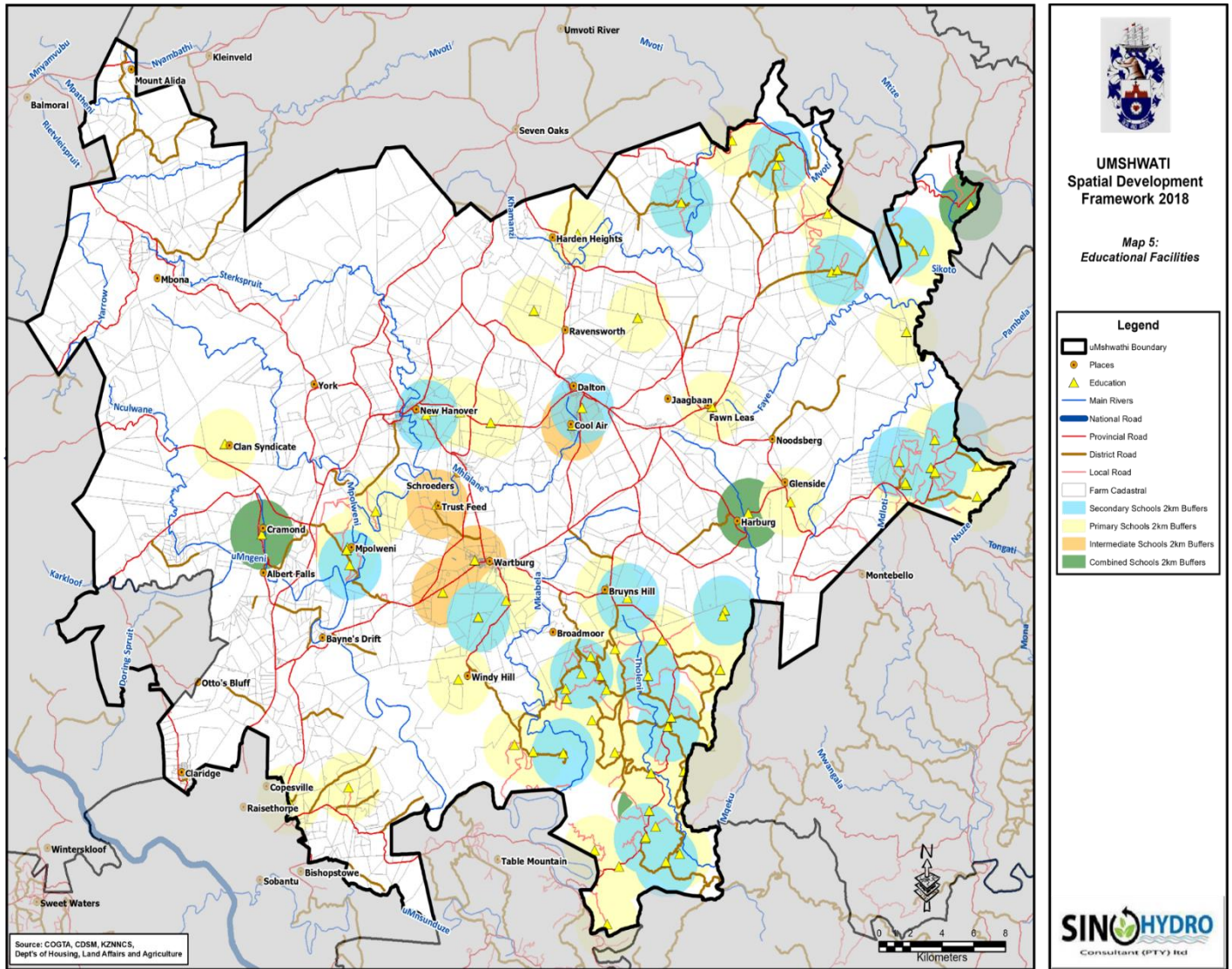
In 2017 an asset register was compiled by the Municipality to determine the status quo of the assets that belong to the Municipality. The report provides an in-depth look at each of the facilities and the state of repair and what is required to bring the building back to a suitable state. The report 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.

Map 25: Health Facilities



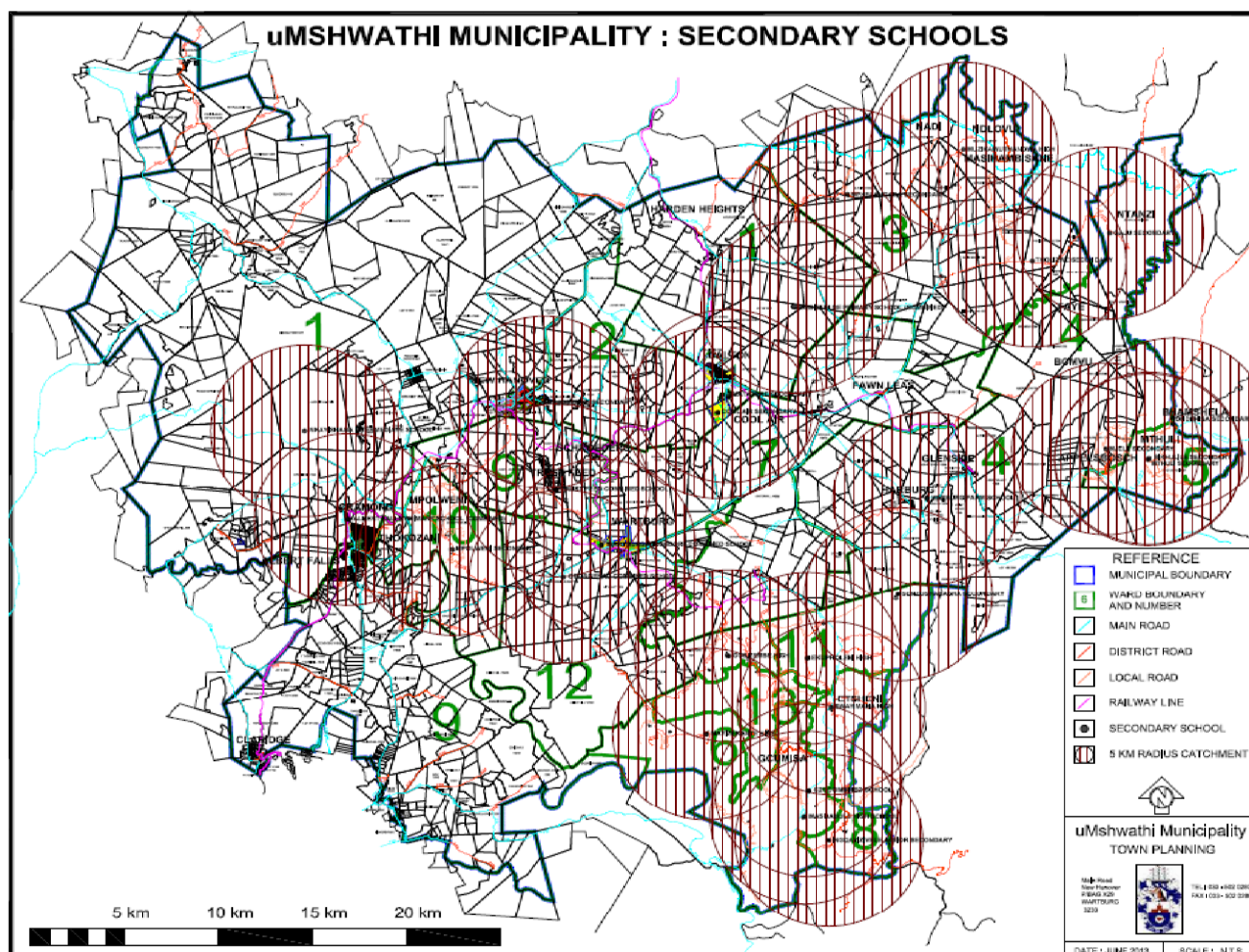
Source: uMshwathi Spatial Development Framework 2017-2040

Map 26: Education Facilities



Source: Umshwathi Spatial Development Framework

Map 27: Secondary School Facilities



Source: uMshwathi LM Town Planning Section

### 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.

### Community Facilities Needs and Priorities

During the review process of 2019/2020 Integrated Development Plan, meetings were held in all wards wherein the community members were requested to advise the municipality on the projects that should be prioritised for implementation. The following top three priorities projects were identified per ward.

Table 38: Top 3 Priorities per Ward

WARD	PRIORITY 1	PRIORITY 2	PRIORITY 3
1	Tarring of D239	Community Hall	Gym
2	Completion of New Hanover SportsField	Cemetery	Road Tarring and 2 High Mast Lighting
3	Ekhamanzi Sportsfield	Mthizane Creche	Completion Of District Road 40
4	Mbalenhle Hall	Mkhakhasini Crèche	Construction of Mchunu Road

5	Ireland Sportfield	Edrayeni / Ireland Crèche	Library
6	Tarring of Empethu Road	Phase 2 of Esinxadini Sportsfield	Tarring of Nkuntshini Road
7	New Houses Electrification	Cool-Air Hall Aircons	Resealing of roads
8	Mbeka Road Tarring/ Upgrade	Nazo And Kwa Bhisi 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 Centre	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 D1012	Ndlaveleni Creche
14	Identification of Land for housing ( farm dwellers)	Glenside Crèche (Mthethwa Area)	Electrification (Mbalane Area)

### The Status of Pound Facilities in uMshwathi Municipality

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vests the powers and functions in a local municipality.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

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

In line with the above described functions and powers in a local community, uMshwathi Municipality is responsible for the provision of pound facilities and management within its jurisdiction area. Currently the Municipality does not have a pound facility. The Municipality is in the process of developing a pound facility is still at the early stages of development.

### The Status of Early Childhood Development Centres (ECD's) in uMshwathi Municipality

The Municipality conducted a needs assessment, gap/s identification of the ECDs in uMshwathi Municipality during 2018/2019 and a Draft Report is in place to be finalised in July 2019.

#### Legislative Framework

According to the "Education White Paper 5 on Early Childhood Education, May 2001" South Africa's young children stand at a brink of a new era for early childhood development, occasioned by seven trends described as follows:



- ✓ *The unprecedented opportunity created by the demise of apartheid for all children to grow up in dignity and equality;*
- ✓ *Growing evidence unearthed by child development research to the effect that the largest part of brain development occurs at the moment when the child reaches the age of three and that it is during this tender period that children develop their abilities to think and speak, learn and reason including laying the foundation for their values and social behaviour as adults;*
- ✓ *A growing recognition that all reasonable plans for human development commence early with measures to protect the rights of the child rather than wait for 18 years later;*
- ✓ *Consensus that given a healthy start and a solid foundation in the initial months and years of their lives, that children are less likely to suffer from illness, repeat grades or drop-out of school and/or need remedial services;*
- ✓ *Growing appreciation that children's needs and indivisible rights span the areas of health, nutrition, as safe environment and psycho-social and cognitive development.*
- ✓ *Consensus among professionals and increasingly among parents that the care of young children should provide them with suitable educational experiences; and*
- ✓ *Growing evidence that young children are capable learners and that suitable educational experience during the pre-school years can have a positive impact on school learning.*

The Umshwathi Municipality would like to ensure that it responds and aligns its objectives with the KwaZulu-Natal Department of Education's Vision and the KwaZulu-Natal Provincial Growth and Development Strategy- Strategic Objectives 2.1.4; 2.1.5 and 2.1.6.

The following legislative framework regulate and provides guidance on the establishment of Early Childhood Development Centres in South Africa:

- ✓ *The Constitution of the Republic of South Africa, 1996;*
- ✓ *White Paper 1 on Education and Training (1995) and Interim Policy for Early Childhood Development (1996); and*
- ✓ *White Paper No.5 of 2001: Education White Paper 5 on Early Childhood Development.*

In order to give effect to the above legislative framework, the KwaZulu-Natal Department of Social Development has established Early Childhood Development and Partial Care Sub-Programmes. The objectives of these sub-programmes are to provide comprehensive early childhood development services comprising the following:

- ✓ *Provincial Strategy and profile for ECD and partial care;*
- ✓ *Provision of ECD services and partial care;*
- ✓ *Norms and Standards compliance;*
- ✓ *Registration of ECD and partial care programmes and services;*
- ✓ *Assignment of functions to municipalities; and*
- ✓ *Funding of ECD sites.*

The Department of Social Development has in its possession a list of funded and unfunded early childhood development centres. The list below is for the funded ECD's.

**Table 39: Funded DSD Projects**

No.	Name of Organization	Physical Address or Postal Address and Ward	Contact Person Name	Social Worker
1.	Sizakancane Creche	Ward 04 Ozwathini	Thembelihle Chamane 0761104416 /0768136723	Ms M.P Mchunu

2.	Sawela Creche	Ward 05 Ozwathini-Mathulini	Mrs Makhoba 082 7955 871	Mrs M Mhlongo
3.	Khulakahle Creche /Pre-School	Ward 12 Swayimana-Nkululeko	Bonisiwe Ndlovu 079 6228 569	Ms T.C Mncube
4.	Entuthukweni Creche	Ward 04 Ozwathini-Appelsboch	Themba Gumede	Ms M.P Mchunu
5.	Bonokuhle Creche	Ward 04 Ozwathini-Hlathikhulu	Dumsile Makhanya	Mrs M. Mhlongo
6.	Madlokovu Creche	Ward 03 EFaye D-Section Dalton	Busisiwe Zondi 072 9632 774	Mr L.M Dladla
7.	Asande Creche	Ward 02 Shiyabazali New Hanover	Nonto Ntuli 074 2400 082	Ms N.H.F Msomi
8.	Njengabantu Creche and Pre-School	Njengabantu Dalton	Sbongile Khuzwayo 076 780 5236	Ms N.F Dlamini
9.	Zamani Child Care Centre	Ward 04 Ozwathini-Eskhotho	Nobuhle Mchunu	Ms M.P Mchunu
10.	Siyathuthuka Creche - Ozwathini	Ward 05 Ozwathini-Hlathikhulu	Mrs Mvuyana 071 3290 962	
11.	Moyomusha Creche	Ward 11 Elangeni Swayimana	Smangele Masango	Ms K.H.B Njokwe
12.	Mpolweni Creche	Ward 10 Mpolweni Esidlaveleni	Mrs Gwala 084 3822 922	Ms T. A Ntuli
13.	Khonya's Child Minding	Ward 09 Trust Feed-Nongingqa	BuzaniHlophe	Ms .Z.E Mbambo
14.	Sivukile Creche	Ward 13 Swayimana-Odlameni	Thobile Zondi 0769193245	Mr S.B Ngubane
15.	Sizamokuhle Creche	Ward 12 Swayimana	Thembelihle Nzama 0826828935	Ms N.N Bhegu
16.	Zamuxolo Creche	Ward 06 Swayimana-Estezi	Tholakele Zondi 0766114740	Mr M.I. Madonsela
17.	Intuthuko Creche	Ward 06 Swayimana-Esikhaleni	Nobuhle Bhengu 079 3696 889	Mr M.I. Madonsela
18.	Little Big Creche /Pre-School	Ward 11 Swayimana- Egujini	Mackay Patience 0727549643	Ms K.H.B Njokwe
19.	Vezokuhle Creche	Swayimana	Thandazile Zondi 084 8871 521	Ms K.H.B Njokwe
20.	Fortmanspruit Creche & Pre-School	Ward 02 Mqotha	Zanele Nxumalo 072 4959 862	Ms N.H.F Msomi
21.	S'lindokuhle Creche	Ward 01 Thokozani	Mthokozisi Nxumalo	Mrs N.P Zondi
22.	Jikijiki Creche	P.O Box 359 Jikijiki ward 3	Sholiphi Ngubane 072 9000856	Ms N.F Dlamini
23.	Nkosinathi Creche	P.O Box 100 Cramond ward 1	Dorcas Anderson 073 4513 003	Mrs N.P Zondi
24.	Phambili Crèche and Pre-School	Ward 10 Mpolweni-Mvundleni	Jabulile Nyandeni 082 6615 032	Ms T.A Ntuli
25.	Kuyasa Creche	Ward 03 Mtulwa-Dalton	Soneni Zibula 0791641550	Mr L.M Dladla
26.	Siphesihle Crèche	Ward 10 Mpolweni-Mvundleni	Ncamisile Skhakhane 073 1485 086	Ms Z.E Mbambo
27.	Buhlebuyeza Crèche	Ward 03 Khamanzi	Mrs Zondi	Ms N.Jutu
28.	Msilili Crèche	Ward 08 Swayimana- Msilili	Mr Nzama 0826860486	Ms S Cele
29.	Siyacathula Crèche	Ward 03 EFaye	Linden Chamane	Ms N Jutu
30.	Maselekweni Creche	Ward 12 Swayimana	Phumelele Duma 0782615383	Ms N.N Bhegu
31.	Isibani Creche	Swayimane Ward 13	Sebenzile Lynet Mkhanazi 0797398257	Mr S.B Ngubane

32.	Siyazama Creche	Swayimane Ward 11	Jeanette M Ngcobo 0797539788	Ms N.N Bhegu
33.	Windy Hill Creche	Swayimane Ward 12	Florence Shandu 0761884572	Ms T.C Mncube
34.	Cool Air Creche	Cool Air Ward 07	Thusi Nomusa 0847148142	Ms N.F Dlamini

The powers and functions of a Municipality are assigned to it in terms of Sections 156 and 229 of the Constitution (Act 108 of 1996). To give effect to the specific provisions of the Constitution in this regard, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) give a clear description of the functions and powers bestowed in a local community as shown above. Umshwathi Municipality accordingly provides support to community needs in regard to the provision of childcare facilities/creches. The table below depicts projects which are already being implemented and still to be implemented during the 2019/2020 to 2021/2022 financial years.

#### **ECD Needs and Priorities: IDP 2020/2021**

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

#### **Table 40: Top 3 priorities per ward**

WARD	2020/2021	2021/2022	2022/2023
1	Upgrading of D239	Upgrading Sport field	Development of Youth center
2	Phase 2 Construction of internal roads	Qalabane electrification	Dalton Creche
3	Ekhamaenzi sportfield and efaye	Mt Elias sportfield	Jila/Mthizane Road
4	Construction of Doboti Road	Mbalenhle hall	Street light
5	Edrayeni/Ireland Creche	Upgrading of Ireland sportfield	Library
6	Upgrading of Ndlavelini road	Tarring of Empethu road	Phase 2 of esinxadini sportfield
7	Construction of Skills center	Construction of grand stand	Outdoor Gym
8	Esiqgumeni electrification	Upgrading of Nazo road	Esiqgumeni hall
9	Tarring of L714	Tarring of phase 2 Upper Main Road	Pedestrian walkways
10	Tarring of L714 And 715	Kohlophe and Khalathini Crèche	Completion of D 708
11	Development centre for people living with disabilities	Construction of Childcare Centre	Egazini Crèche
12	Tarring Of D 1013	Extension of Ndlebezembuzi Hall	Skills Centre
13	Completion of Ndlavelini road	Asamumele crèche	Tarring Of D 1012
14	Phase 2 of socolile hall	Glenside Crèche and Socolile (Mthethwa Area)	Electrification (Mbalane Area)

Table 41: List of community facilities identified for Maintenance

Lists of Municipal Buildings Per Ward Maintained During 2018/19			
Ward	Project	Project Awarded	Status
3	<b><u>Renovation of Nadi Crèche in Ward 3</u></b> Fencing of 150m Installation of vehicle gate	YES It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
6	<b><u>Fencing of Sinenhlanhla Crèche</u></b> Fencing of 250 m of fence Provide Galvanized vehicular gate Provide Galvanized pedestrian gate	NO 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**

8	<b><u>Renovation of Esgqumeni Creche</u></b> Tiling of 200m <sup>2</sup> 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	NO It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
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**Table 42: Budget/Financial Plan - IDP Projects**

Project Description	Ward	Budget	Financial Year
Construction of Mthizane Creche	3	1,000,000.00	2018/2019
Estezi Creche	6	1,500,000.00	2018/2019
Project Description	Ward	Budget	Financial Year
Construction of Childcare Centre		1,970,785.70	2019/2020
Construction of Glenside Creche		1,970,785.70	2019/2020
Project Description	Ward	Budget	Financial Year
Construction of Mkhakhasi Creche		2,068,214.28	2020-2022
Construction of Edrayini Creche		2,068,214.28	2020-2022
Construction of Kohlophe & Khalathini Creche		2,068,214.28	2020-2022
Construction of Egazini Creche		2,068,214.28	2020-2022
Construction of Ndlaveleni Creche		2,068,214.28	2020-2022

### 5.5.3 Co-ordination of Development Activities with Relevant Departments

### 5.5.4 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 2018/2019 financial year technical staff have met with Councillors and quantified the requirements in their wards.

The maintenance budget for the 2018/2019 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 2019/20 financial year.

**Table 43: List of facilities identified for maintenance**

<b>Lists Of Municipal Buildings Per Ward Maintained During 2018/19</b>			
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> <ul style="list-style-type: none"> <li>Paint internal and External wall.</li> <li>Remove existing external double door &amp; replace with steel doors</li> <li>Replace broken and cracked windowpanes.</li> <li>Paint existing windows, burglar bars and steel window &amp; door frames</li> <li>Replace existing ceiling boards fixed to battens to match existing and corner sills</li> <li>Service and test Existing electrical installation work and produce Certificate of Compliance</li> <li>Tile floor with first grade ceramic tiles, (350x350mm). Provide 75mm tile skirting</li> <li>Kitchen, walls paint included</li> </ul> <p><b>Renovation of Bambanani Community hall</b></p> <ul style="list-style-type: none"> <li>Paint internal and External wall</li> <li>Windows &amp; doors</li> <li>Provide 120mm heavy-duty barrel bolt and tri-circle locks</li> <li>provide 120mm heavy-duty barrel bolt and tri-circle locks.</li> <li>Replace broken and cracked windowpanes.</li> <li>Remove existing external double door &amp; replace with steel doors hung to existing MS doorframe</li> <li>Replace</li> <li>Paint existing vehicular sliding gate.</li> </ul>	<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> <ul style="list-style-type: none"> <li>Tile floor with first grade ceramic tiles, (350x350mm). Provide 75mm tile skirting</li> <li>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)</li> <li>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.</li> </ul> <p><b>Renovation of Nomhele Community hall</b></p> <ul style="list-style-type: none"> <li>Repairs of windows and Doors</li> <li>Repairs of Burglar Bars</li> <li>Painting of Internal and External walls</li> </ul>	<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> <ul style="list-style-type: none"> <li>Tiling of floor</li> <li>Installation of VIP Toilet</li> <li>Repairs of windows and doors</li> <li>Installation of pedestrian gate</li> <li>Service and test electricity</li> <li>Installation of gutters and down pipes</li> </ul> <p><b>Fencing of Sinenhlanhla Crèche</b></p> <ul style="list-style-type: none"> <li>Fencing of 250 m of fence</li> <li>Provide Galvanized vehicular gate</li> <li>Provide Galvanized pedestrian gate</li> </ul>	<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>Renovation of Esggumeni Creche</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>Renovation of Swayimane community hall</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>Renovation of Trust Feed Old Community Hall</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>Renovation of Trust Feed White Community hall</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>Renovation of Mpolweni community hall</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>Renovation of Mpolweni Community Sport field</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>Renovation of Nkululeko hall</b></p>	<p>NO</p>	<p>Site Inspection not been done but the schedule of meeting is in place</p>
12	<p><b>Renovation of Mambedwini hall</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>
14	<p><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</p>	<p>NO</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>

## 5.6 HUMAN SETTLEMENTS

### 5.6.1 Housing Developer for Human Settlements

uMshwathi Municipality is classified as a Housing Developer.

### 5.6.2 Council Approved Housing Sector Plan

The municipality has a Council approved Housing Sector Plan and the plan was reviewed and adopted in May 2016. The 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.

### 5.6.3 Alignment of Housing Sector Plan with KZN Human Settlements Spatial Master Plan

The Housing Sector Plan for uMshwathi Municipality is aligned to the KZN Human Settlements Spatial Master Plan. Directed by the KZN Department of Human Settlements, the Spatial Master Plan involves sector officials and practitioners who ensure coherence and an all-inclusive MSP approach, particularly custom-made for the province of KwaZulu-Natal. The plan demonstrates to be the underpinning design for all human settlements in the region. The MSP has identified key focus areas for prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

### 5.6.4 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.

## **Housing Needs, Existing and Planned Projects**

This section is addressed in page 25 and 26 of the Housing Sector Plan

### **5.6.5 Existing and Planned Projects**

The existing, new, future planned projects are indicated in page 25, 26 and 27 of the Housing Sector Plan.

## 5.7 TELECOMMUNICATIONS

### 5.7.1. The Status, Backlogs, Needs, Priorities and Challenges

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”.

### 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.

### **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.

### **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.

## 5.8. Basic Service Delivery and Infrastructure Development SWOT Analysis

Table 44: Basic Service Delivery and Infrastructure Development SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Recent acquisitions of plant and equipment to improve</li> <li>✓ 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>

## 5.9 Basic Service Delivery and Infrastructure Development Challenges

**Table 45: Basic Service and Infrastructure Development Challenges**

<i>Key Performance Area</i>	<i>Key Challenges</i>	<i>Interventions</i>
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;

## 6. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

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### 6.1.1 Adoption of LED Strategy

The Municipality has a Council approved LED Strategy in place which was adopted by the previous Council in June 2017. The Strategy covers the period 2017-2020 and is being implemented.

The Strategy/ Plan was prepared in-house. This formulation of the strategy and implementation plan involved engagement process with various LED Structures, Community, Business (Formal and Informal), Sector Departments as well as the Council structures. The strategy factored in the input received from the stakeholder participation during the consultation process including the MEC recommendations.

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

### 6.1.2 Policy/Regulatory Environment

#### Informal Economy Policy

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 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 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.

#### Policy Regulating (Permits, Zoning) for Street Vendors

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

Most trading takes place in the verges of the street/roads in 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.

#### Investment/Retention Policy

In as far as the investment promotion is concerned, the Municipality aims to encourage the private sector to invest in uMshwathi in various ways. This includes 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. Currently, there is no Investment/Retention Policy.



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

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

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

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

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

### **EPWP 3 Aligned Policy**

#### **Active/Registered SMMEs and Co-ops**

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 will be submitting a funding proposal to potential funders for capacity building, provision of materials, equipment and economic infrastructure provide support to the informal traders.3.5.1. Local Economic Development Analysis. The following alignment matrix has been included in the strategy document to demonstrate alignment with the PGDP and DGDP priorities.

### **6.1.3 LED -KPA RESPONSE TO PGDP AND DGDP PRIORITIES**

The LED Strategy is aligned to uMshwathi Municipality IDP objectives, KZN Provincial Growth and Development Strategy as well as the District Growth and Development Plan.

**Table 46: Goals, Objectives, Strategies and Projects**

NDP GOALS	PGDS GOALS	DGDS	UMSHWATHI LED STRATEGY GOALS	OUTPUTS/ PROJECTS	CATALYTIC PROJECTS
Job Creation	Job Creation	Job creation - Developing community partnerships – EPWP & Cooperatives	Reduction in rate of unemployment in uMshwathi	500 Job Opportunities over the next 5 years	Furniture/Coffin, Industrial Sewing, Block making, RASET, Bakeries
Human Resource Development	Human Resource Development	Developing the District into a Leather Processing Hub	Implement marketable skills development programs Baking, Food Processing, Furniture, Sewing, Blocks	Capacitate 150 people over the next five years	Skills programs & Learnerships – leather, agro-processing
Improving the quality of education, training and innovation	Human and Community Development	Implementing special programs for vulnerable communities	Enhance sustainable household food security	Implement 10 poverty alleviation projects over the next five years Communal Gardens, Capacity building on innovative farming methods	Provision of inputs, equipment and capacity for food production
Improving Economic Infrastructure	Strategic infrastructure	Developing the rural economic infrastructure	Increased availability of economic infrastructure for PDIs in the local towns	Develop funding proposals for economic infrastructure at various sites	Mini factories & Stalls
Transition to a low carbon economy	Environmental sustainability	Developing sustainable development & climate change mitigation	Increased resilience to climate change	Support renewable energy and drought resilience projects on an annual basis	Climate Change partnership, water tanks, boreholes, natural springs, efficient water use education, promotion of multi-cropping
			Alternative energy generation	Support 2 alternative energy projects over the next 5 years	

Governance and Policy	Governance and Policy	Good governance	Strong participation of business and NGOs in policy and program development for LED	Facilitate annual LED Forum meetings	Forums
Reversing the spatial effects of apartheid	Spatial equity	Agrarian Revolution & sustainable land reform	Develop sustainable small scale farming operations	Support 50 emerging farmers annually	Radical Agrarian Socio-Economic Transformation Program

### Economic Drivers in the Region/Locality

The main economic contributors in the area are listed below:

**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.

**Table 47: Contribution of 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

**Manufacturing (Industrial):** The manufacturing sector contributes 19.9% to the local GDP (Statistics SA 2011). 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.

Promotion of agro-industry can generate employment opportunities within the municipality. It also offers significant opportunities for the integration of smaller scale producers and linkages with informal manufacturers. In the rural informal settlements and particularly in tribal areas, there is little evidence of manufacturing activities other than that of household activities. The newly-established soya bean processing plant in Ward 3 needs to be supported.

A limited degree of local manufacturing activities such as block making, sewing and craft production takes place. There is a high dependency on the road network to distribute manufactured goods to market. The municipality is well-linked to urban market areas. There is evidence of increasing manufacturing activities in the local farms. The extent of this development will become clearer when the Land Audit has been completed.

The gasifier project in Appelsbosch area needs to be supported as it has the potential of generating job opportunities; as well as releasing agricultural land which is currently covered by alien plants.

Some key issues to be considered when trying to establish the future potential of industry to contribute to economic growth in the uMshwathi municipal area are the availability of land, water, electricity and the rates structure of the municipality.

The industrial projects being proposed for a smelter in Schroeders, an electricity generating gasifier in Appelsbosch a solar farm, hold tremendous benefits for uMshwathi Municipality in terms of job creation and poverty reduction.

Most industries are dependent on a consistent supply of reasonably priced water. Within the Schroeders area, raw water is obtained from the Sterkspruit River. Access to purified water is available from the uMngeni water supply line, which runs through the town carrying water from the Wartburg Water Supply system to New Hanover.

The Municipality should create incentive schemes for companies to continue investing in this area and for contributing to targets such as local employment, local buying, Corporate Social Investment Programs, possibly through the rates policy.

**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.

**Tourism:** The local tourism is mainly focused on the Albert Falls Dam, Nagle Dam and the few private game reserves. Its contribution to the local GDP is minimal. With the exception of Albert Falls Dam, there are no "must see" tourism attractions within the municipality; however, it is fairly well-positioned as an alternative tourism destination with the focus on eco-tourism, agricultural, historical and cultural tourism. This is generally considered a growth area for tourism but not in the form of single, large developments.

Demand is rather met by a dispersed, low intensity type of development with relatively small developments set within an appropriate landscape.

**Mining:** There exists open cast mining businesses in uMshwathi. CASPECO and Nan Xing Bricks & Tiles mine clay and produce brick, blocks and tiles. There are other sand mining businesses that have not been documented to date. The Land Audit and the Business Licensing process will uncover more businesses that need to be documented. In terms of the Mining Law, companies that are involved in mining are expected to contribute to socio-economic development in the community in terms of their Corporate Social Investment agreements.

**The Informal Sector:** 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, in the market stalls in Greengate, Swayimana Taxi Rank, SASSA and pay points. Owing to the non-availability of trading spaces in the local towns, informal trade takes place all over the place and this causes dissent from the formal business owners. The local Informal Chamber has been formed is reasonably functional. The Informal Trade Policy has been approved by Council Approval.

### 6.1.4 Spatial Referencing of Interventions and Programmes/Projects

### 6.1.5 Identification of Beneficiaries

The main beneficiaries are emerging farmers, SMME's and Informal Traders.

### 6.1.6 SWOT Analysis

**Table 48: Agriculture and Tourism SWOT Analysis**

<b>Agriculture</b>
<b>Strengths</b>
Excellent soil & climatic conditions for sugarcane production. 40% of District production of sugarcane
The proximity to N3 and N2 presents the municipality with opportunities for producing for the local & international markets.
The area has well-established tree plantations
The area hosts one of the biggest feedlots in the country
Poultry farming is growing rapidly
There are three crocodile farms in the area
<b>Weaknesses</b>
Vast areas of land are not utilized for farming
Most sugarcane fields & gardens belonging to indigenous people are not fenced
The communal ownership of grazing lands is a stumbling block to improved productivity of livestock
The lack of investment in agricultural infrastructure and human resources
There is a relatively low level of value adding to the local agricultural produce.
Most people do not have adequate supply of water for irrigation
There is a general lack of agricultural management skills that are needed for the growth of this sector
There is no formal local market where local people can sell their produce
<b>Opportunities</b>
uMshwathi has a huge to create jobs in uMshwathi through the processing of agricultural produce within the municipality
<b>Threats</b>
The overreliance on sugarcane and timber plantations poses a threat to the long term sustainability of the local economy.
The slow pace of the land restitution processes is both a weakness and a threat to the development and sustainability of local agriculture.
The high rate of crime, including stock theft is a constant hazard to stock farmers.
The use of agricultural land for housing purposes is an increasing threat
The ever increasing number of households in tribal authority areas resulting in decreasing size of small scale farms
<b>Tourism</b>
<b>Strengths</b>
There are a number of water sports events that take place in uMshwathi on an annual basis. These events draw many people to uMshwathi.

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
There are several game farms with a potential to develop into tourism outlets
The Amble is well-established and does a lot to promote local tourism businesses
<b>Weaknesses</b>
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.
The participation of indigenous people in the tourism business in uMshwathi is very limited.
The areas visited by tourists do not have proper facilities for selling art work
The road network is not developed sufficiently to support tourism
The local tourism is not integrated to the tourism activities and plans of adjacent municipalities.
<b>Opportunities</b>
The local crafters produce excellent products that have won awards in the District and Provincial
uMshwathi has a rich cultural , historical heritage and a beautiful landscape for tourism
The two local dams namely Albert Falls & Nagle Dam present the area with opportunities for the growth of
<b>Threat</b>
The water quality is deteriorating due to agricultural activities within and outside of uMshwathi.

## The Key Economic Players

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 and they 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.

## 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. 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 49: Employment Status**

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

Source: Statistics SA, 2011

**Unemployment Amongst the Youth:** According to 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 50: Employment by sector**

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

Source: Statistics SA, 2011

### 6.1.7 Strategic Programmes Responsive to Comparative and Competitive Advantage of the Locality

Presently, there is a lack of coordinated planning, development and marketing efforts in the municipality, with the result that the potential of the tourism sector in the municipality has not been realized. The Albert Falls Amble is involved in marketing portions of the municipality and developing routes and nodes within the municipality. It is important to build on these efforts and to support tourism organizations and other stakeholders. The Tourism Working Group of the newly established LED Forum should go a long way towards assisting in the area.

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.

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

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

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

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

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

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

**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.

**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 Economy :** 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.

**Programme Targeting Informal Economy, SMMEs and Vulnerable Groups:** 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 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

### 6.1.8 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 2018/2019 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.

### 6.1.9 EPWP Indicators

The IDP has reflected consistent reporting with regards to work opportunities created across all the sectors on the EPWPs. Integrated grant spending is reflected in the IDP and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP contributed a creation of employment opportunities during the 2018/2019 financial year. The number of people who benefitted from the job creation initiative in this respect.

### 6.1.10 Green Economy Initiatives

In line with the Provincial Growth and Development Strategy, uMshwathi Municipality shall prioritise alternative energy projects and/or programmes to determine their feasibility as a reliable supply of energy. To this end, alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure that targets are met. To-date uMshwathi Municipality is the leading in the region in terms of applying green economy initiatives, this is apparent in the use of solar street lights and greening initiatives that use EPWP and labour-intensive programmes. uMshwathi Municipality shall commit to COP21 agreement which commits more strongly to a green growth and embrace green economy opportunities.

#### **Outcome: Creating a sustainable economic growth through green economy**

##### **Rationale for Intervention**

South Africa has committed itself in reducing its emissions below a baseline of 34% by 2020 and 42 percent by 2025. "The approach to mapping out the transition to a low-carbon economy is informed by the need to reach broad consensus on the challenges and trade-offs involved in implementing South Africa's climate policy" (NDP, Ch5). The transition to a low-carbon and resilient economy requires a capable state to lead, enforce the regulation of GHG emissions, and respond to the impacts of climate change. The transition to a low-carbon economy depends on the country's ability to improve skills in the workforce, at least in the early phases of the transition.

##### **Developing the Green Industries**

The policy framework indicates high level of willingness from South African government to transform the economy and seize the opportunity while the window is still open. Interestingly the proposals on localization of solar geysers and panel manufacturing and improvement of investment climate within the industrial set-up of the green sector are surely gaining the momentum.

##### **Objectives**

To promote sustainable economic growth within the Municipal area through the introduction of green opportunities for local companies and creation of green jobs for local people.

##### **Key Action Areas**

- ✓ Encourage companies and the municipality to develop a Directory of Green Products that can be produced locally and mobilize necessary investment for implementation purposes.
- ✓ Partner with Industrial Development Corporation Green Fund to implement strategic green projects.

- ✓ Prioritize local manufacturing of Solar Geysers and Solar panels to support government initiative of installing more solar geyser to low cost housing
- ✓ Educate and promote the development of culturally, environmentally and economically sustainable projects relating to the protection and conservation of wildlife, eco-sensitive areas and natural resources

A high-quality natural environment and green infrastructure are integral to the health and wellbeing of sustainable local communities in order to meet their environmental, social and economic needs. Open space and recreation facilities make a fundamental contribution to the quality of an area for both residents and visitors alike and supporting the development of these as well as cultural and heritage assets ensures an appealing environment for both people and wildlife to prosper.

Funding needs to be acquired for the provision of solar photovoltaic on rural homes to decrease the electricity burden. Although solar energy is a costlier system upfront, the long run costs as well as the impact on the environment prove worth its initial cost. It is therefore suggested that exploration of large scale solar photovoltaic take place.

Interventions which address flood alleviation and the enhancement of land for biodiversity and recreation, conserve the quality of environment and contribute to wider economic benefits. Climate change presents a major challenge for any area and acknowledging responsibility for future generations means protecting the environment by creating more energy efficient, sustainable communities. This includes reducing energy consumption by developing alternative energy sources, ensuring buildings use resources more efficiently and have an impact on ultimately decreasing the borough's ecological footprint.

### 6.1.11 Capacity of the Municipality

The municipality LED Unit is fully capacitated with the positions of LED Manager and Tourism Officer filled. The posts of LED Officer and the Agricultural Officer will be filled in 2019/2020 financial year. However, to compensate for the insufficient human resource capabilities, the municipality outsource some programme/project activities.

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 2018/2019 will be R1 500 000.00. 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.

### 6.1.12 Plan to Mobilise Private Sector

There is an opportunity to establish public – private partnerships. The Municipality is in the process of developing an investment strategy as well as the investments incentive grant that seek to mobilise and/or attract the private sector. uMshwathi Municipality has attracted many domestic direct investments in assistance to LED with a common objective; to create sustainable jobs and economic growth. Furthermore, the Municipality is in process of preparing its Local Area Plans so as to guide the growth and development of the municipality. The SDF has already been reviewed and has indicated areas in respect of the location and nature of public and private development in the municipality, areas where public and private land development and infrastructure investment should take place. Finally, the SDF has indicated where

priority spending is required. In the past financial years, the municipality has been able to leverage private sector funding/resources to implement LED projects or catalytic projects.

## 6.1.13 LED SWOT Analysis

Table 51: 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 making on development.</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
<ul style="list-style-type: none"> <li>✓ <i>The Informal Chamber has been formed and it is fairly functional</i></li> <li>✓ <i>There are sawmills and two sugar mills in uMshwathi</i></li> <li>✓ <i>There is a hospital and several clinics within the boundaries of uMshwathi.</i></li> <li>✓ <i>There is an Further Education &amp; Training College in uMshwathi</i></li> <li>✓ <i>There is a prison in New Hanover</i></li> <li>✓ <i>New Hanover is growing as a services center</i></li> </ul>	<ul style="list-style-type: none"> <li>✓ <i>There is a shortage of economic infrastructure e.g. market stalls, mini factories</i></li> <li>✓ <i>The rates of illiteracy and lack of skills are too high</i></li> <li>✓ <i>There is inadequate supply of water &amp; electricity in some areas</i></li> <li>✓ <i>The availability of developed land for future industrial development within the municipality is limited.</i></li> <li>✓ <i>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.</i></li> <li>✓ <i>The municipality still does not have an Industrial Growth Plan that will provide a guide to potential investors.</i></li> <li>✓ <i>The municipality does not have statistics for local sand mining</i></li> <li>✓ <i>The LED Unit is woefully understaffed</i></li> <li>✓ <i>The budget allocation to the LED Unit is too restrictive</i></li> <li>✓ <i>There is very little if any integration of the plans of the various units of the municipality</i></li> <li>✓ <i>The implementation of economic bylaws is poor.</i></li> <li>✓ <i>The Informal Trade Bylaw has not been finalized</i></li> <li>✓ <i>There is a shortage of market stalls in the towns.</i></li> <li>✓ <i>There no demarcated trading spaces outside the market stalls in the local towns</i></li> <li>✓ <i>The road infrastructure is poor and the rail network is grossly underutilized</i></li> <li>✓ <i>The prevalence of HIV/AIDS is unacceptably high</i></li> <li>✓ <i>The frequency of natural disasters and road accidents is unacceptably high</i></li> <li>✓ <i>The opportunity of encouraging communities to plant fruit trees through events such as Abhor Day is not utilized.</i></li> <li>✓ <i>The farm dwellers are not organized and this is a source of many challenges that they encounter</i></li> </ul>

Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>✓ The accuracy of the register of land and buildings belonging to the municipality is not accurate is suspect belied to be inaccurate</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 Cuisine Dishes</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 weakness threat 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 increasing 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>Strengths</i>	<i>Weaknesses</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>



## 6.1.13 LED Challenges

Table 52: LED Challenges

Key Performance Area	Key Challenges	Interventions
Local Economic Development	High unemployment, poverty & inequality	Develop a Grant-in-Aid Policy & Programmes; Implement capacity building programs for women, youth; SMME's and Cooperatives; Improve access to EPWP and CWP job opportunities to the most needy; Promoting greater procurement from local cooperatives and SMME's; Providing incentives to local businesses for the use of local labour; Develop a programme to roll out agrarian projects; Forming partnerships with business; Reskilling of retrenched workers; Providing support to local SMME's, cooperatives; Setting minimum targets for the use of labour intensive methods in infrastructure projects & develop a clear program for small contractor development.

WARD	2020/2021	2021/2022	2022/2023
1	Upgrading of D239	Upgrading Sport field	Development of Youth center
2	Phase 2 Construction of internal roads	Qalabane electrification	Dalton Creche
3	Ekhamanzi sportfield and efaye	Mt Elias sportfield	Jila/Mthizane Road
4	Construction of Doboti Road	Mbalenhle hall	Street light
5	Edrayeni/Ireland Creche	Upgrading of Ireland sportfield	Library
6	Upgrading of Ndlavelini road	Tarring of Empethu road	Phase 2 of esinxadini sportfield
7	Construction of Skills center	Construction of grand stand	Outdoor Gym
8	Esiqgumeni electrification	Upgrading of Nazo road	Esiqgumeni hall
9	Tarring of L714	Tarring of phase 2 Upper Main Road	Pedestrian walkways
10	Tarring of L714 And 715	Kohlophe and Khalathini Crèche	Completion of D 708
11	Development centre for people living with disabilities	Construction of Childcare Centre	Egazini Crèche
12	Tarring Of D 1013	Extension of Ndlebezembuzi Hall	Skills Centre
13	Completion of Ndlavelini road	Asamumele crèche	Tarring Of D 1012
14	Phase 2 of socolile hall	Glenside Crèche and Socolile (Mthethwa Area)	Electrification (Mbalane Area)

**Table 53: Broad-Based Community Needs**

## 6.2 SOCIAL DEVELOPMENT ANALYSIS

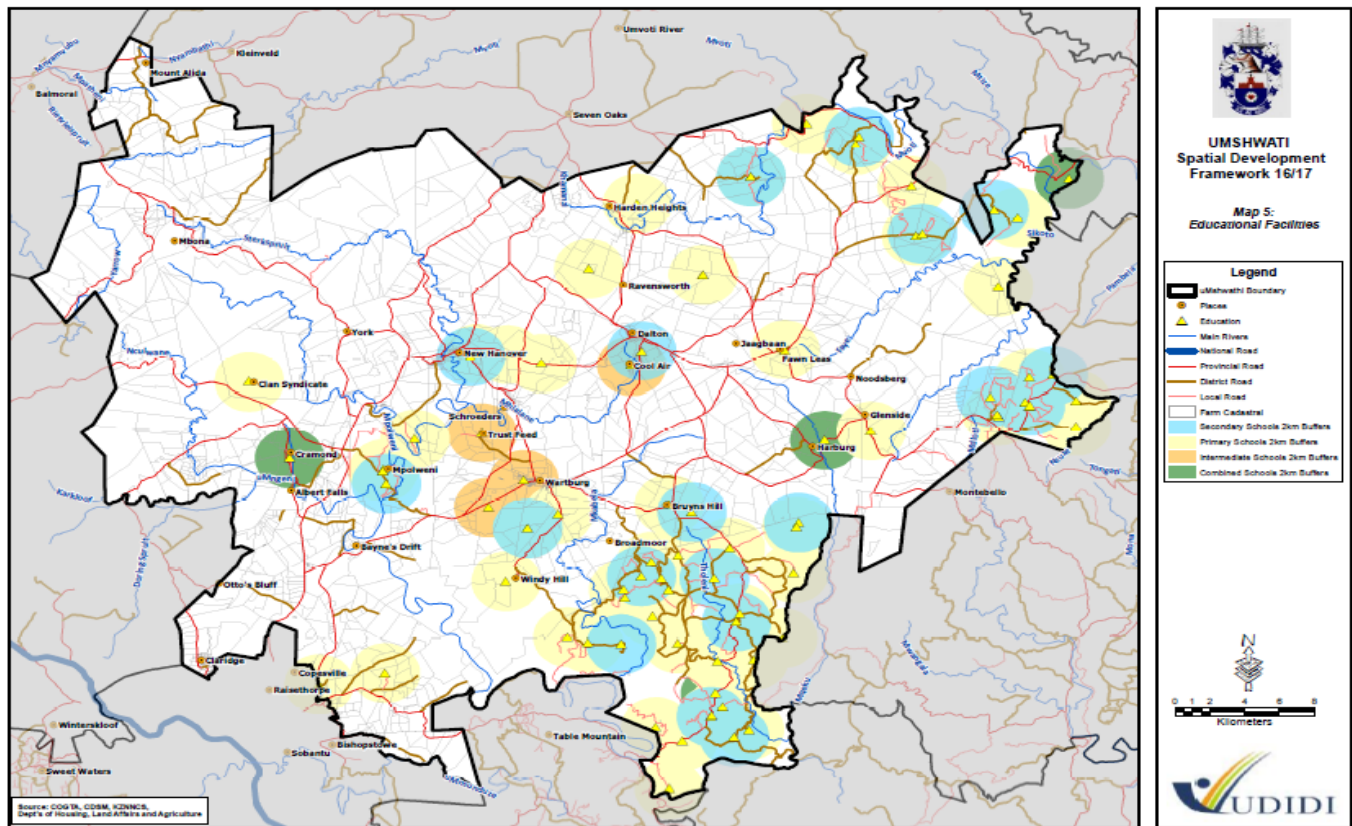
### 6.2.1. Broad-based Community Needs (Limited to 3 Priority Projects per Ward)

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

#### 6.2.2 (a) Education

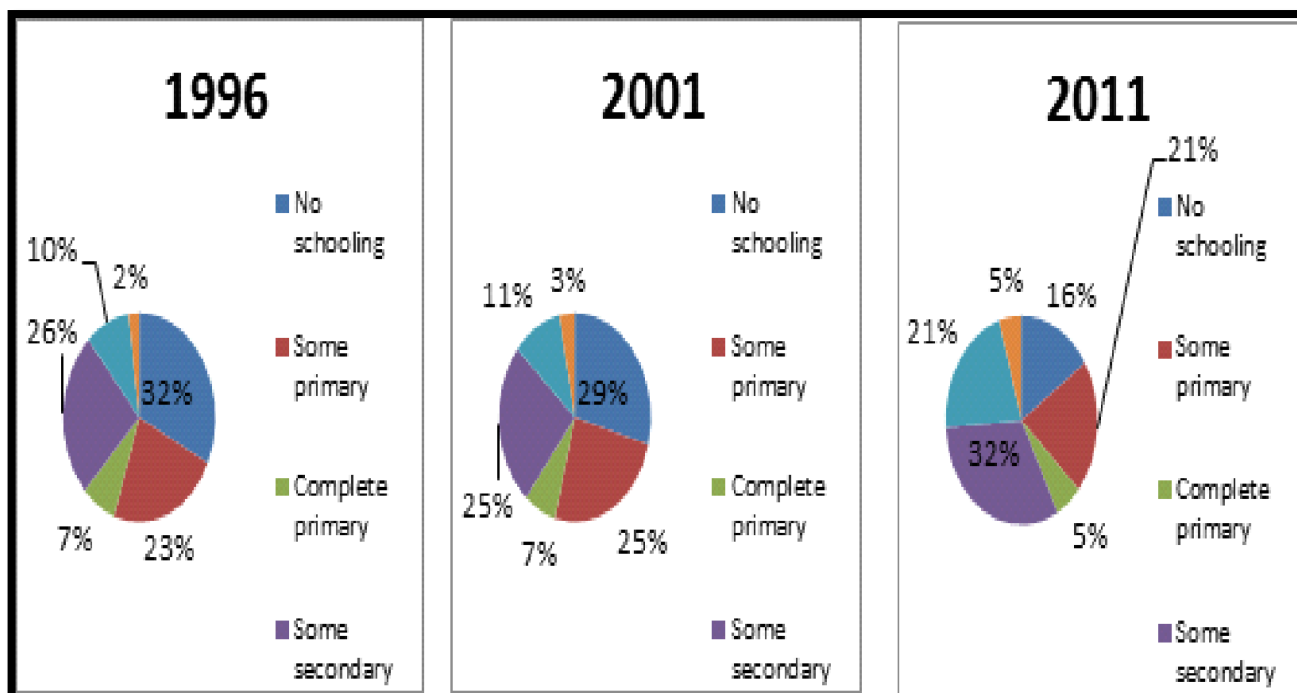
UMshwathi local municipality has performed on the 60% average for matric results. The leading performing school in Maths and Science is Masijabule who is at ward 6 Mbhava area. There are schools that are underperforming due to various reasons pointed out. There is a challenge of small and non-viable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

Map 28: Educational Facilities



**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.

**Map 29: Access to education from 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*

### **6.2.2 (b) 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.

**Table 54: Health Access**

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.

**Table 55: PMTCT**

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 challenge 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 align 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. These are soup kitchen , gardening projects and EPWP as empowerment of people who live with HIV.

**Table 56: Health Strategies and Priorities**

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 Osa 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.

### 5.2.3 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

**Table 57: Key Intevention 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

## Safety and Security

The Municipality has a Council approved Municipal Safety Plan and is attached as an annexure. During the drafting process there were several engagements with relevant structures such as community structures, business/private sector and public sector with with an aim of incorporating their inputs into the plan. The plan aims to promote awareness about safety and security, crime rate across the Municipality, etc.

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

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 Municipality's 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 school 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.

#### **5.2.4 Municipal Safety Plan**

The Municipality has a Council approved Municipal Safety Plan and is attached as an annexure. This is addressed in 5.2.3 above under Safety and Security.

### 5.2.5 Municipal Health Services Bylaw

UMgungundlovu District Municipality has a health bylaw and is being implemented by the support staff in the District Municipality as the health function is the responsibility of the UMDM.

### 5.2.6 Analysis of Community Development: 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 14 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 Plan to Respond to the Vulnerable Groups**

This is addressed in 5.2.6 above.

### **5.2.8 Household Supported Food Production Initiatives**

There are many beneficiaries of one home one garden programme as well as community gardens with implements and these are implemented by the Department of Agriculture in uMshwathi Municipality. These programmes and projects are also budgeted in then 2019/2020 financial year.

### **5.2.9 School Nutrition Programme**

Department of Education is supporting schools within Umgungundlovu Distict Municipality with the School Nutrition Programme and the list of school beneficiaries is available in the Department.



### 6.2.10 Social Development SWOT Analysis

**Table 58: 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>

## 7. MUNICIPAL 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*

### 7.1 Three Year Synopsis on Capital Funding and Expenditure

The 2019/2020 IDP contains a three-year synopsis on capital funding and expenditure covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous financial years (2015/2016, 2016/2017 and 2017/2018) are tabled herein-below respectively:

**Table 59: Grants Performance for the 2015/2016 Financial Year**

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
<b>CAPITAL GRANTS</b>				
Municipal Infrastructure Grant	0	26 764 000	26 764 000	0
Integrated National Electrification Programme	0	18 000 000	18 000 000	0
Neighborhood Development Partnership	0	0	0	0
<b>OPERATING GRANTS</b>				
Equitable Share	0	84 824 000	84 824 000	0
Financial Management Grant	0	1 800 000	1 800 000	0



Expanded Public Works Programme	0	1 115 000	1 115 000	0
Provincialization of Libraries	0	877 000	877 000	0
Library Community Services	0	0	0	0
Sport facilities	0	0	0	0
Municipal Systems Improvement Grant	0	930 000	930 000	0
Museum Grant/Subsidy	0	0	0	0
Municipal Assistance Programme	0	0	0	0
Umgungundlovu: Shared Services	0	0	0	0
Small Town Rehabilitation	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>134 310 000</b>	<b>134 310 000</b>	<b>0</b>

**NOTES:****Table 60: Grants Performance for 2016/2017 Financial Year**

SOURCE OF FUNDING	ROLL-OVER	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
<b>CAPITAL GRANTS</b>				
Municipal Infrastructure Grant	0	28 829 000	28 829 000	0
Integrated National Electrification Programme	0	5 000 000	5 000 000	0
Mass Electrification Programme	0	0	0	0
<b>OPERATING GRANTS</b>				
Equitable Share	0	83 479 000	83 479 000	0
Financial Management Grant	0	1 825 000	1 825 000	0
Expanded Public Works Programme	0	1 313 000	1 313 000	0

Provincialization of Libraries	0	894 000	894 000	0
Library Community Services	0	0	0	0
Municipal System Improvement Grant	0	0	0	0
Sport facilities	0	0	0	0
Municipal Assistance Programme	0	0	0	0
Neighbourhood Development Partnership	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>121 349 000</b>	<b>121 349 000</b>	<b>0</b>

**NOTES:****Table 61: Grants Performance for the 2017/2018 Financial Year**

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
<b>CAPITAL GRANTS</b>				
Municipal Infrastructure Grant	0	39 016 000	39 016 000	0
Integrated National Electrification Programme	0	3 000 000	3 000 000	0
<b>OPERATING GRANTS</b>				
Equitable Share	0	87 377 000	87 377 000	0
Financial Management Grant	0	1 900 000	1 900 000	0
Expanded Public Works Programme	0	2 065 000	2 065 000	0
Provincialization of Libraries	0	932 000	932 000	0
Library Community Services	0	0	0	0
Sport facilities Grant	0	0	0	0
Museum Grant/Subsidy	0	0	0	

Municipal Assistance Programme (MAP)	0	0	0	0
Housing Accreditation Funding	0	0	0	0
TOTAL	0	<b>134 290 000</b>	<b>134 290 000</b>	0

## NOTES:

**Capital Projects Indicated in Order of Prioritization and Project Duration**

Projects identified as either "New "or "Ongoing"

The Municipality's capital projects are indicated in order of prioritization and duration of each project. Projects are indicated as either new or ongoing. The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

**Table 62: Three- Year Capital Infrastructure Programme 2018/19 - 2021/22**

Project	Ward	Budget Year 2018/19	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status
Thokozane Community Centre	1	200,000.00	1,300,000.00			MIG	In Progress
Disability Skills Centre	11	330,000.00	670,000.00			MIG	In Progress
Construction of Mthizane Creche	3	100,000.00	900,000.00			MIG	In Progress
Estezi Creche	6	1,100,000.00	1,300,000.00			MIG	In Progress
Gqugquma Creche	11	150,000.00				MIG	Complete
Completion of Socolile Hall	14	2,730,000.00	1,000,000.00			MIG	Complete
Mt. Elias Hall	3	1,150,000.00	100,000.00			MIG	Complete
High Mast Lighting	13	0.00	600,000.00			MIG	In Progress
Shiyabazali Internal Roads - New Hanover	2	1,500,000.00	5,700,000.00			MIG	In Progress
Mchunu Access Road	4	1,000,000.00	500,000.00			MIG	Complete
Cool Air Access Roads	7	1,400,000.00	2,305,000.00			MIG	In Progress
Mbeka Access Road	8	500,000.00	2,500,000.00			MIG	In Progress
L714 Access Road	9	3,000,000.00	635,000.00			MIG	Complete

L714 Access Road	10	3,000,000.00	635,000.00			MIG	Complete
Upgrade of D1013	12	1,700,000.00	4,800,000.00			MIG	In Progress
Thokozane Access Road	1	540,000.00				MIG	In Progress
Ndlavaleni Road	13	630,000.00	230,000.00			MIG	Complete
Khamanzi Sportsfield	3	100,000.00	900,000.00			MIG	In Progress
Completion of Efaye Sportsfield	3	100,000.00	900,000.00			MIG	In Progress
Urban Ssportsfield	7	4,640,000.00				MIG	In Progress
Ndlebezembuzi Sportsfield	12	60,000.00	500,000.00			MIG	Complete
New Hanover Sportsfield	2	1,700,000.00	150,000.00			MIG	In Progress
Bhamshela Taxi Rank	5	3,240,000.00				MIG/Internal Funds	In Progress
Thuthuka Training Centre	8	600,000.00	380,000.00			Internal Funds	In Progress
Various Creches			1,436,000.00				New
Tarring of D329	1			5,000,000.00		MIG	New
Shiyabazali Internal Roads - New Hanover - Phase 2	2			3,000,000.00		MIG	New
Completion of Ekhamanzi sportfield	3			1,500,000.00		MIG	New

Construction of Mbalenhle Hall	4			4,500,000.00		MIG	New
Ireland Sportsfield	5			2,000,000.00		MIG	New
Ndlaveleni Road	6			2,000,000.00		MIG	New
Grand Stand at Urban Sportsfield	7			3,000,000.00		MIG	New
Electrification Projects	8					MIG	
Creche/Land Purchase	9			800,000.00		MIG	New
Kohlophe Khalathini Creche	10			800,000.00		MIG	New
Egazini Creche	11			800,000.00		MIG	New
Extension of Ndlebezembuzi Hall	12			1,555,000.00		MIG	New
Completion of Ndlaveleni Road	13			3,000,000.00		MIG	New
Electrification Projects	14					MIG	New
Preleminary Consultant's Cost				1,000,000.00		MIG	New
Gym	1				2,000,000.00	MIG	New
Shiyabazali internal roads phase 3	2				1,500,000.00	MIG	New
Completion of Efaye Sportfield	3				1,800,000.00	MIG	New
Makhasini Creche	4				1,000,000.00	MIG	New

Ireland Creche	5				1,000,000.00	MIG	New
Esinxadini sportfield Phase 2	6				1,500,000.00	MIG	New
Cool air out door gym	7				2,000,000.00	MIG	New
Mbeka road phase 2	8				2,000,000.00	MIG	New
Ward 9 Roads	9				3,000,000.00	MIG	New
Ward 10 Roads	10				3,000,000.00	MIG	New
Dissability centre	11				2,000,000.00	MIG	New
Completion of D1013	12				3,500,000.00	MIG	New
Ndlaveleni Creche	13				1,500,000.00	MIG	New
Socolile Creche	14				1,500,000.00	MIG	New
Extension of Thusong Centre					2,816,000.00	MIG	New
Preleminary Consultant's Cost					800,000.00	MIG	New
		<b>29,470,000.00</b>	<b>27,441,000.00</b>	<b>28,955,000.00</b>	<b>30,916,000.00</b>		

Office Equipment		250,000.00	250,000.00			Internal Funds	Complete
Vehicles		1,792,000.00	1,500,000.00			Internal Funds	Complete
Furniture		750,000.00	250,000.00			Internal Funds	Complete
Computer Equipment		1,000,000.00	750,000.00			Internal Funds	Complete
Plant		750,000.00				Internal Funds	Complete
		<b>4,542,000.00</b>	<b>2,750,000.00</b>	<b>0.00</b>	<b>0.00</b>		
		<b>34,012,000.00</b>	<b>30,191,000.00</b>	<b>28,955,000.00</b>	<b>30,916,000.00</b>		



## 7.2 Social and Economic Redress Via Indigent Management

Currently the municipality is providing Free Basic Electricity to approximately 1 600 households. 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:

**Table 63: Free Basic Services**

	2019	2020	2021	2022
<b>Free Basic Services</b>	1 500 000	1 500 000	1 500 000	1 500 000

## 7.3 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.

## 7.4 Revenue Protection (Debt Management)

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

**Table 64: Outstanding debtor per category**

Category	May 2019	June 2018	June 2017
Organs of State	53 827 972	47 990 341	60 600 163
Commercial	23 265 732	8 432 513	16 671 940
Households	45 180 593	51 642 452	32 197 825
<b>Total</b>	<b>122 274 297</b>	<b>108 065 306</b>	<b>10 469 928</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).

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.

## 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.

## Debtor Age Analysis

**Table 65: Debtors Age Analysis**

Figure 91: Debtors Age Analysis as at 31-May-19						
Category	Over 90 Days	90 Days	60 Days	30 Days	Current	Total
Group by Group: 2224 (National: Police)	2,278	10	10		10	2,307
Group By Group: 2225 (National: Public Enterprises)	25,207	1,515	1,549	1,549	-1,078	28,742
Group By Group: 2227 (National: Public Works)	565,440	8,236	2,702	2,702	8,398	587,478
Group By Group: 2228 (National: Rural Development and Land Reform)	3,329,547	63,056	27,719	27,719	64,719	3,512,760
Group By Group: 2237 (National: Water Affairs)	29,433,266	161,981	29,096	29,096	158,515	29,811,953
Group By Group: 2251 (Provincial: Education)	7,204,147	315,171	227,337	228,334	577,194	8,552,183
Group By Group: 2252 (Provincial: Health)	919,870	5,818		25,116	194,975	1,145,780
Group By Group: 2256 (Provincial: Public Works, Roads and Transport)	3,444,359	333,448	288,604	288,605	421,005	4,776,020
Group By Group: 2257 (Provincial: Social Development)	15,955	417	195	13,973	15,191	45,730
Group By Group: 2270 (Public Institutions: Constitutional)	139,775	2,830	2,869	2,869	3,305	151,648

<b>Group By Group: 2271 (Public Institutions: Major Public Entities)</b>	<b>-13,060</b>	5,485	6,833	3,397	13,411	<b>16,066</b>
<b>Group By Group: 2290 (RSA)</b>	<b>4,754,733</b>	174,738	84,222	-51,424	235,038	<b>5,197,306</b>
	<b>49,821,517</b>	<b>1,072,704</b>	<b>671,135</b>	<b>571,935</b>	<b>1,690,681</b>	<b>53,827,973</b>
<b>Group By Group: 2301 (Businesses: Municipal Licensed Area)</b>	<b>6,276,208</b>	215,663	278,063	346,050	599,029	<b>7,715,013</b>
	<b>6,276,208</b>	<b>215,663</b>	<b>278,063</b>	<b>346,050</b>	<b>599,029</b>	<b>7,715,013</b>
<b>Group By Group: 2303 (Industrial: Municipal Licensed Area)</b>	<b>1,790,593</b>	53,862	60,921	72,340	144,012	<b>2,121,728</b>
	<b>1,790,593</b>	<b>53,862</b>	<b>60,921</b>	<b>72,340</b>	<b>144,012</b>	<b>2,121,728</b>
<b>Group By Group: 2309 (Other: Municipal Licensed Area)</b>	<b>11,584,247</b>	291,276	307,298	330,480	915,690	<b>13,428,991</b>
	<b>11,584,247</b>	<b>291,276</b>	<b>307,298</b>	<b>330,480</b>	<b>915,690</b>	<b>13,428,991</b>
<b>Group By Group: 2276 (Other Municipalities)</b>	<b>117,721</b>	13,475	13,564	13,839	14,202	<b>172,800</b>
<b>Group By Group: 2277 (Other Traditional Authority Property)</b>	<b>1,827,315</b>	27,639	27,934	27,934	28,230	<b>1,939,052</b>
<b>Group By Group: 2401 (Households: Non-indigents - Municipal Licensed Area)</b>	<b>39,465,194</b>	700,459	695,387	757,420	1,467,020	<b>43,085,480</b>
<b>Group By Group: 1001 (Place of Worship)</b>	<b>24,027</b>	351	355	355	296	<b>25,384</b>
<b>Group By Group: 2500 (Other)</b>	<b>-113,487</b>	23,024	24,758	-10,459	34,039	<b>-42,125</b>
<b>Group By Group: 2800 (Municipal)</b>	<b>1</b>	0			0	<b>1</b>
	<b>41,320,770</b>	<b>764,947</b>	<b>761,999</b>	<b>789,090</b>	<b>1,543,787</b>	<b>45,180,593</b>
	<b>110,793,335</b>	<b>2,398,453</b>	<b>2,079,416</b>	<b>2,109,895</b>	<b>4,893,199</b>	<b>122,274,297</b>

## 7.5 Financial Management

### 7.5.1 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.

### 7.5.2 Assets and Infrastructure

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.

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 2018/2019 and 2018/19 years and at 9% for the 2019/20 year.

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.

### 7.5.3 Repairs and Maintenance

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

**Table 66: Financial Indicators**

<b>FINANCIAL VIABILITY ASSESSMENT</b>			
		<b>AS AT 30 JUNE 2018</b>	<b>AS AT 30 JUNE 2017</b>
<b>EXPENDITURE MANAGEMENT</b>			
1.1	Creditor-payment period	<b>19.4 Days</b>	<b>65 Days</b>
<b>REVENUE MANAGEMENT</b>			
2.1	Debtor-collection period (after impairment)	<b>481.8 Days</b>	<b>160 Days</b>
2.2	Debtors impairment provision as a percentage of accounts receivable	<b>35.1%</b>	<b>34%</b>
	• Amount of debtor's impairment provision	<b>R 37 888 806</b>	<b>R 37 612 000</b>
	• Amount of accounts receivable	<b>R 108 065 306</b>	<b>R 109 764 345</b>
<b>ASSET AND LIABILITY MANAGEMENT</b>			
3.1	A deficit for the year was realized (total expenditure exceeded total revenue)	<b>No</b>	<b>No</b>
	• Amount of the surplus / (deficit) for the year	<b>R 44 555 146</b>	<b>R 29 742 929</b>
3.2	A net current liability position was realized (total current liabilities exceeded total current assets)	<b>No</b>	<b>No</b>
	• Amount of the net current assets / (liability) position	<b>R 89 581 017</b>	<b>R70 800 000</b>

<b>FINANCIAL VIABILITY ASSESSMENT</b>			
		<b>AS AT 30 JUNE 2018</b>	<b>AS AT 30 JUNE 2017</b>
3.3	A net liability position was realized (total liabilities exceeded total assets)	<b>No</b>	<b>No</b>
	• Amount of the net asset / (liability) position	<b>R 313 263 932</b>	<b>R300 913 867</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 1 202 569</b>	<b>R 927 698</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 46 015 074</b>	<b>R 32 320 941</b>
4.3	Creditors as a percentage of cash and cash equivalents	<b>233.4%</b>	<b>133%</b>
	• Amount of creditors (accounts payable)	<b>R 2 806 616</b>	<b>R 8 620 609</b>
	• Amount of cash and cash equivalents / (bank overdraft) at year-end	<b>R 1 202 569</b>	<b>R 927 698</b>
4.4	Current liabilities as a percentage of next year's budgeted resources **	<b>5.7%</b>	<b>15.4%</b>
	• Amount of current liabilities	<b>R 6 390 583</b>	<b>R 16 941 905</b>
	• Amount of next year's budgeted income **	<b>R111 813 000</b>	<b>R110 263 000...</b>
<b>OVERALL ASSESSMENT</b>			
Overall the financial viability is assessed as:		<b>Green (Good)</b>	<b>Green (Good)</b>

**Table 67: Repairs and Maintenance**

	<b>2019</b>	<b>2020</b>	<b>2021</b>
<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).

## Financial Ratios

Table 68: Financial Ratio

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>						
	102,102,168.34	109,769,939.74	103,328,038.63	35,500,000.00	35,500,000.00	35,500,000.00
	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	7,834,927.54	6,437,398.93	27,930,148.61	19,750,000.00	10,750,000.00	10,750,000.00
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						

## Ratio Analysis

## Current Ratio

Current Assets	7.25	5.14	17.12	24.80	20.87	20.87
Current Liabilities						

## 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:

**Table 69: Employee Related Costs**

Financial Year	Percentage
2013/2014	40%
2014/2015	38%
2015/2016	37%
2016/2017	48%
2017/2018	53%
2018/2019	56%

With the employee related costs percentage being in the region of 37 to 56% only critical vacant posts are filled to ensure that the percentage does drop in the future

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.

## 7.6 Loans/Borrowings and Grant Dependency

### 7.6.1 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:

**Table 70: Trend of Capital expenditure over the past 4 years**

2014/15	R 37 038 826.00	(87.2% of Budget)
2015/16	R 43 855 027.00	(99.5% of Budget)
2016/17	R 38 073 565.00	(93.5% of Budget)
2017/18	R 37 020 618.00	(99.7% of Budget)

### 7.6.2 Current & Planned Borrowings

Currently the municipality is servicing one loan from FNB. The loan will be paid up in February 2020. The loan was 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 loan is provided for in the budget and the municipality is in a position to meet its debt repayment obligations in the 2019/2020 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

### 7.7 Auditor General's Opinion

The municipality received unqualified audit opinion for past eight years. In the 2018 financial year, there was only one issue on predetermined objectives that stopped the municipality from getting a clean audit. An action plan has been developed to address the matters raised by the Auditor General in the management letter. The action plan is attached as an annexure.



## 7.8 Financial Viability and Management SWOT Analysis

Table 71: Financial Viability and Management 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 prize 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> </ul>

Strength	Weaknesses
	<ul style="list-style-type: none"> <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>

### 7.9 Financial Viability and Management Challenges

**Table 72: Financial Viability and Management Challenges**

Key Performance Area	Key Challenges	Interventions
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.

## 8. GOOD GOVERNANCE & PUBLIC PARTICIPATION

### .8.1 Batho Pele Poly Documents

The Municipality has Council approved Batho Pele Policy and Service Delivery Improvement Plan. The Batho Pele Policy and the SDIP copies are attached as an annexures. The nominated a dedicated official to ensure the implementation and monitoring of the policy and its requirements. The Service Delivery Improvement Plan (SDIP), Service Delivery Charter and Standard has been developed.

#### The *Batho Pele* Principles are:

##### Consultation

It is a directive of the Batho Pele Policy, 1997 that "Citizens should be consulted about the level and quality of public services they receive and, wherever possible, should be given a choice about the services that are offered."

It follows therefore that in line with the above, uMshwathi Municipality must view itself as a primary point of engagement with communities on the ground. Therefore, extensive consultation processes are prescribed in the Municipal Systems Act (2000) with regards to:

- ✓ *The preparation, implementation and review of Integrated Development Plans (IDPs);*
- ✓ *The establishment, implementation and review of performance management systems;*
- ✓ *The monitoring and review of municipal performance;*
- ✓ *The preparation of budgets; and*
- ✓ *The nature, level and quality of municipal services to be provided.*

The Municipal Systems Act (2000) further specifies that it is the responsibility of local government to enable local communities to participate in a meaningful way in these planning and monitoring processes through:

- ✓ *The development and use of community participation methods and processes that respond to unique local conditions and specific community needs; and*
- ✓ *The planning for, budgeting of and building of the capacities of all stakeholders involved in these processes, including local community members and representatives, councillors and municipal officials.*

##### Service Standards

It is a directive of the *Batho Pele* Policy, 1997 that: 'Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.'

According to the above directive, both uMshwathi Municipality and the community it serves will be enabled to assess the quality of the services that are being provided. The Municipality shall be in a position to develop and make public precise and measurable service standards. The Municipal Finance Management Act (2003) prescribes the development of a Service Delivery and Budget Implementation Plan (SDBIP), which is a detailed 'work-plan' for the implementation of its IDP, and covers aspects which include the following: the provision of municipal services, the construction, maintenance and upgrading of municipal infrastructure, and the roll-out of targeted developmental programmes. Consequently, the SDBIP needs to:

- *specify projections for each month in terms of municipal revenue and expenditure of both an operational and a capital nature;*
- *set out service delivery targets and performance indicators for each quarter; and*
- *be made public no more than 14 days after its approval.*

The SDBIP is essentially a powerful tool that should enable communities to assess the standard and/or quality of service that is rendered to them, monitor the performance of their municipality with regards to service provision, and gauge the implementation of their municipality's IDP.

**Access**

It is a directive of the *Batho Pele* Policy, 1997 that: "All citizens should have equal access to the services to which they are entitled."

The Constitution 1996, specifically provides that services should be provided impartially, fairly and equitably. Hence, the *Batho Pele* principle of 'Access' has its focus not only on providing equal access to basic services, such as water and sanitation, but also refers to the accessing of information at local municipal contact points and electronically via the Internet. Every member of the public, once they are at a municipal contact point, whether visually impaired, wheelchair-bound and illiterate, should have access to the municipal building and assistance from municipal officials in an acceptable manner and language they are able to understand.

**Courtesy**

It is a directive of the *Batho Pele* Policy, 1997 that: "Citizens should be treated with courtesy and consideration."

Initially instigated by the Constitution, yet elucidated and given effect in terms of 'Schedule 2: Code of Conduct for Municipal Staff Members' in the Municipal Systems Act (2000), this directive provides that citizens have the right to be treated with courtesy and consideration. So to speak, this goes beyond a polite smile and the words: "please" and "thank you." Instead, uMshwathi Municipality officials shall need to have empathy on the public and to treat them with as much consideration and respect as they would like for themselves. Courtesy and consideration at uMshwathi Municipality do not solely pertain to the treatment of local community members. Rather, it also relates to officials in the same or other organs of State, as it is only through co-operation and collaboration as well as the integration of plans, programmes and strategies, that the developmental goals for uMshwathi Municipality will be reached.

**Information**

It is a directive of the *Batho Pele* Policy, 1997 that: "Citizens should be given full, accurate information about the public services they are entitled to receive." (The *Batho Pele* Policy, 1997).

Access to information is more than the mere provision of information at points of delivery. It is also about developing alternative methods of communication in areas where users are far from the point of delivery, or where low levels of education or disabilities limit access or understanding. Pieces of legislation such as the Municipal Systems Act (2000), the Promotion of Access to Information Act (2000) and the Municipal Finance Management Act (2003) set out extensive requirements pertaining to the provision of information to local communities in terms of:

- ✓ *the methods to be used;*
- ✓ *the information to be provided; and*
- ✓ *the timelines associated with access to specific sets of information.*

It is hereby reiterated that the *Batho Pele* principle is not just related to the local communities served by local government, but also to other government departments and organisations involved in pursuit of community development. The timeous provision of accurate information within the bounds of the law does not only enhance relations amongst government departments, but also assists government in achieving its developmental objectives.

Whereas communities do have rights with regard to access to information, they also have rights that relate to the protection of their personal information, as provided for in the Protection of Personal Information Act (2013). This Act requires that individuals should be informed of, and are given permission for, the use and/or distribution of their personal information with specific processes set out in the Act when dealing with personal information.

**APPLICABLE LEGISLATION & POLICY:**

- ✓ *The Municipal Systems Act, 2000. Sections 16-22 and 69-70 and Schedule 2: The Code of Conduct for Municipal Staff Members*
- ✓ *The Municipal Finance Management Act, 2003. Section 53(3)(a)*
- ✓ *The Promotion of Access to Information Act, 2000. Part 2: Access to Records of Public Bodies*
- ✓ *The Protection of Personal Information Act, 2013. Chapter 3 and 8*

### Openness and Transparency

It is a directive of the *Batho Pele* Policy, 1997 that: "Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.

The key active and constructive engagement with local government by citizens is whether or not they have a clear understanding of the roles and responsibilities of local, provincial and national departments. Such an understanding can only be achieved through:

- ✓ *The provision of relevant, accurate and understandable information at municipal access points, on the Internet and in community participation and feedback sessions; and*
- ✓ *Capacity-building of community members and representatives, municipal officials and councillors.*

### Redress

It is a directive of the *Batho Pele* Policy, 1997 that: "If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response."

Key to ensuring a functioning democracy is that government is held accountable for its actions. At UMshwathi Municipality this shall be enabled by:

- *a complaints management system that is accessible, timely, confidential, responsive and fair; and*
- *a capable body of municipal officials who are responsive and sympathetic to the needs and complaints of the public.*

Accordingly, in terms of legislation:

- *The Promotion of Administration Justice Act (2000) confirms every citizen's right to consultation and redress if his or her rights are adversely affected by maladministration, or if he or she is dissatisfied with public services;*
- *The Consumer Protection Act (2008) promotes and protects the economic interest of consumers and ensures effective means of redress for consumers. According to the decision in Afriforum vs Minister of Trade and Industry and Others (469/13) [2013] ZASCA all South African municipalities must comply with the Act and are open to liability if fail to comply, thus allowing dissatisfied individuals and communities to take municipalities to court owing to shoddy or unsatisfactory service.*
- *The Municipal Systems Act (2000) states that a performance management system must be put in place, and that an annual report that clearly reports on municipal performance and spending must be made public so as to promote accountability to the local community.*

### Value for Money

It is a directive of the *Batho Pele* Policy, 1997 that: "Public service should be provided economically and efficiently in order to give citizens the best possible value for money."

In terms of this directive, value for money at uMshwathi Municipality should mean the effectiveness and efficiency of the processes that have been put in place and the services that are being provided including the attitude, responsiveness and competency of municipal officials. For all intents and purposes with regard to value for money in favour of citizens the eleven *Batho Pele* Principles need to be implemented, and the legal requirements regarding co-operative government, the division of powers and functions, the delegation of authorisation, and capacity-building also need to be respected. This would, amongst others, find expression in:

- ✓ *Focused, appropriately tailored, in-depth stakeholder engagement to clearly establish and define community needs;*
- ✓ *Proper research regarding alternative ways of providing municipal services to satisfy these needs;*
- ✓ *Diligence and care in the provision of services;*

- ✓ *Monitoring of performance;*
- ✓ *Openness and transparency regarding the outcomes of performance monitoring;*
- ✓ *Timeous adjustments to remove inefficiencies and enhance effectiveness; and*
- ✓ *Management of information and record keeping through effective ICT governance principles.*

### **Encouraging Innovation and Rewarding Excellence**

It is a directive of the *Batho Pele* Policy (as revised) that there must be innovation using new ways of doing things. Encourage partnership with different sectors in order to improve service delivery. Rewarding excellence is also about rewarding the staff who go an extra mile in making it all happen.

To this end, uMshwathi Municipality will ensure that an environment conducive to the delivery of services is created to enhance the capacity of their personnel to deliver good services.

Hence, the management of the municipality will put in place mechanisms that:

- *Encouraging innovation and creativity;*
- *Facilitate the sharing of best practices.*
- *Recognize and reward performance;*
- *Identify new ways of rewarding excellence;*
- *Keep track of the number of contributions made (ideas, suggestions innovations) by each employee and how many were implemented and the impact thereof, and*
- *Link the Mayor's Service Excellence Awards scheme to Operation Sukuma Sakhe.*

### **Service Delivery Impact**

It is a directive of the *Batho Pele* Policy (as revised) local government should endeavour to enhance service delivery always. Thus, if uMshwathi Municipality could put all the *Batho Pele* Principles into practice, it would thus be in a position to increase the chances of improvement in respect of municipal service delivery. This in turn would have a positive impact on the municipal customers themselves. It is about how the eleven principles are linked together to show how the Municipality shall have improved its overall service delivery. In this instance, it focus on the benefits that it shall have given to its customers both internally and externally.

The Municipality shall measure and report regularly, using the sum total of all *Batho Pele* initiatives, the impact of the *Batho-Pele* service delivery on the lives of the citizens of KwaZulu-Natal at the end of each financial year.

### **Leadership and Strategic Direction**

It is a directive of the *Batho Pele* Policy (as revised) that the Municipal leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set and that planning is done.

All the leaders in the service delivery chain will need to provide direction, create alignment, engage staff, create effective partnerships and demonstrate ethical and sound values.

uMshwathi Municipality shall commit itself to the following new arrangements for leadership development:

- *Customer focused, effective, user friendly and aligned strategic plans to be in place and published immediately after being finalized;*
- *Develop mechanisms by which leaders obtain feedback from subordinates, peers, superiors, and customers on their leadership style, conflict and/or dispute resolution skills, communication, motivation, decision making and inter-personal skills;*

- ✓ All senior management levels to participate in the IDP and the Operation Sukuma Sakhe as a service delivery model for uMshwathi Municipality.
- ✓ Leaders to have personal development plans in place at the beginning of each financial year in line with performance agreements.

A Service Delivery Improvement Plan has its own vision:

**VISION:**

To provide affordable quality services through good governance

**MISSION:**

uMshwathi Municipality will strive to deliver an appropriate level of service to all of its citizens by the year 2025 and alleviate poverty by promoting sustainable development through good governance and accountability.

### 3 Services Identified for Improvement

**Table 73: Top 3 Priorities per Ward**

WARD	PRIORITY 1	PRIORITY 2	PRIORITY 3
1	Tarring of D239	Community Hall	Gym
2	Completion of New Hanover SportsField	Cemetery	Road Tarring and 2 High Mast Lighting
3	Ekhamanzi Sportsfield	Mthizane Creche	Completion of District Road 40
4	Mbalenhle Hall	Mkhakhasini Crèche	Construction of Mchunu Road
5	Ireland Sportfield	Edrayeni / Ireland Crèche	Library
6	Tarring of Empethu Road	Phase 2 of Esinxadini Sportsfield	Tarring of Nkuntshini Road
7	New Houses Electrification	Cool-Air Hall Aircons	Resealing of roads
8	Mbeka Road Tarring/ Upgrade	Nazo And Kwa Bhisi 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 Centre	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 D1012	Ndlaveleni Creche
14	Identification of Land for housing ( farm dwellers)	Glenside Crèche (Mthethwa Area)	Electrification (Mbalane Area)

## 8.2 The Status and Progress 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

## 8.3 Inter-Governmental Relations

### 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.

### 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*

### 8.3.2 Participation in the Provincial Forums

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

### 8.3.3 Dedicated IGR Official

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.

### 8.4 The Status of the Functionality of Ward Committees

uMshwathi Municipality has complied with the provisions of Chapter 4 of Municipal Systems Act by establishing ward committees in all 14 wards. In electing the new ward committee members the applicable provisions of the Municipal Structures Act of 1998 were taken into cognisance. uMshwathi Municipality currently has 140 Ward Committee members. The Municipality conducted an induction workshop in December 2016 to improve their skills in carrying out their daily activities and continues to hold a number of workshops in order to capacitate them further.

Furthermore, the Municipality has set resources aside to assist with the operational costs of the Ward Committee to enrich public participation. The main operational costs relate to monthly stipends of the ward committee members. The IDP systems have also been put in place to efficiently and cost-effectively deal with Ward Committee issues. The Speaker's Office is responsible for conducting monthly Ward Committee meetings that provide augmented support and ensure that issues that are deliberated upon at such meetings are service delivery based and that Council addresses the issues raised at such meetings. From 2016 to date four additional workshops have been conducted towards capacity building of Ward Committees.

## Composition of Ward Committees

A ward committee consists of the Councilor representing a particular ward in the council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

## Functions of Ward Committees

The following are the functions and powers of uMshwathi Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act:

- To serve as an official specialized participatory structure in the municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
  - Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
  - Assist the ward Councilor in identifying challenges and needs of residents;
  - Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
  - Receive queries and complaints from residents concerning municipal service delivery, communicate same to Council and provide feedback to the community on council's response;
  - Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward;
  - To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:
    - Attending to all matters that affect and benefit the community;
    - Acting in the best interest of the community;
    - Ensure the active participation of the community in:
      - Service payment campaigns;
      - The integrated development planning process;
      - The municipality's budgetary process;
      - Decisions about the provision of municipal services;
      - Decisions about by-laws;
      - Decisions relating to implementation of Municipal Property Rates Act (MPRA); and
      - Delimitate and chair zonal meetings.

## 8.5 Participation of Amakhosi in Council Meetings

Amakhosi participate 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.

### **8.6 IDP Steering Committee**

The IDP Steering Committee is established and fully operational. The Committee consists of Manco (which comprises of all Heads of departments and the Municipal Manager) and Extended Manco (which comprises of Manco as well as line Managers). The Committee ensures the implementation and monitoring of the IDP Process Plan.

### **8.7 Functionality of 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). The management structures are fully operational.

### **8.8 Communication Plan/Strategy for Public Participation**

The Municipality has a Public Participation Strategy in place and is being implemented. 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.

**Table 74: Public Participation Mechanism**

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

## 8.9 Internal Audit, Audit and Performance Committee

### 8.9.1 Functionality of Internal Audit Unit

The Municipality has established the Internal Audit Unit. HTB Consulting were appointed in 2017 to assist the municipality in matters related to auditing services.

### 8.9.2 Establishment and Functionality of Audit and Performance 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 SK Narshai
- ✓ Ms PP Sithole

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.

## 8.10 Risk Management

### 8.10.1 Enterprise 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, workshopped and approved by the Council. The Municipal Manager appointed an independent Chairperson for the Risk Management Committee and it meets quarterly and submit reports to Audit committee.

### 8.10.2 Risk Register

The risk assessment was conducted and Risk register developed. The current risk register does include fraud risk, however. Anti-Fraud and Anti Corruption Strategy

### 8.10.3 Risk Management Committee

The appointed committee members 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

## 8.11 Council Adopted Municipal Policies

**Table 75: Council Adopted 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	27 February 2019	N/A
3	Housing Sector Plan	Y	Y	26 May 2016	N/A
4	Electrification Plan	Y	Y	29 June 2016	N/A
5	LED Strategy and Plan	Y	Y	27 June 2018	N/A
6	SDF	Y	Y	30 May 2019	N/A
7	ICT Strategy And Framework	Y	Y	26 May 2016	N/A
8	Employment Equity Plan	Y	Y	25 June 2015	February 2019
9	Employment Retention Plan	Y	Y	25 June 2015	February 2019
10	Skills Development Plan	Y	Y	29 June 2016	February 2019
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	Yes	Yes	February 2019	
16	WSDP Water Service Development Plan	uMdm			
17	Operation and Maintenance Plans	uMdm			
18	Supply Chain Management Policy	Yes	Yes	26 June 2019	
19	Fleet Management Policy and Procedure Manual	Y	Y	30 May 2019	

NO	SECTOR PLAN	COMPLETED? Y / N	ADOPTED? Y / N	ADOPTION DATE	DATE OF NEXT REVIEW
20	Records Management policy and Procedure Manual	Y	Y	February 2019	
21	Asset Management Policy	Y	Y	June 2018	
22	Petty Cash Policy	Y	Y	Feb 2014	2020
23	Indigent Policy	Y	Y	June 2018	
24	Ward Committee Elections and operations Policy	Y	Y		
25	Banking and Investment Policy	Y	Y	Feb 2017	
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	February 2019
34	Learner ship Policy	Y	Y	25 June 2015	February 2019
35	Scarce and Critical Skills Policy ( Staff Retention)	Y	Y	25 June 2015	February 2019
36	Skills Development Policy	Y	Y	25 June 2015	February 2019
37	Bursary Policy	Y	Y	25 June 2015	February 2019
38	Cemetery Plan	Y	Y		

## 8.12 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 is in the process of reviewing various bylaws and which will be gazetted. The bylaws are as follows:

**Table 76: Municipal By-laws**

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

## 8.13 Municipal Bid Committees

The following people are appointed in terms of section 26 (2) of the Supply Chain Management policy of the Council with effect from **01 August 2018** to serve on various Bid Committees, and are as follows:

**Table 77: Bid Communities**

BID SPECIFICATION AND PROCUREMENT DOCUMENTATION COMMITTEE		
01	Mr. Sibusiso Ndlovu (Chairperson)	Technical Services
02	Mrs. Thenjiwe Mkhulisa (Member)	Finance Services
03	Mr. Bheki Zondi (Member)	Community Services
04	Ms. Zinzi Shandu (Member)	MM's office
05	Mr. Vusi Mdunge (Member)	Corporate Services
06	Mr. Musawenkosi Zondi (Secretary)	Finance Services
BID EVALUATION COMMITTEE (BEC)		
01	Mr. Sibusiso Lunga (Chairperson)	MM's Office
02	Mrs. Amudha Naguran (Member)	Corporate Services
03	Ms. Nomusa Chamane (Member)	Community Services
04	Ms. Ayanda Vilakazi (Member)	Finance Services
05	Mr. Phumlani Gwala	Technical Services
06	Mr. Lucky Msomi (Secretary)	Finance Services

BID ADJUDICATION AND TENDER COMMITTEE		
01	Mr. Ramesh Mani (Chairperson)	Finance Services
02	Mr. Trevor Zondi (Member)	Community Services
03	Mrs. Thulile Mathenjwa (Member)	Corporate Services
04	Ms. Bongzi Ntinga (Member)	Finance Services
05	Mr. Winston Robson (Member)	Technical Services
06	Mr. Lindani Dlamini (Secretary)	Finance Services

## 8.14 Establishment and Functionality of MPAC

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

- ✓ Cllr E.B Mbongwe (Chairperson)
- ✓ Cllr Dladla
- ✓ Cllr Nzama
- ✓ Cllr Dlame
- ✓ Cllr Govender

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

## 8.15 Portfolio Committees

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

**Table 78: Portfolio Committees**

Portfolio Committee	Chairperson	Members
Financial Services	GM Zondi	NA Thusi NW Gasa M Z Mbewana MV Mcwabe AT Ndlovu 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 Majoji MN Shezi iNkosi MZ Mthuli



## 8.16 Good Governance and Public Participation SWOT Analysis

**Table 79: Good Governance and Public Participation SWOT Analysis**

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

## 8.17 Good Governance and Public Participation Challenges

**Table 80: Good Governance and Public Participation challenges**

Key Performance Area	Key Challenges	Interventions
Good Governance & Public Participation	Undue political interface	Review and workshop delegations; develop communication protocol

## 8.18 Ward Based Plans

uMshwathi municipality has developed 14 Ward based Plans which will be adopted by council and are currently at a draft phase. The WBP will be adopted in August 2019

## 8.19 Land Use Management

The uMshwathi municipality received funding from COGTA to develop its Land Use Management scheme. The scheme has been developed in line with the Spatial Planning and Land use Management Act. The scheme has been adopted by full council on the 26 June 2019. uMshwathi Municipality forms part of Umgungundlovu District Municipality Joint Municipal Planning Tribunal (JMPT). The term of office for the JMPT is awaiting approval of the members from Umgungundlovu Council. The JMPT has been functional since October 2016 and the JMPT meetings are held monthly. The Municipality has fully complied with Regulation 14 as follows:

- ✓ *The Municipality has an adopted SPLUMA By-law (By-law No. 2002) which outlines the application types, processes to be followed, public consultation as well as site inspections.*
- ✓ *The application forms made available to applicants provides details with regards to the place of submission.*
- ✓ *The Council adopted Tariff of Charges provides for the development charges that apply to each application type.*

The Municipality is under the Development planning Shared Services and the municipal Authorised Officer is the Chief Planners.

The Municipality currently has an Appeal Authorities in place which is the Executive Council of the uMshwathi Municipality.

## CHAPTER D: MUNICIPAL VISION, GOALS AND OBJECTIVES

### 9. MUNICIPAL VISION, GOALS AND OBJECTIVES

#### 9.1 Long Term Vision of the Municipality

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

##### Mission

"To promote a healthy, self-sustainable community through infrastructure and socio-economic development.

##### Core Values

In all its deliberations, uMshwathi Municipality will strive to operationalise the Batho Pele principles by:

- Caring and putting people at the centre stage of all development processes
- Being democratic, open and transparent
- Adhering to a high standard of integrity and morality
- Supporting anti-corruption drive
- Constantly improving its business processes in pursuit of excellence and best practice; and
- Supporting development of staff and councillors as a necessary condition of strengthening local governance.

#### Macro Level Strategic Objectives Informing the Municipality's IDP.

From the macro-level strategic objectives and the formulated goals of the Municipality, a set of objectives were established at a local/ micro level. These macro-levels and specific objectives for the Municipality are indicated below:

- ✓ *To respond to the fight against xenophobic attacks and the vandalization of Historical Statues;*
- ✓ *To respond to 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 targets;*
- ✓ *To promote and support the local economy;*
- ✓ *To ensure complete and accurate accounting of all transactions and to report all financial information in accordance with the MFMA and applicable regulations;*
- ✓ *To instil principles of good governance in all municipal operations and promote effective public participation;*
- ✓ *To develop a credible IDP in line with provincial guidelines;*
- ✓ *To facilitate and promote awareness of disaster management; and*
- ✓ *To develop a spatial development framework (SDF) that informs the development direction of the Municipality.*

**Goals of the Municipality**

- ✓ *Improved quality of life;*
- ✓ *Improved administrative, legal and advisory support;*
- ✓ *To provide safe, secure, and self-sustainable communities;*
- ✓ *Sound financial management;*
- ✓ *Strengthened democracy;*
- ✓ *Sustainable development practices;*
- ✓ *Credible IDP aligned to community needs; and*
- ✓ *Inculcating an environmental ethos within the Municipality.*

**9.2 Goals, Objectives and Strategies Set Out in the IDP**

The Municipality has Goals, Objectives and Strategies set out in the IDP that are aligned with the KPAs. The table below demonstrates the alignment of uMshwathi Municipality goals, objectives and strategies with the relevant policy framework

Table 81: Objectives, Strategies and Key Performance Indicators 2019/20

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR/S
BASIC SERVICE DELIVERY	IMPROVED 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
					BSD 1.1.2	Installation of Highmast lights in ward 13	No. of high masts installed
				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
					BSD 1.2.2	Review and update Indigent Register	Frequency review of Indigent Register
				Provide access to community facilities.	BSD 1.3.1	Construction of Community facilities. (Community halls/ Skills centres)	No. of community facilities constructed
				Provide access to sporting facilities.	BSD 1.4.1	Construction/Upgrading of sport fields	No. of sporting facilities upgraded
				Provide access to roads and storm water	BSD 1.5.1	Construction of gravel roads	No. of kms. of gravel road constructed
					BSD 1.5.2	Construction of tar roads	No. of kms. of road constructed
				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 EXCO & Council on infrastructure projects
				Maintain municipal infrastructure	B.S.D 1.7.1	Storm water drains and channels maintenance	No. of kms of storm water drains and channels maintained
				Provide Indigent burial support and maintain cemeteries	BSD 1.9.1	Review of the Cemeteries Plan	Frequency of the review
					BSD 1.9.2	Implementation of Indigent Burial policy	% of approved indigent burial applications

					<b>BSD 1.9.3</b>	<b>Conduct cemeteries maintenance through maintenance plan</b>	No. of reports on cemeteries maintenance submitted to EXCO & Council
					<b>BSD 1.9.4</b>	<b>Support Pauper burials</b>	% of received pauper burials requests supported
			<b>To upscale Social Empowerment of Vulnerable Groups</b>	<b>Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities</b>	<b>BSD 2.1.1</b>	<b>Promote Sport Development</b>	No. of sport development programmes implemented
					<b>BSD 2.1.2</b>	<b>Promote Cultural development &amp; Heritage</b>	No. of cultural development and heritage programmes implemented
				<b>Empowerment of women , children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS</b>	<b>BSD 2.2.1</b>	<b>Addressing Social Ills against Vulnerable Groups</b>	No. of projects for vulnerable groups coordinated.
					<b>BSD 2.2.2</b>	<b>Empowerment of people with disabilities , women and senior citizens</b>	No. of empowerment projects coordinated
					<b>BSD 2.2.3</b>	<b>Improve healthy lifestyle for Elderly</b>	No. of sport projects coordinated for the elderly.
				<b>Coordination of ward based structures , in addressing poverty related issues</b>	<b>BSD 2.3.1</b>	<b>Addressing social &amp; structural drivers to HAST</b>	No. of HIV /AIDS awareness conducted
					<b>BSD 2.3.2</b>	<b>Facilitation of Structural meetings attended (LAC)</b>	No. of LAC meetings coordinated.
					<b>BSD 2.3.3</b>	<b>Empowerment of people living with HIV</b>	No. of empowerment programmes implemented for people living with HIV
				<b>Assist in Grant-in- Aide application that deal with ECD, Libraries in order to reduce school drop out</b>	<b>BSD 2.4.1</b>	<b>NPO NPO, CBO &amp; or NGO's mentorship</b>	No. of NPO's mentored
					<b>BSD 2.4.2</b>	<b>Reinventing the culture of reading by conducting awareness campaigns</b>	No. of awareness campaigns conducted

				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
			To respond to the service delivery backlogs by, planning, designing, developing and maintain Municipal infrastructure	Provide waste and refuse removal services to the residents of uMshwath	BSD 4.1	Refuse removal	The % of households with access to basic level of electricity and solid waste removal; No. of Skips provided
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT	PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENTS	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
					MID&T 1.1.2	Development of new policies/ HR/IT & SG	No. of policies developed.
					MID&T 1.1.3	Implementation of the WSP	The % of the training budget actually spent on implementing the WSP
							No. of training programs implemented for staff
					MID&T 1.1.4	Submission of WSP to LGSETA	Submission date of WSP
					MID&T 1.1.5	Awarding of internal bursaries	No. of bursaries awarded to staff
					MID&T 1.1.6	Maintaining of existing internal bursaries	% of internal & external bursaries maintained
					MID&T 1.1.9	Review of the organisational structure	Adoption date of the organisational structure

				Provide legal and compliance to legislation and collective agreement	MID&T 1.3.1	Review Human Resources, ICT & sound governance policies	Frequency of review HR, ICT & sound governance Policies
					MID&T 1.3.2	Conduct Workshop stakeholders on the reviewed policies	No. of workshops conducted
				Implement an effective Performance Management System	MID&T 1.4.1	Review PMS Framework in line with Chapter 6 of MSA	Frequency review of the PMS Framework
					MID&T 1.4.2	Ensure performance agreements for S57 are signed by target date.	No. of Performance agreements signed & submitted to Cogta
					MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of APR to AG for auditing
					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
					MID&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	No. of Annual Performance Evaluations conducted
					MID&T 1.4.6	Drafting and adoption of Annual Report	Adoption date of Annual Report.
					Ensure the availability, stability, security and integrity of ICT services	MID&T 1.5.1	Lan Upgrade
				Implement the Employment Equity Plan of the municipality	MID&T 1.6.1	Monitoring of the Implementation of Employment Equity Plan implementation	Date of submission of the EEA2/4 report
				Develop and maintain sound ethics and organizational culture	MID&T 1.7.1	Cascade PMS to different Levels	Date of cascading of PMS to different Level
				Maintain a working environment that is risk free and compliant with the OHS Act.	MID&T 1.8.2	Purchasing of PPE and Stock items	Date of the purchasing of PPE and Stock items



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.	Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	Capacitate staff on financial management & systems	No. of staff members trained.
					MFV&M 1.1.2	Have regular Consumer awareness campaigns	No. of staff members trained.
					MFV&M 1.1.4	Review the municipality's Revenue Enhancement Strategy annually	Adoption date of reviewed Revenue Enhancement Strategy
					MFV&M 1.1.5	Maintain Revenue Collection Rate	% maintenance of Revenue Collection Rate
					MFV&M 1.1.7	Submit Quarterly deviation Reports to Council annually	No. of deviations reports submitted to Council
					MFV&M 1.1.8	Development and submission of Annual Procurement Plan	Frequency submission of procurement plan
			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	
						Financial viability in terms of outstanding service debtors to revenue	
						Financial viability in terms of operating grants (Grant dependency)	
						Financial viability in terms of cost coverage	
						Frequency of submission	
						No. of reports submitted to Council	
						No. of reports submitted to MPAC	
			Have a realistic budget in place and	MFV&M 1.3.1	Development and approval of Budget Process Plan	Approval date of Budget Process Plan	

				report regularly on progress	MFV&M 1.3.2	Review Budget Related Policies	Review date of Budget related policies
				Implement all the requirements the SCM policy	MFV&M 1.4.1	Review & adoption of SCM Policy	Adoption date of the reviewed SCM policy
					MFV&M 1.4.2	Hold Regular Bid Committee meetings	No. of Bid meetings to be held
					MFV&M 1.4.3	Timeframe to finalise and award bids	Timeframe to finalise and award bids
					MFV&M 1.4.4	Timeframe to finalise and award of Quotations	Timeframe to finalise and award of Quotations
					MFV&M 1.4.5	Update Contract Register	Frequency of update
					MFV&M 1.4.6	Submit SCM reports to Council (Deviations)	No. of SCM reports submitted to council
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
					LED 1.1.2	Conduct Research /Feasibility Studies on tourism opportunities	No. of research/feasibility studies conducted.
				Promote the development of prioritised groups (HDI's, woman, people living with disabilities)	LED 1.2.1	Facilitate capacity building for prioritised groups	No. of capacity building projects facilitated
					LED 1.2.2	Support & Promote agrarian reform in uMshwathi	No. of agrarian reform programs supported & promoted
				Poverty alleviation	LED 1.3.1	Support poverty alleviation projects	No. of poverty alleviation projects supported
				Promotion SMMEs and Cooperatives' development	LED 1.4.1	Sponsor attendance of SMMEs / cooperatives at exhibitions	No. of exhibitions sponsored
					LED 1.4.2	Support commercial/subsistence enterprises with funding for inputs / equipment	No. of enterprises sponsored

				Increased investment and retention of businesses in uMshwathi	LED 1.5.1	Coordinate Business Breakfast/Lunch	No. of business lunches coordinated
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	To instil 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 No. of Social Cluster meetings coordinated and chaired
					GG & PP 1.1.2	Review of Communications strategy	Frequency review of the communication strategy
					GG & PP 1.1.3	Conduct Customer Satisfaction Survey	Frequency of conducting the customer satisfaction survey
					GG & PP 1.1.4	COORDINATION OF OPERATION SUKUMA SAKHE	No. of LTT Meetings coordinated & reports submitted
							No. of Operation MBO organized with Service Providers
							% of referrals coordinated and followed up
					GG & PP 1.1.5	MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)	No. of reports submitted 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 Imbizo	
Ensure institutional integrity	GG & PP 1.2	Ensure the effective functioning of internal audit and risk management unit	Approval date of Internal Audit Plan				

							No. of Internal Audit reports submitted to the Audit Committee
							No. of Risk Management & Fraud Prevention Committee meetings coordinated.
				Ensure functionality of oversight committees	GG & PP 1.3.1	Lend administrative support to MPAC and Audit Committee	No. of MPAC meetings coordinated
							No. of Audit Committee meetings coordinated
				Ensure a functional Ward committee structure	GG & PP 1.4.1	Functional Ward Committees	No. of meetings held per ward per quarter
							% attendance of ward committee members per ward
					GG & PP 1.4.2	Coordinate Combined Ward Committee meetings	No. of Combined Ward Committee meetings coordinated
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.	Promote awareness and facilitate disaster management.	CCI 1.1.1	Conduct disaster awareness campaigns	No. of disaster awareness campaigns conducted
				Establish integrated institutional capacity to enable effective implementation of the disaster risk management legislation.	CCI 1.2.1	Training of Volunteers and Ward based structures on disaster risk assessment	No. of Volunteers trained on disaster risk assessment
				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

					CCI 1.3.2	<b>Implement Fire preventative measure to manage or eliminate the risks of veld and forests fires</b>	No. of kms of fire belts or firebreaks implement
<b>INCULCATING AN ENVIRONMENTAL ETHOS IN THE MUNICIPALITY</b>			<b>To promote a sustainable environmental management system, through open space management (parks, cemeteries); Municipal health (waste management) Environmental compliance facilitation</b>	<b>Developing awareness for environmental , households and other waste categories</b>	CCI 2.1.1	<b>Environmental education</b>	No. of school environmental awareness campaigns conducted
<b>CREDIBLE IDP</b>			<b>To develop a credible IDP in line with provincial guidelines.</b>	<b>Develop and implement a credible IDP</b>	CCI 3.1.1	<b>Development, review &amp; adoption of Credible IDP</b>	Adoption date of reviewed IDP
				<b>Ensure development of strategies and programme for economic hubs to address social cohesion and economic viability</b>	CCI 3.2.1	<b>Conducting phase 1 of 3 Land Audit for uMshwathi Municipality</b>	Completion date of land audit.
				<b>Develop 14 credible Ward Based Plans</b>	CCI 3.3.2	<b>Develop ward based plans for 14 ward</b>	Adoption date of the ward based plans and Submission to COGTA IDP UNIT

### 9.3 Articulation of the Difference Between Goals, Objectives and Strategies

Articulation of the difference between Goals, Objectives and Strategies.

**Goal:** are general guidelines that explain what one wants to achieve in the community/organisation. They are usually long-term and represent long term vision of the organisation.

**Objectives:** define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals.

#### Why do we need to identify goals and objectives?

Plans and actions based on clear goals and objectives are more likely to succeed in meeting the community's needs.

**Strategies:** A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

#### Strategic Planning Process:

**Strategic planning** is a systematic process that helps one/organisation set an ambition for organisation's business future and determine how best to achieve it. Its primary purpose is to connect three key areas:

**Mission** - defining business purpose

**Vision** - describing what you want to achieve

**Plan** - outlining how you want to achieve your ultimate goals

Strategic planning is different to **business planning**. It requires stepping back from your day-to-day operations and articulating where your business is heading, by setting long-term goals, objectives and priorities for the future.

### 9.4 Goals and Objectives Addressing the Key Challenges

uMshwathi Municipality's goals and objectives address the Key Challenges. The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world.

### 9.5 Alignment of uMshwathi Municipality Goals and Objectives with KZN PGDS

uMshwathi Municipality has its goals and objectives aligned to the KZN PGDS. Refer to 9.2 and 9.6 of the Chapter.

### 9.6 uMshwathi Municipality Goals and Objectives Aligned to 6 KZN KPAs

The goals and objectives of uMshwathi Municipality are unpacked as per the 6 KZN KPAs as follows:

**Table 82: Alignment of UMshwathi LM Goals to KZN KPAs**

KEY PERFORMANCE AREAS	UMSHWATHI MUNICIPALITY GOALS
Municipal Transformation & Institutional Development	Improved Administrative, Legal and Advisory Support
Basic Service Delivery and Infrastructure Development	Improved Quality of Life of Our Citizens
Good Governance & Public Participation	Strengthened Democracy
Financial Viability and Management	Sound Financial Management
Local Economic Development	Self Sustainable Communities
Cross-Cutting Interventions	Safe and Secure Communities

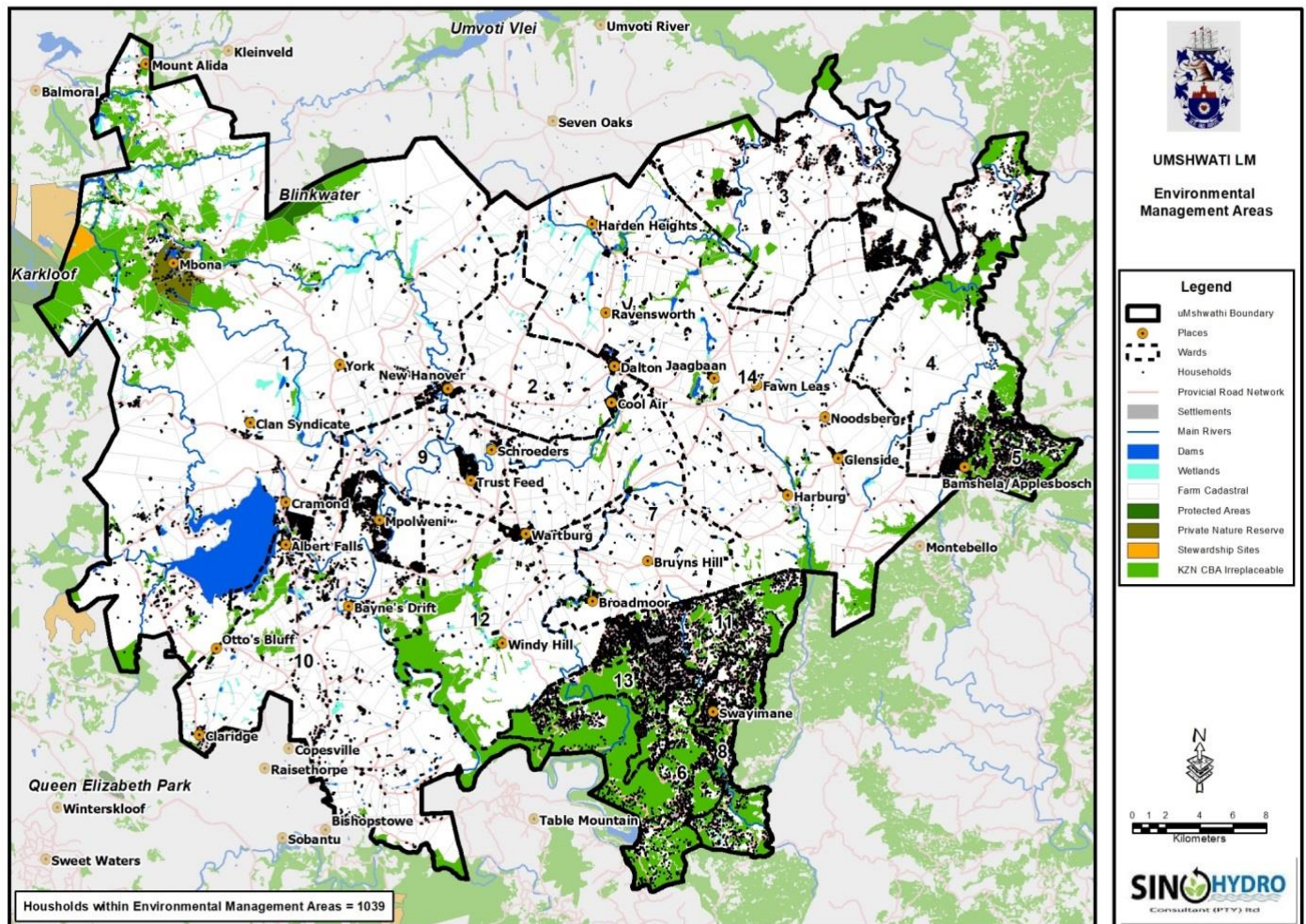
## CHAPTER E: STRATEGIC MAPPING

### 10. STRATEGIC MAPPING

#### 10.1.1 Environmentally 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.

**Map 30: Environmental Management Areas**

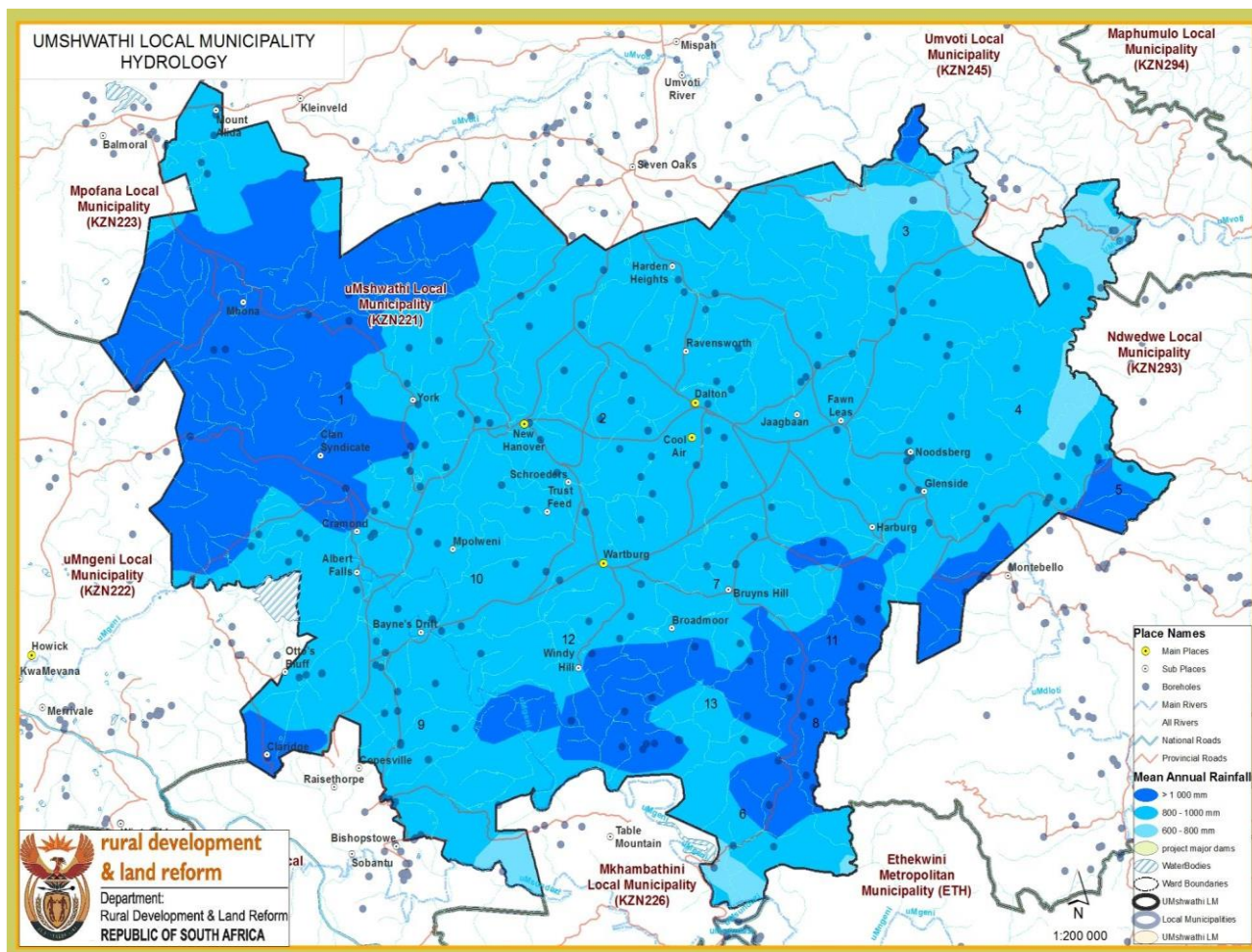


Natural resource management must seek to achieve the protection of natural resource assets to secure a sustained supply of water and ecosystem goods and services over time and to reduce vulnerability to the effects of climate change. Much more attention must be afforded to the impact of current and proposed 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.

**Map 31: Hydrology**

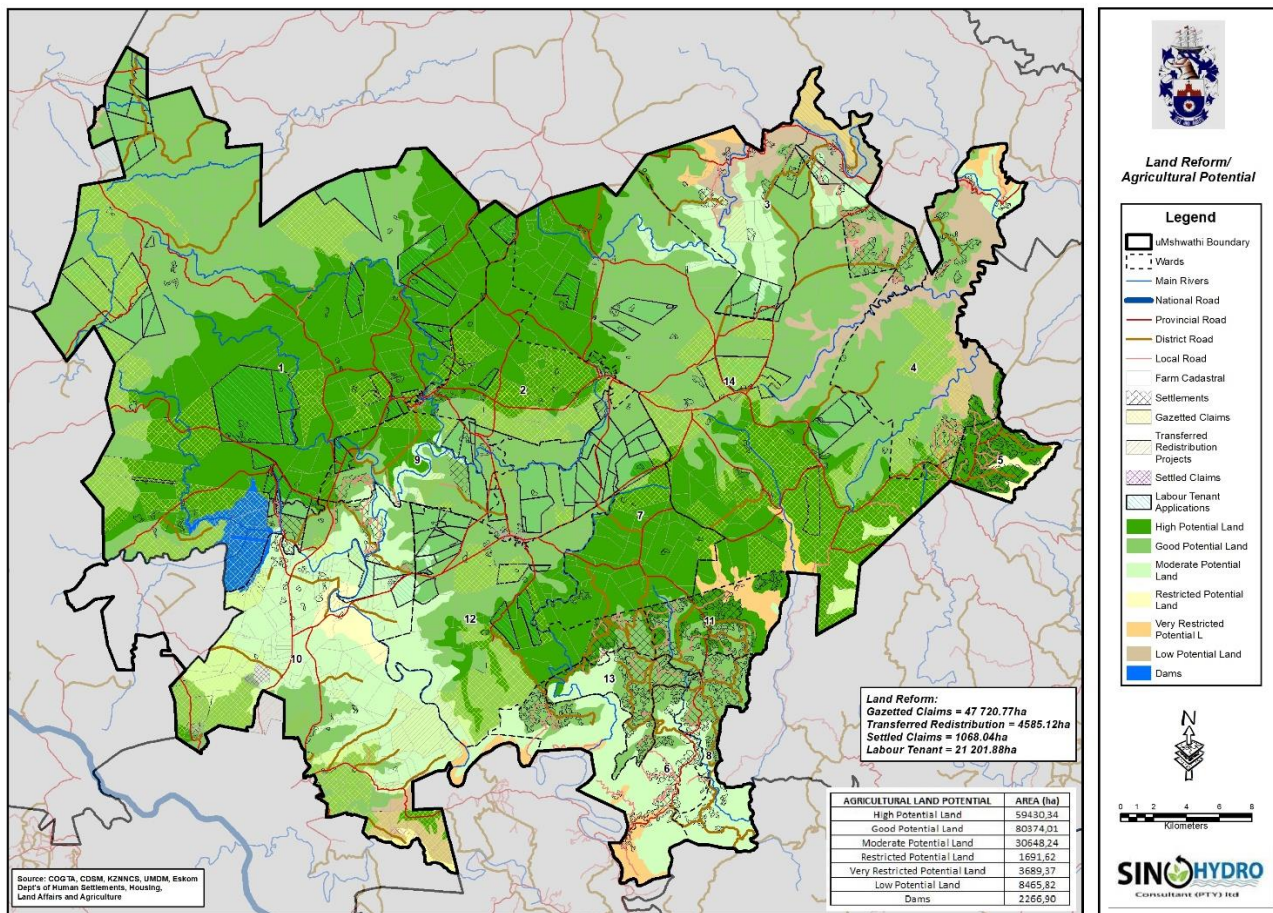


Source: the department of Rural Development and Land Reform 2014



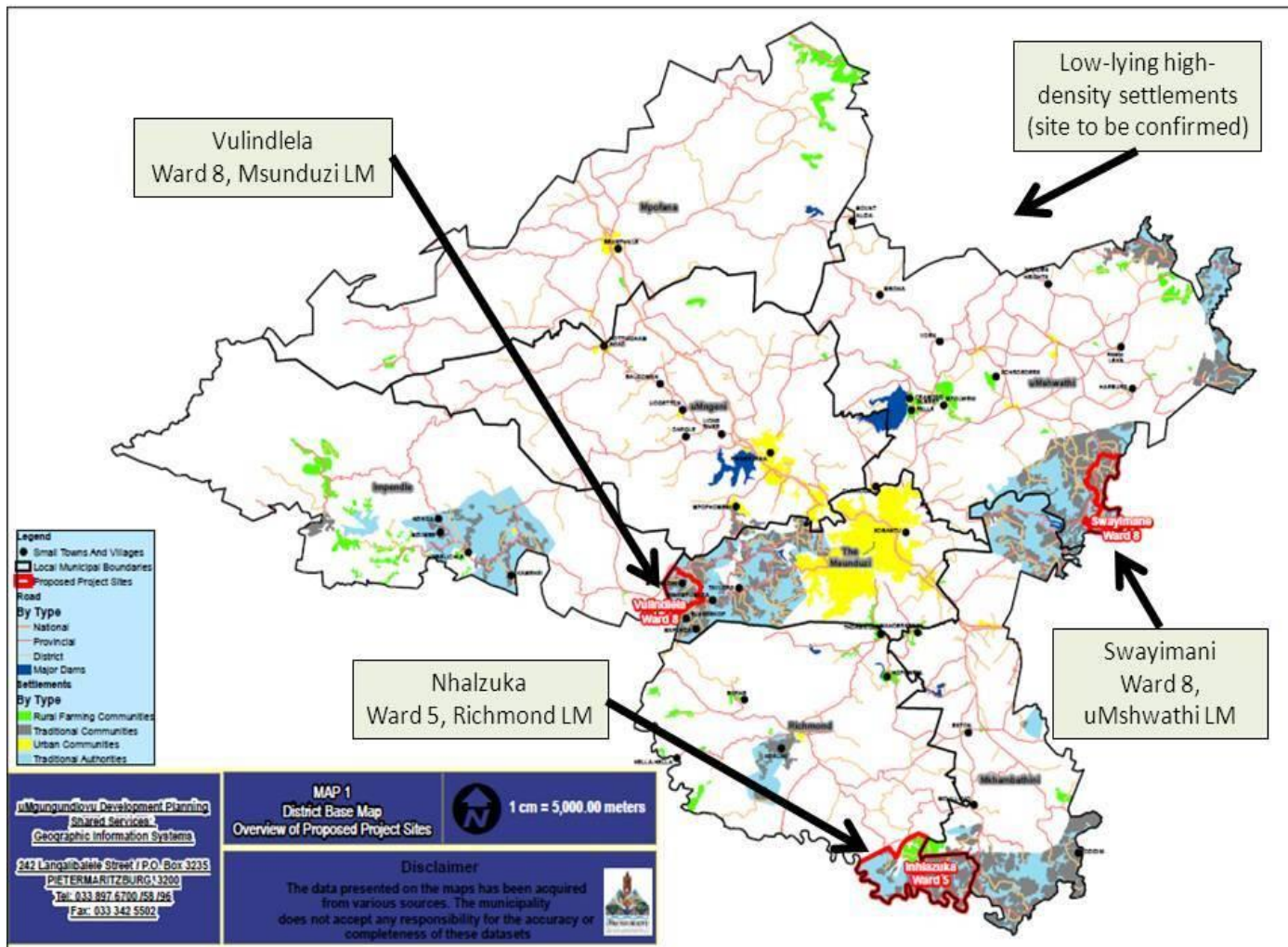
10.1.2 Agricultural Potential Areas

Map 32: Land Reform/ Agricultural Potential



10.1.3 (a) Disaster Risk Profile Maps

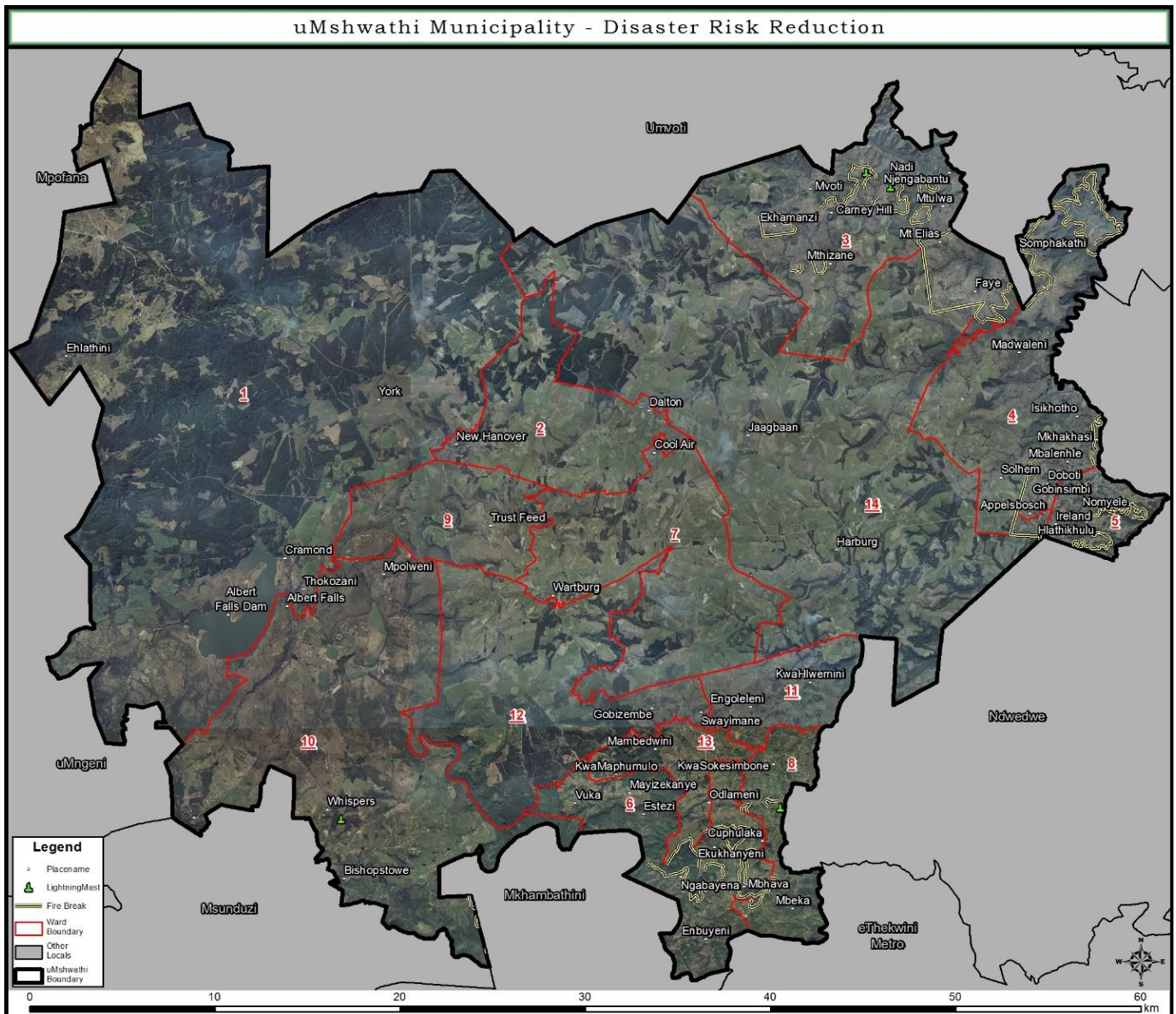
Map 33: Strategic Intervention for DRR



10.1.3 (b) Disaster Risk Profile Maps

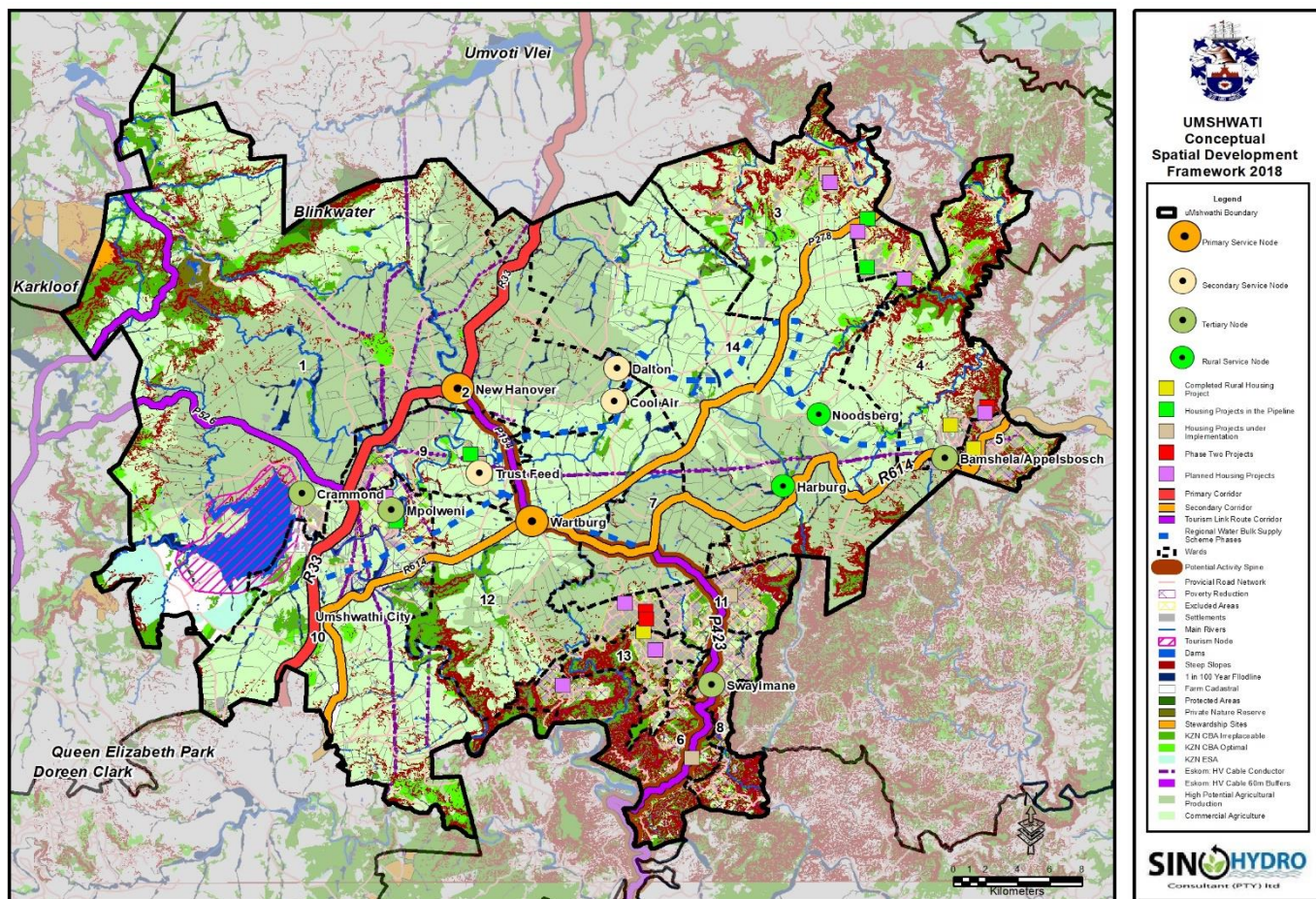
Figure 107: Map Reflects Strategic Interventions for Disaster Risk Reduction, viz: Installation of lightning rods and the burning / implementation of fire breaks:

Map 34: Disaster Risk Reduction



10.1.2 Desired Spatial Outcomes

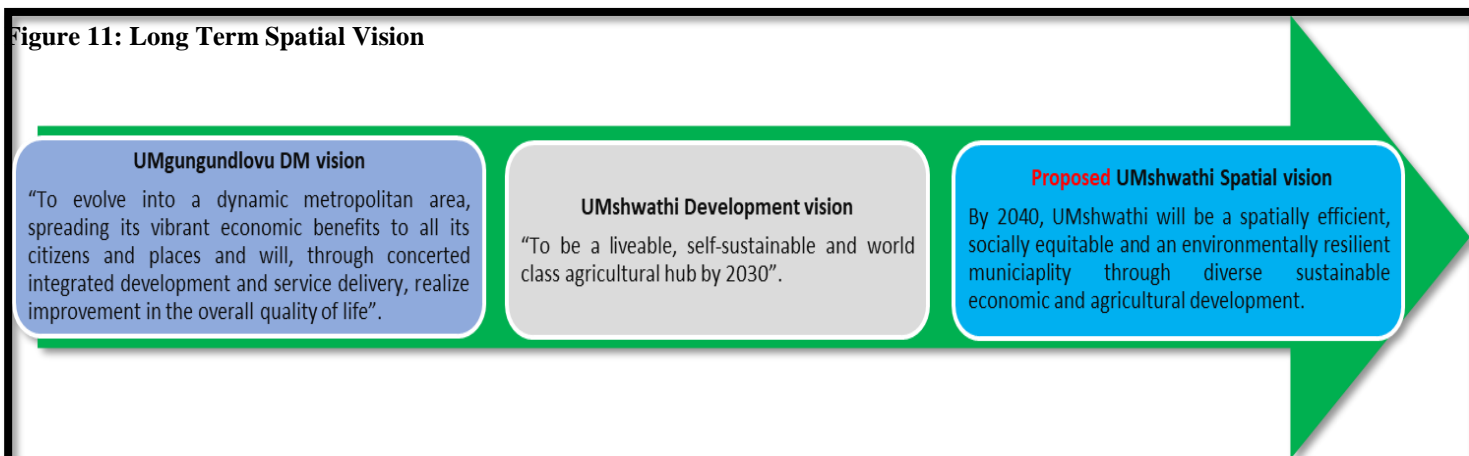
Map 35: Desired Spatial Outcome



## 10.1.3 Key Challenges, Long Term Vision, Goals and Objectives

Table 83: Challenges

TYPE OF CHALLENGE	CHALLENGES	CAUSE	EFFECT	RESPONSE TYPE	OPPORTUNITIES/ RESPONSES
<b>BIO-PHYSICAL ENVIRONMENT CHALLENGES</b>					
Current	Environmental degradation	Settlement sprawl	Loss of natural assets	Address & Mitigate	Institution of environmental rehabilitation programmes
Current	Climate change impacts	Greenhouse gas emissions	Natural catastrophes	Mitigate	Implementation of mitigation and adaptation measures
Current	Catchment management	Alien invasive species	Loss of water	Mitigate	Implement Albert Falls EMF
Future	Food insecurity	Loss of agricultural land due to settlement sprawl	Insufficient land and impacts on livelihoods	Address & Mitigate	Conserving agricultural land
<b>BUILT ENVIRONMENT CHALLENGES</b>					
Current	Derelict built form	Declining economy	Unattractiveness	Address	Introduction of urban renewal/ small town rehabilitation
Future	Spatial inefficiency	Dispersed settlements and disjuncture between settlements and economic opportunities	Lack of access to economic opportunities	Address	Creation of self-sufficient settlements
Current	Lack of access to services and infrastructure	Infrastructure demand exceeds supply	Lack of fulfilment of basic needs	Address	Infrastructure development and creation of job opportunities
<b>SOCIO-ECONOMIC CHALLENGES</b>					
Current	Low literacy levels and lack of skills	Insufficient skills development programmes	Inadequate labour pool	Address	Introduction of skills development programmes
Current	Rural and Urban Poverty	Lack of economic opportunities	Underdevelopment	Address & Mitigate	Introduction of social and economic development programmes
Current	Low income levels and welfare dependency	Lack of employment	Poverty	Address	Creation of employment opportunities
Current	Need to promote processing of agricultural produce.	No diversification	Unemployment	Address	Agri-processing

**Figure 11: Long Term Spatial Vision**

The spatial development strategy depicts the vision, strategies and spatial transformation rationale described in the preceding sections into one coherent spatial plan to guide and direct decision-making. This municipal-level planning tool will follow the district scale informants and principles to ensure that the future form of growth and development is contextually appropriate, supported by the necessary infrastructure, and does not generate unacceptable or undesirable impacts on surrounding land uses. The strategy brings together the development concept of movement, networks, nodes, hierarchies, and surfaces. It takes cognizance of the development perspective and preferred scenarios.

With agriculture and Manufacturing being the backbone of UMshwathi economy, there is a need to use the municipality’s natural resources base to foster a path of economic development with benefits to its regional population and beyond. The proposed spatial vision envisages bridging the spatial divide between urban and rural spaces in order to promote social equity and enhance spatial efficiency, environmental sustainability and economic growth for all. The vision plays a significant role in informing the most appropriate spatial structure of the municipality which will then inform development strategies and best initiatives for UMshwathi Local Municipality. UMshwathi Municipality has an overarching goal to be a liveable, self-sustainable and world class agricultural hub by 2030. This vision appears on the municipal Integrated Development Plan (IDP) and it was informed by the broader vision of UMgungundlovu District Municipality. The District vision is geared toward evolving the district into a metropolitan area meanwhile spreading its economic benefits to all its citizens and places through concentrated integrated development and service delivery, realize improvement in the overall quality of life. The common underlying themes within these two visions are:

- ⇒ *Improvement of quality of life;*
- ⇒ *Sustainable development; and*
- ⇒ *Economic prospects.*

The strategy takes into account the National, Provincial, District strategy alignment towards:

- ⇒ *Unemployment;*
- ⇒ *Poverty reduction;*
- ⇒ *Reduction of inequality;*
- ⇒ *Economic transformation; and*
- ⇒ *Economic diversification.*

The proposed spatial vision has incorporated these themes and added the principles that emanate from the Spatial Planning and Land Use Management Act No. 13 of 2016 which are:

- ⇒ *Spatial Equity;*
- ⇒ *Spatial Resilience;*
- ⇒ *Principle of sustainability; and*
- ⇒ *Environmental endowment.*

These also takes into cognizance of the issues that emerged on the situational analysis which include environmental degradation due to urban sprawl and lack of effective land use management, low income levels and welfare dependency due to lack of employment in UMshwathi Municipality. These issues are likely to cause a negative effect. However, given the existence of such these various concerns, prospects also exist. The most common of opportunities is

the Albert Falls Dam, the agricultural land within tribunal areas such as Gcumisa, Ntanzi and Mthuli. Also, the notion of urban conurbation opportunity exists along Dalton-Cool Air as well as Integrated Mixed Residential in Wartburg.

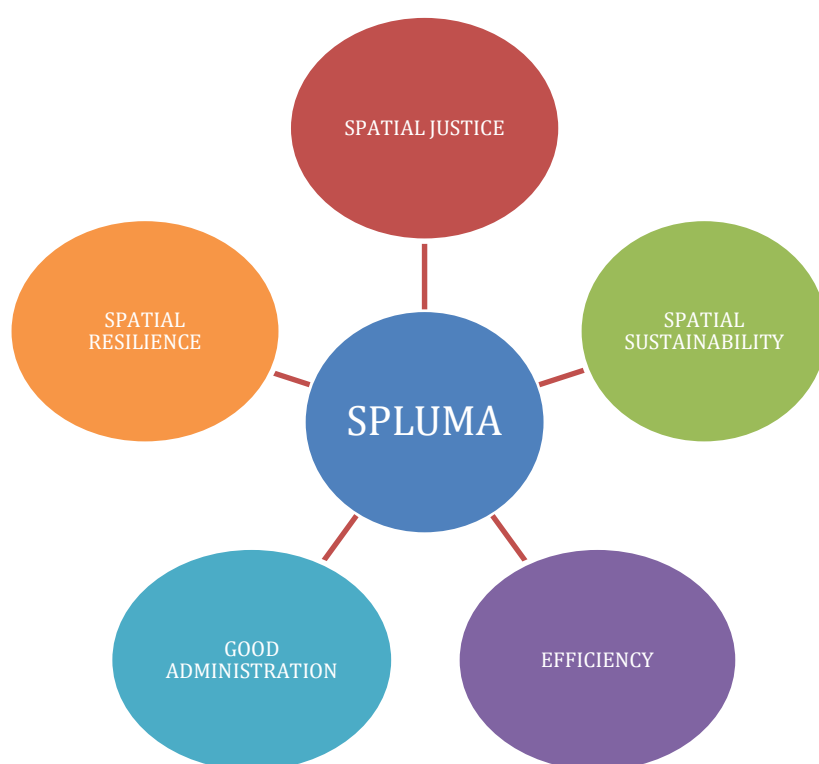
### FIVE-YEAR SPATIAL DEVELOPMENT PLAN

In compliance with section 21 (b) of SPLUMA, the UMshwathi SDF (2017-22) will envisage the following vision within the next five year;

*"By the year 2022, Umshwathi Municipality will be an environmental resilient, educationally progressive, with well serviced and self -sustaining communities through the adequate access to equitable bulk infrastructure, government and social facilities as well as increased access to agricultural and economic opportunities".*

The key objectives to be considered are enlisted as **Figure 12: SPLUMA Principles** follows:

- ⇒ Promote maintenance of social facilities.
- ⇒ Increased access to adequate government facilities.
- ⇒ Improve quality of household life through sustainable human settlement.
- ⇒ Increase environmental awareness and conservation
- ⇒ Promote sustainable environmental tourism through strategic tourism guidelines
- ⇒ Improved environmental management and planning through the implementation of the municipal integrated waste management plan and integrated environmental management plan
- ⇒ Improve the rapid response to climate change
- ⇒ Increase the provision and maintenance of infrastructural development



### SPATIAL TRANSFORMATIONAL PRINCIPLES

UMshwathi SDF is strengthened by following principles which have been extracted from various pieces of legislation and policy documents and are considered applicable to guide the preparation, review and implementation of UMshwathi Municipality SDF. The objective of the principles and norms is to influence directly the fundamental outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. These include:

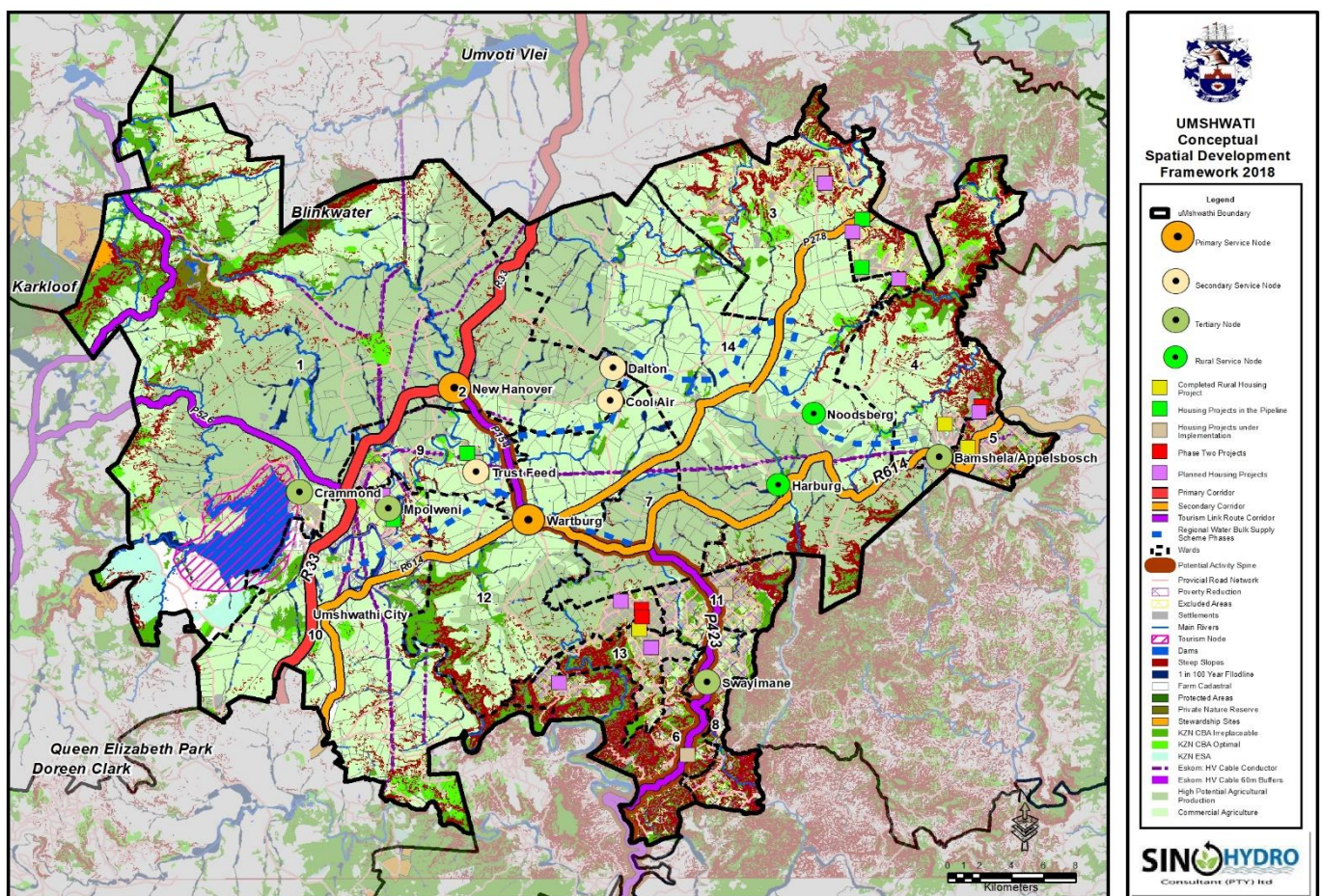
- ⇒ channeling resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- ⇒ promoting sustainable use of the land;
- ⇒ supporting an equitable protection of rights to and in land;
- ⇒ restructuring spatially inefficient settlements;
- ⇒ stimulating economic development opportunities in rural and urban areas; and
- ⇒ Considering the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment.

In addition, they promote:

- ⇒ accountable spatial planning, land use management and land development decision-making by organs of state;
- ⇒ cooperative governance and wider information sharing in plan-making and implementation; and
- ⇒ Maximum openness and transparency in decision-making.

The principles and norms collectively form a vision for land use and planning in UMshwathi. They constitute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, planning and decision-making in land use so that outcomes thereof are consistent with the development objectives as outlined in the IDP. A detailed consideration of the settlement pattern reveals a high level of disintegration and fragmentation. Higher density settlements should be located along the main transportation routes and held together by a web of local access roads and public facilities. At a regional level, they should be knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation.

### 10.1.4 Desired Spatial Form and Land Use



Map 36: Desired Spatial Form

### 10.1.5 Spatial Reconstruction of the Municipality

### 10.1.6 Public and Private Land Development and Infrastructure Investment

A Capital Investment Framework (CIF) is considered to be a very important component of the Spatial Development Framework (SDF). CIF is a sound step towards a more systematic approach to infrastructure planning and coordination. This key goal of this component are as follows:

- ☞ Spatial budgeting – which involves mapping of the capital infrastructure projects that are approved by the IDP. This assists to determine whether the development trajectory that is advocated by the IDP is in harmony with the spatial development vision that is suggested by the SDF.



- ☞ *Intensify spatial objectives with infrastructure proposals – the SDF identifies a number of spatial development proposals for further economic development and investments within the area but these proposals will be meaningless if the supporting infrastructure has not been planned for in tandem with the overall SDF. The CIF provides an opportunity to relook at these proposals in line with infrastructure requirements.*
- ☞ *Comparison of areas of greatest needs and where services or infrastructure proposals are directed to – this is intended to establish if the areas that encounters backlogs are receiving attention to address that. There are areas within the municipal area which suffers from historical and institutional neglect from benefiting from services. It is the role of a developmental government to be pro-active at developing these areas. This is part of the reconstruction and developmental mandate.*

The normative aims and objectives are:

- ☞ *To inform public and private sector investment decision-making.*
- ☞ *To influence municipal capital infrastructure project allocation.*
- ☞ *To serve as a strategic infrastructure guide for economic infrastructure priority areas.*
- ☞ *To map out all service delivery priority areas.*
- ☞ *To identify all major infrastructure priority areas including the projects currently underway.*
- ☞ *To determine if spatial proposal can be resourced by sufficient infrastructure resources.*
- ☞ *To integrate Capital Investment Framework with the IDP.*

## SERVICE DELIVERY PRIORITY AREAS

### **WATER PRIORITY AREAS**

The areas that still lag behind in terms of portable water supply include Swayimana, Ozwathini, Efaye and Ndwedwe. These and other hinterland were not connected to the bulk water supply and were supplied variously by boreholes and small-scale river abstraction works equipped with package water treatment plants. There is currently 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.

### **SANITATION PRIORITY AREAS**

The towns of Dalton, Wartburg, Crammond, Albert Falls and New Hanover are still small in terms of service threshold and density as such these make use of septic tanks. However, the septic tanks will not be sustainable over a long term as the towns grow in terms of population density so a need will exist to invest in bulk sewerage infrastructure that includes waterborne sanitation.

### **ELECTRICITY PRIORITY AREAS**

The electricity supply in 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. UMshwathi Municipality appointed JG Afrika Pty Ltd in association with DNA Consulting Engineers for professional services to undertake and develop an Electricity Master Plan for the Municipality. The primary purpose of the Project was to provide the Municipality with a long-term electricity master plan for the municipality.

The plan entailed five phases which the professional services undertook. Firstly, the situational analysis, which examined and annotated that only the 73% of the households within UMshwathi have access to electricity, however unsuitably UMshwathi holds a backlog of 7 678 households. By 2046, it is estimated that population would hold 41 327 households, this means that households count will be increased by 17 357. These houses will definitely need electrification, which leads on to the second phase of this plan which focuses on demand projections. Concurrently, the municipality holds seven Eskom point of electrical supply which include;

- (1) Albert Falls 33/11KV Substation: -Albert falls substation currently have 10MVA transformer supplies four feeders NB36, NB37, NB38 and NB55, all at 11KV supplies to Albert Falls area;

(2) Mpolweni 33/11KV Substation: - Mpolweni substation have 10MVA transformer supplies to four feeders NB1, NB35, NB7 and NB6 all at 11KV supplies to New Hanover, half of Shroeders and half of Albert Falls areas;

(3) Wartburg 33/KV Substation: - Wartburg substation have 10MVA transformer supplies to three feeders NB22, NB23 and NB24 all at 11KV supplies to Wartburg and half of Shroeder's areas;

(4) Swayimana 33/11KV Substation: - Swayimana substation currently have 10MVA transformer supplies to three feeders NB56, NB57 and NB 58 all at 11KV supplies to Swayimana area;

(5) Grunneck 33/11KV Substation: -Grunneck substation currently have 10MVA transformer supplies to four feeders NB2, NB3, NB4 and NB5 all at 11KV supplies to Efaye and Harburg areas;

(6) Dalton 33/11KV Substation: - Dalton substation currently have 2 x 10MVA transformers supplies to four feeders NB12, NB13, NB14 and NB17 all at 11KV supplies to mainly for Ekhamazi and Dalton areas; and

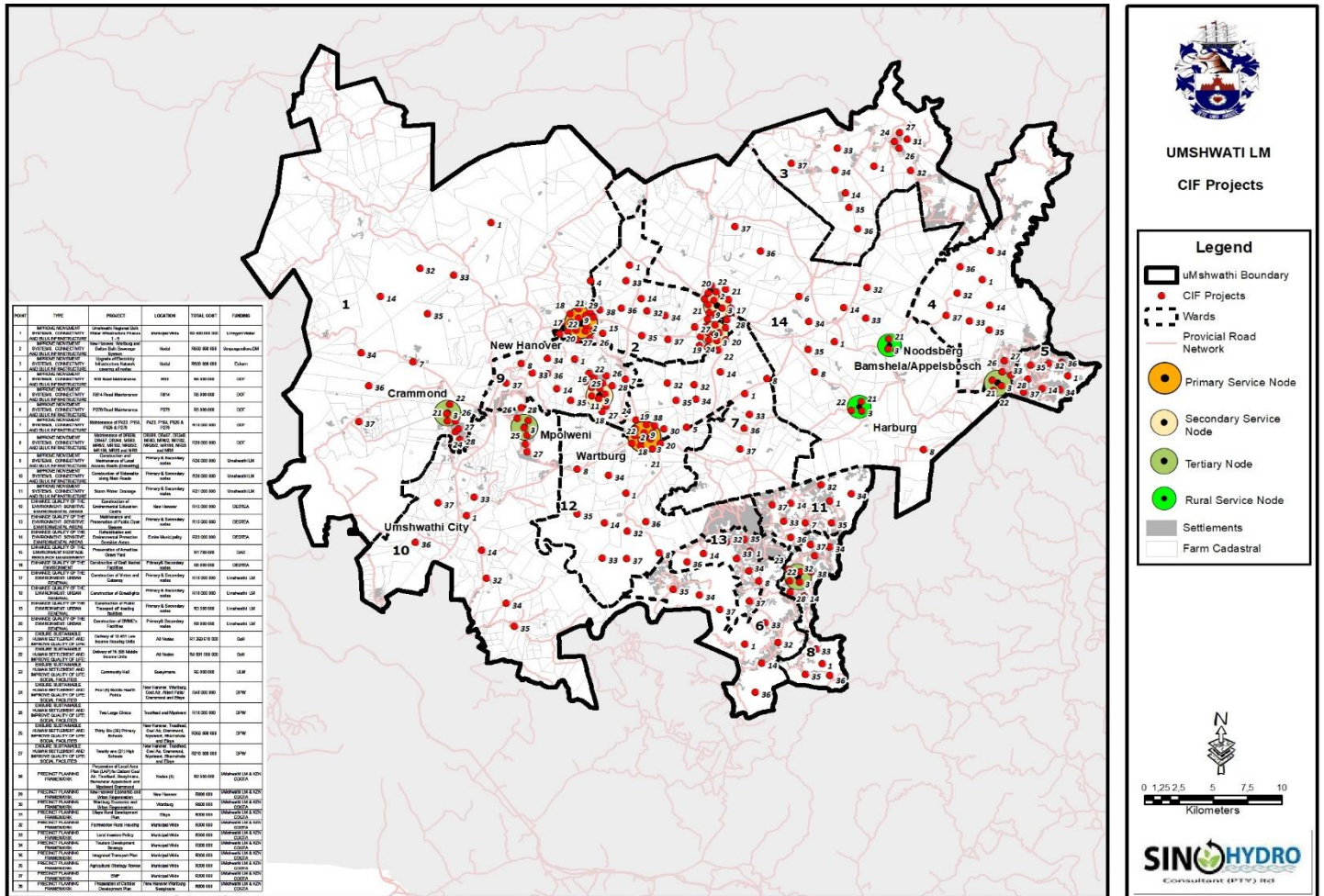
(7) Appelsbosch 33/KV Substation: - Appelsbosch substation currently have one 10MVA transformer supplies to four feeders NB48, NB49, NB50 and NB51 all at 11KV supplies to Appelsbosch area.

The plan has also noted the projects for provision of electricity in UMshwathi. Demand projection examined assume that existing sub-stations will need to be expanded and transfer load to accommodate estimated household's capacity. This will be implemented through construction of new HV/MV sub stations and upgrading existing electrical network. The costing will vary from the project schedule timeframes, whether will be a short term, medium or long term as stipulated on the plan on phase 4. The last segment of this master plan represents the implementation of this plan, particularly where and what needs to be done from the year 2016 to 2028 in terms of executing this master for providing electricity within the jurisdiction of UMshwathi.

### ECONOMIC INFRASTRUCTURE PRIORITY AREAS

- ✓ Road infrastructure and agricultural priority areas: R33, R614 and P279 are important agricultural corridors. These are currently tar and need regular maintenance.
- ✓ Road Infrastructure for Tourism opportunity areas: P 423 - Route to Swayimane; P 154 - Route from New Hanover to Wartburg; and P526 - Route from Crammond unto are considered to be important tourism routes.
- ✓ Road infrastructure for trade and mobility: R33, R614 and P279 are secondary corridors. These provide vital linkages to service nodal points and communities within the municipality and ensure connectivity with neighbouring municipality 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

Map 37: Capital Investment Framework



### 10.1.7 Spatial Alignment with Neighbouring Municipalities

#### eTHEKWINI METROPOLITAN MUNICIPALITY

UMshwathi shares the south eastern boundaries with eThekwini Metro Municipality. The interface point for both these municipalities is noted with predominant areas of land under the traditional authorities including Shangase Traditional Council (TC) that exists with a community service centre and Phephetha TC in eThekwini, and Gcumisa TC in UMshwathi. The area of eMalangeni, in Qhodela and Ximba interface with UMshwathi south easterly. Both these areas are under the ITB land. Communities situated along these areas are likely to depend on socio-economic opportunities within the area of Swayimane.

#### MPOFANA LOCAL MUNICIPALITY

Mpofana Local Municipality shares borders with UMshwathi to the North West. Both the municipalities are situated within UMgungundlovu District. Regarding interface dependencies, both Mpofana and UMshwathi hold potential land for agricultural development and such is visible on both SDFs specifically within the area of Mbona in UMshwathi and Balmoral in Mpofana. Evidently, there exists a room for agricultural due to abundance hydrological features and eco-tourism co-operation, since Karkloof within UMngeni is also adjacent to where all these municipalities interface. The biodiversity status within UMshwathi reflects a vulnerable state of the KZNCS CBA Irreplaceable where both Mpafane and the UMshwathi border. Such harmonizes no contradiction for Mpofana SDF as well as represents conversation.

#### UMVOTI LOCAL MUNICIPALITY

UMvoti Local Municipality is situated within uMzinyathi District and it border UMshwathi to the north. Both municipalities are aligned by the development corridor of R33. It is identified as a primary corridor for both municipalities. P278 is identified as a secondary corridor linking to the tourism corridor in Mount Alias. As for the cross-boundary dependencies, the agricultural resources which exist within both municipalities where they interface need to be preserved and projected as these are de-pendent on the cross boundary. No contradictions seem to be visible between both the municipalities.

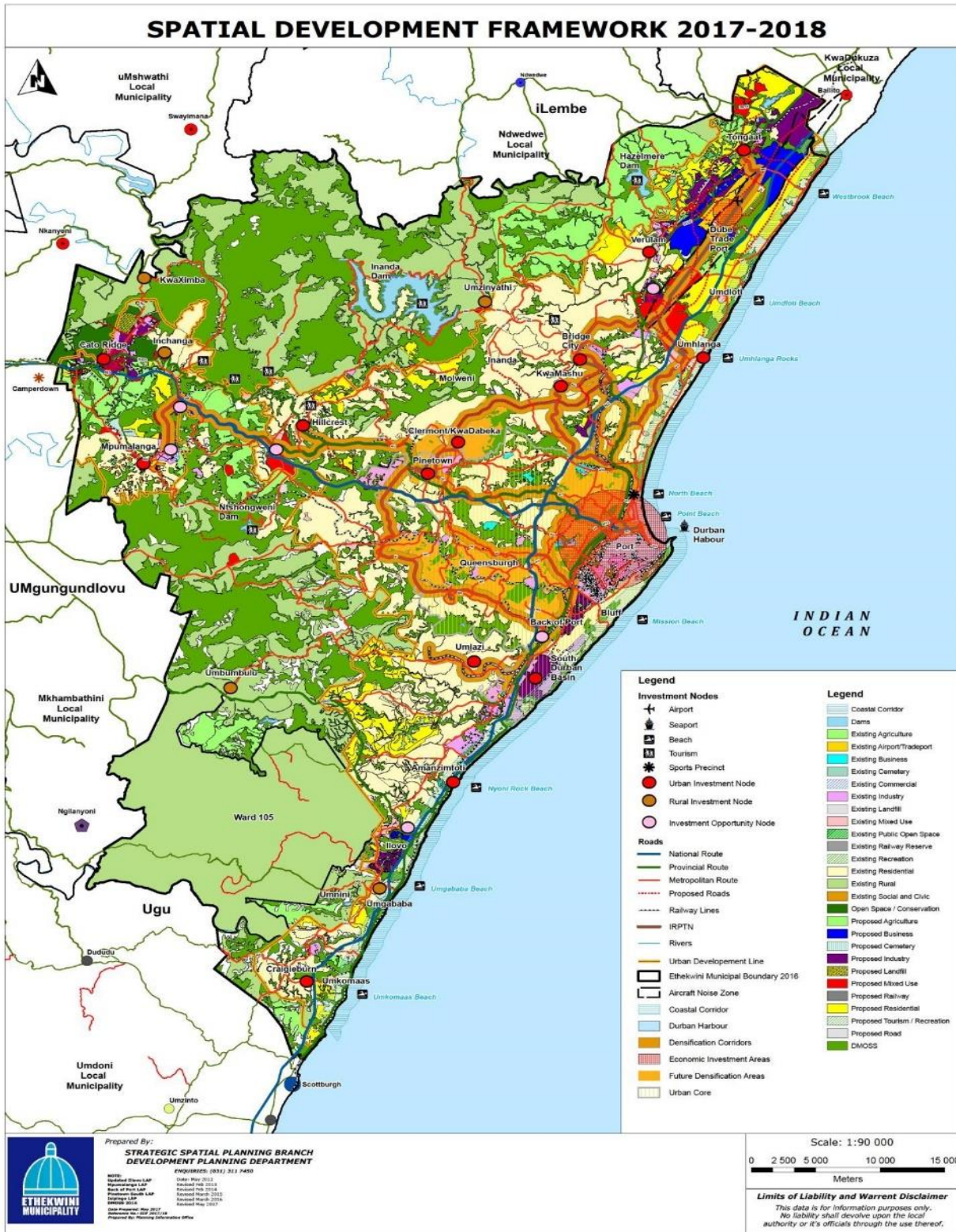
#### NDWEDWE LOCAL MUNICIPALITY

Ndwedwe local municipality is situated within iLembe District. It borders UMshwathi to the east. The main corridors linking Ndwedwe to UMshwathi is the R614 from Wartburg to Ashville, which ultimately connects to the R33 that links UMshwathi to Greytown (uMzinyathi District Municipality). Regarding cooperation, a joint agricultural management of the Agricultural Priority Areas into the east of UMshwathi Municipality and to the west of Ndwedwe Municipality must be considered. The area of Montebello which is situated in the Nyuswa Nodwengu TA in Ndwedwe LM is literally by the interface of both these municipalities along with Harburg in the study area, therefore, if any of the municipalities plans to provide service delivery, both these areas should be benefit and alignment of plans be considered.

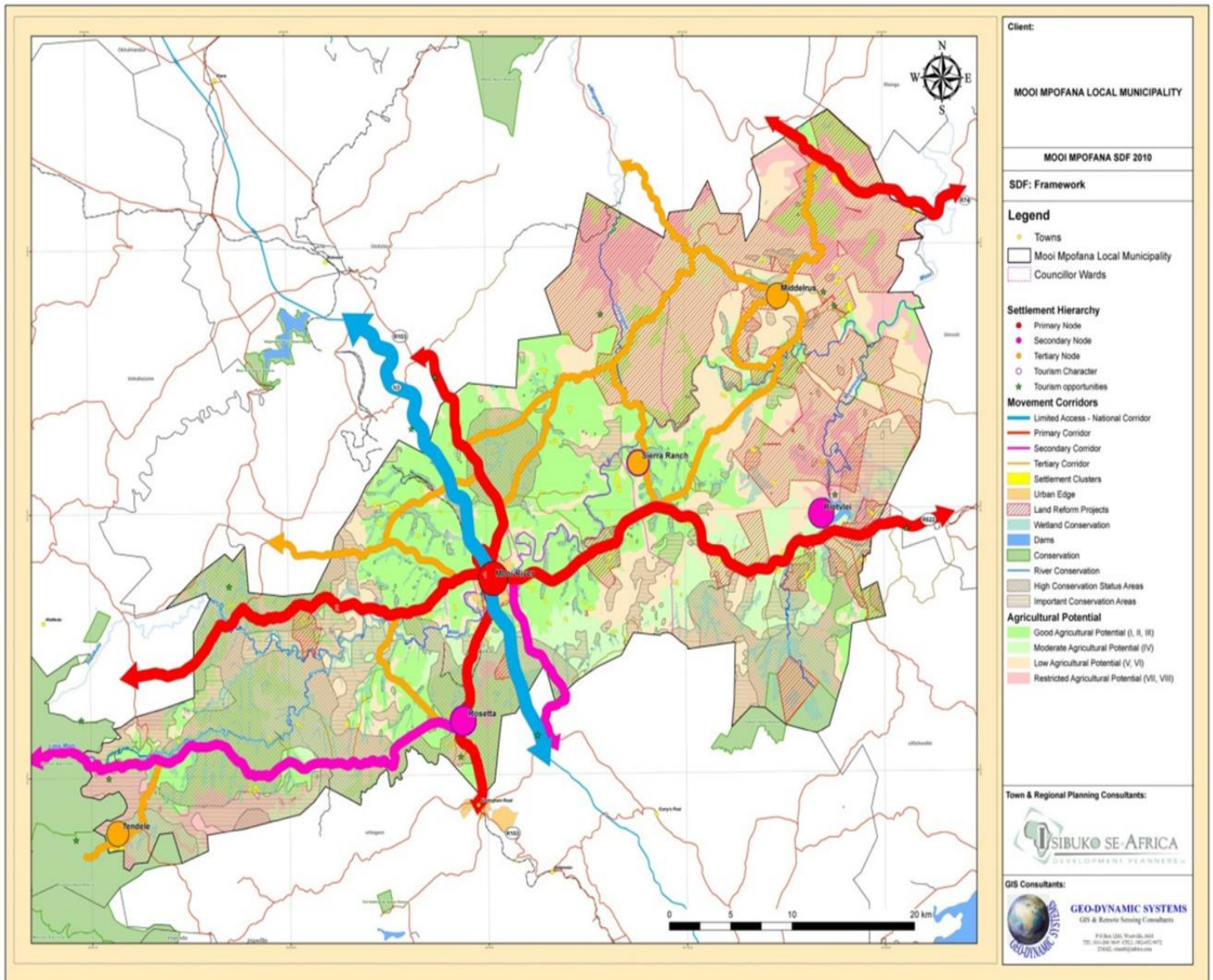
#### MKHAMBATHINI LOCAL MUNICIPALITY

The P566, identified as a tourism corridor in Mkhambathini, links the municipality to the Gcumisa tribal area within the UMshwathi Local Municipality and can be seen as an important development corridor in terms of tourism activities. Along the P566 on the border of UMshwathi, Swayimana might be important for rural areas such as Nonzilla and Ophokweni within the Mkhambathini Municipal Area. Agricultural resources which exist in both these municipalities need to be preserved and projected as these are de-pendent on the cross boundary. Collaboration which must be considered is the management of Agricultural Eco Tourism in Mkhambathini and the tribal Area in UMshwathi (Gcumisa TC).

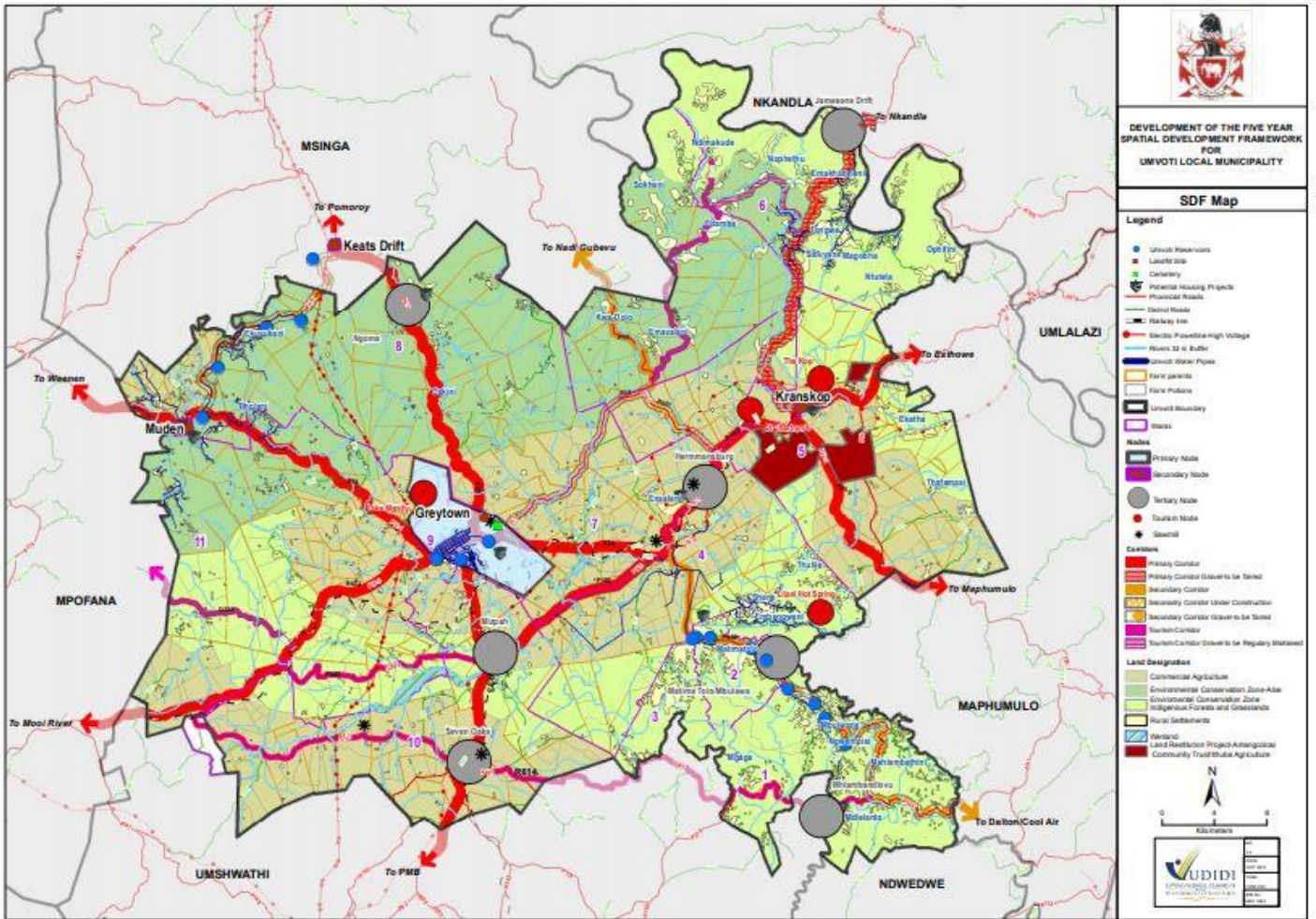
Map 38: EThekweni 2017/18 SDF



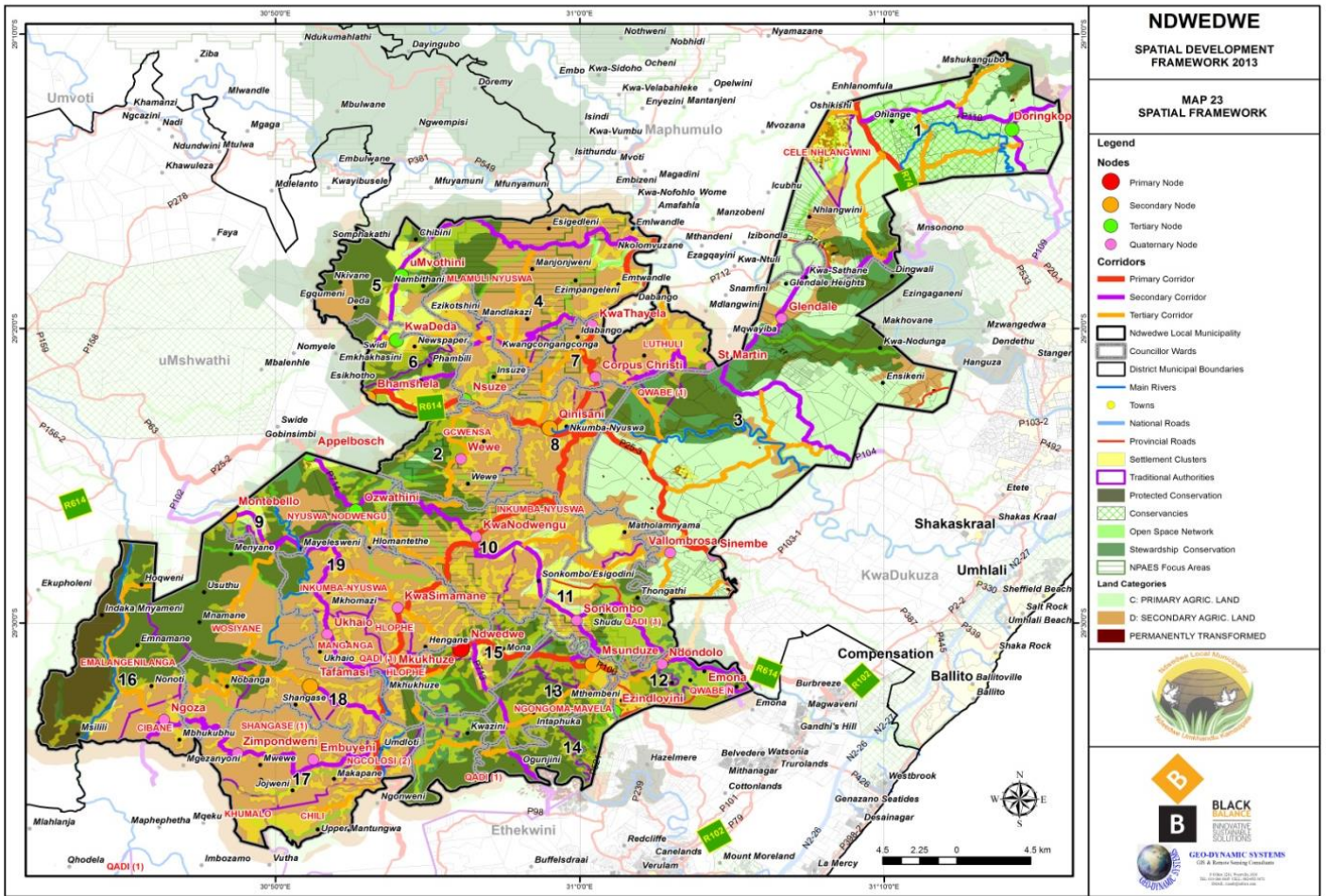
Map 39: Mpofana SDF



Map 40: UMvoti SDF

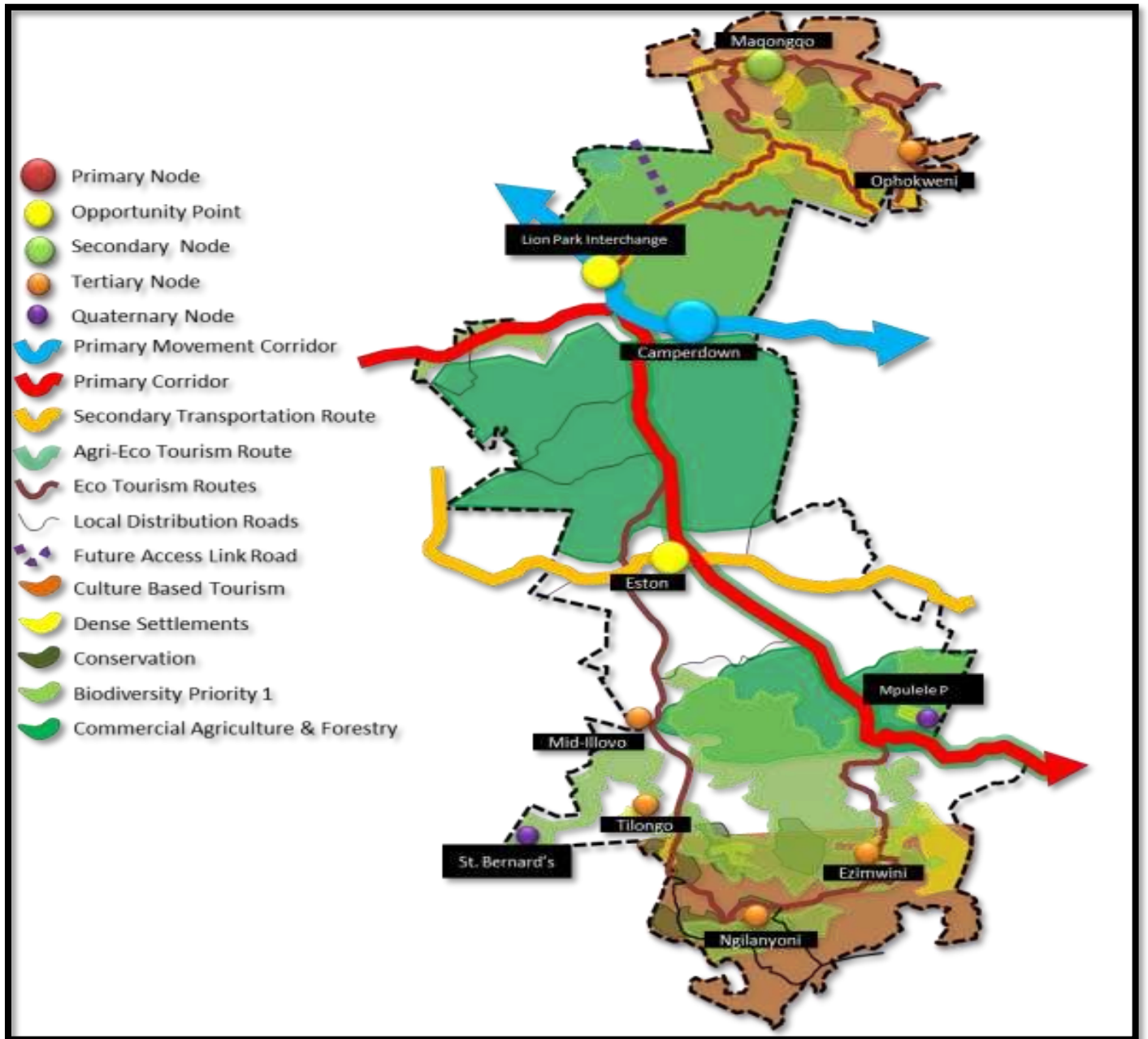


Map 41: Ndwedwe SDF





Map 42: Mkhambathini SDF



Map 43: Msunduzi SDF

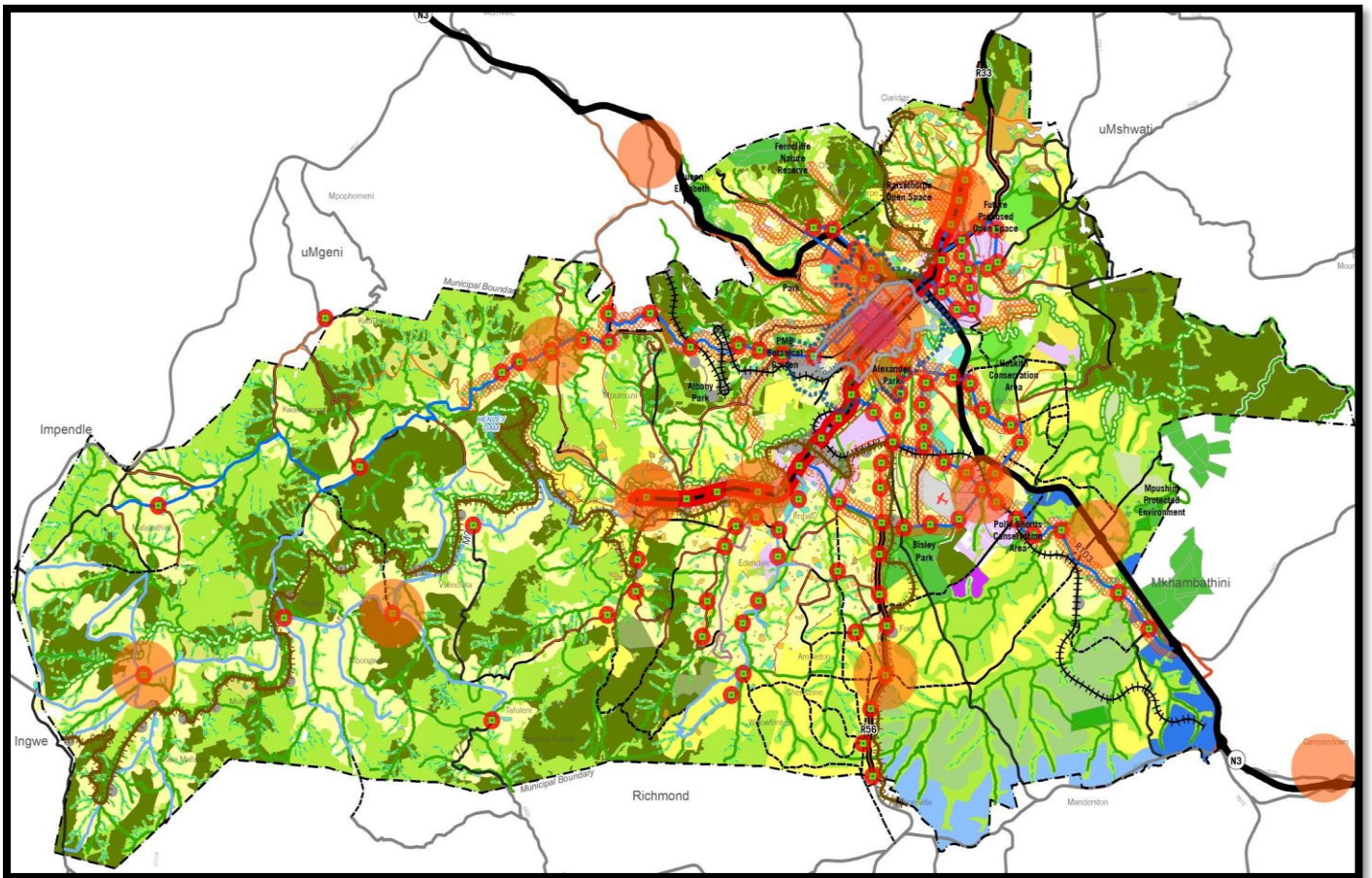
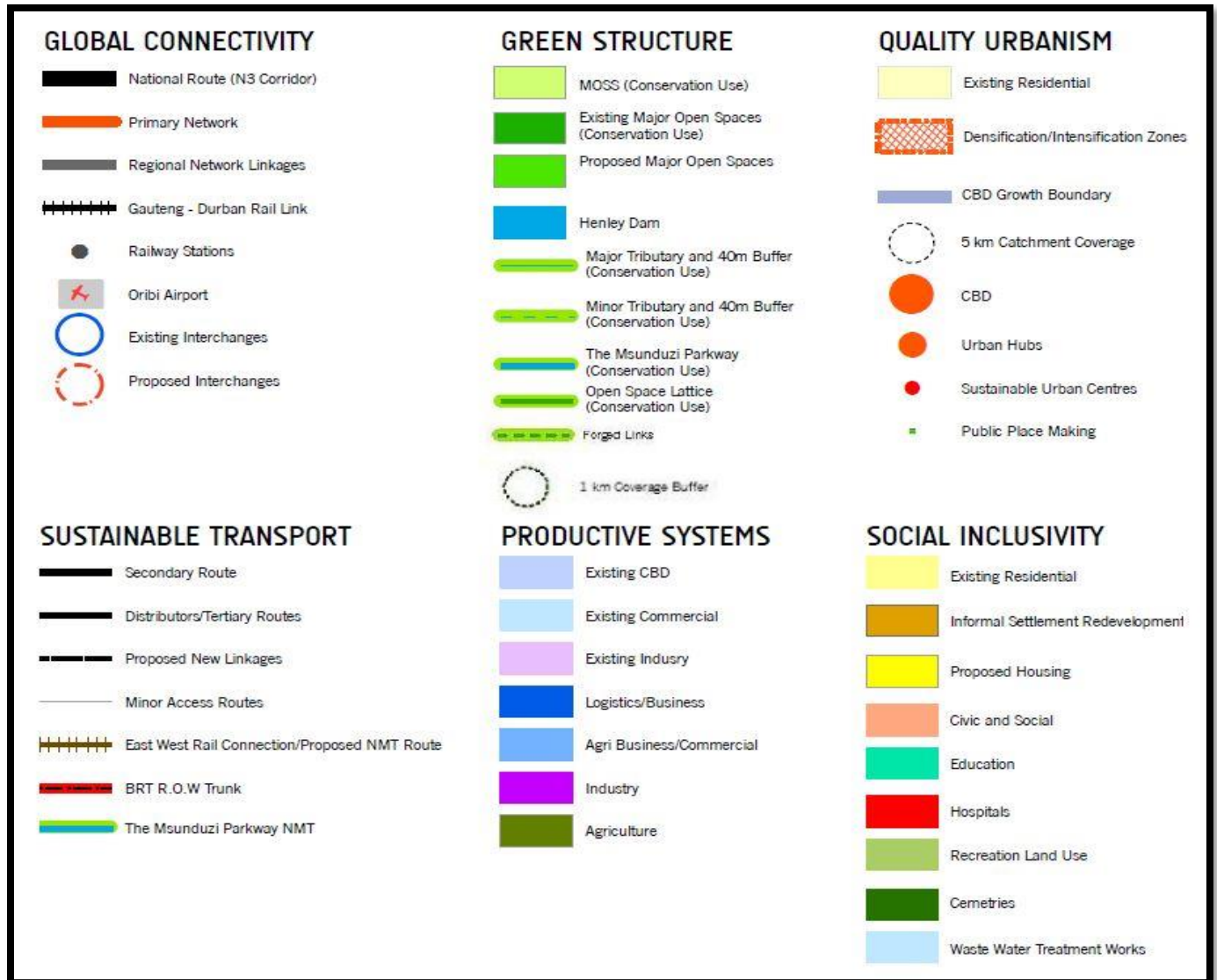
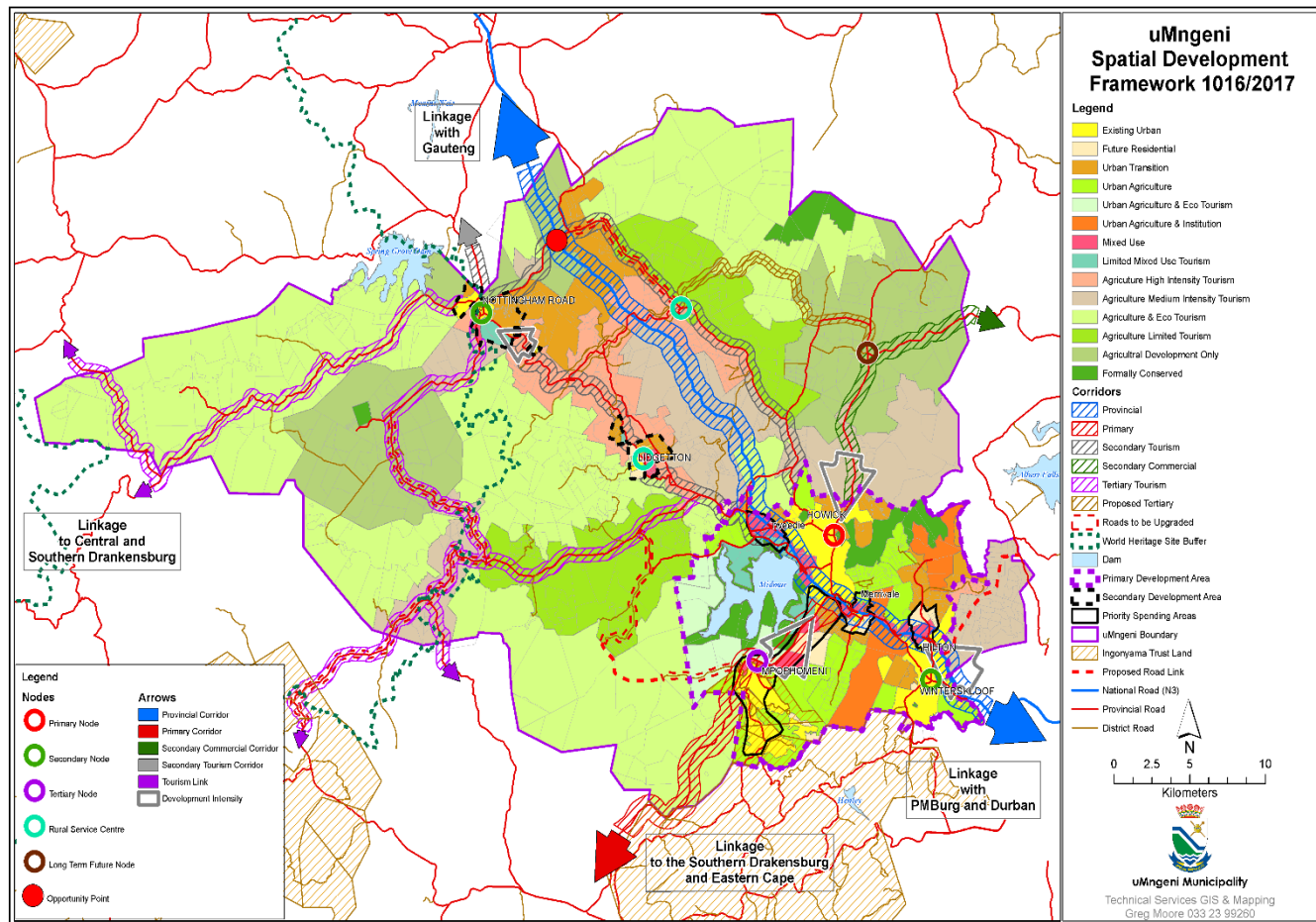


Figure 13: Msunduzi SDF Legend



Map 44: Umngeni SDF



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 in the SDF, nodes and corridors have been redefined according to the criteria which is indicated below:

**Table 84: Criteria for Nodes and Corridors**

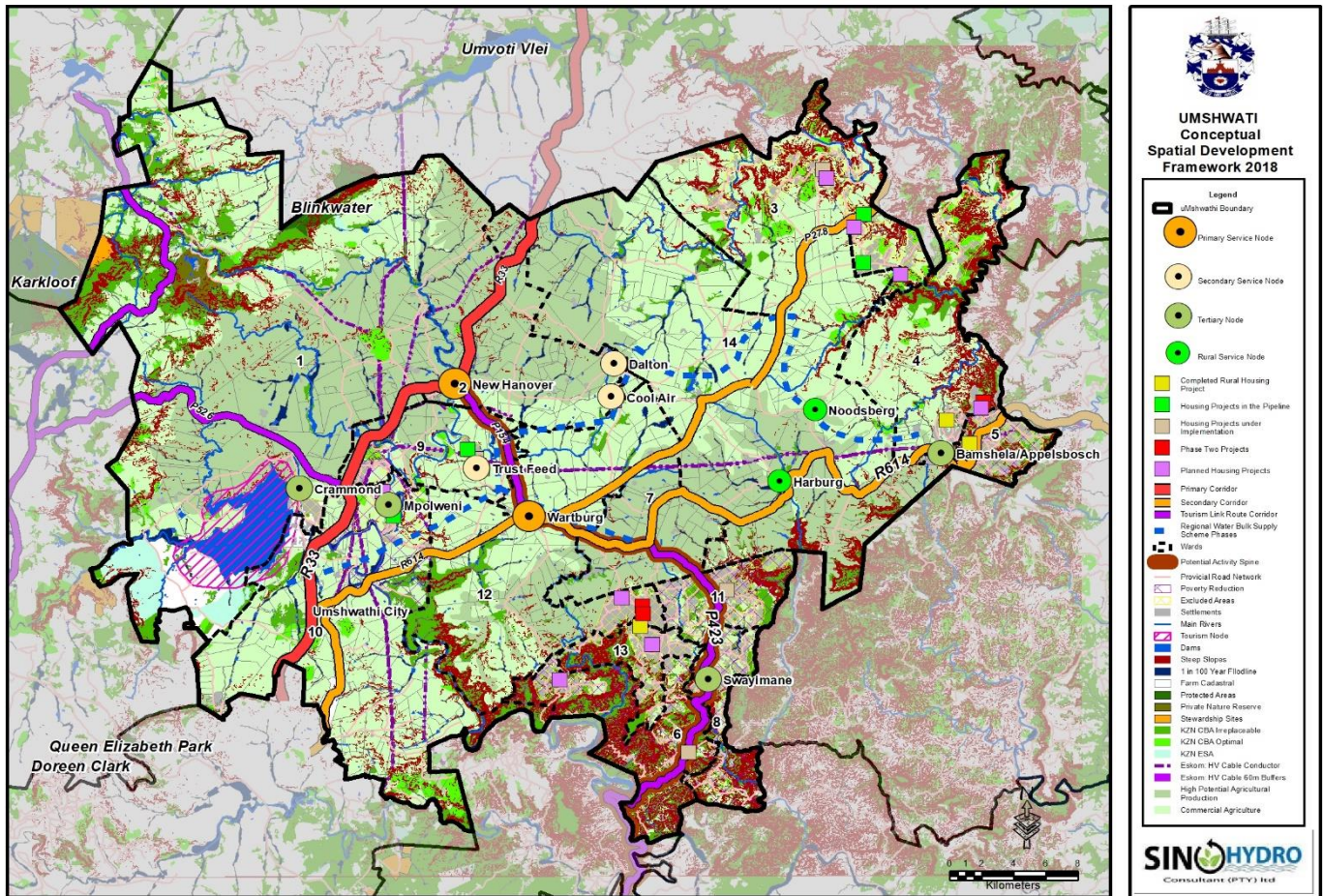
Criteria	Node Category	UMshwathi Municipality Node	Typical Land Use
<p>It must offer a full range of Social, Community and other Services and facilities. It will be the focus of Urban employment opportunities. The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions. Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities. While it is acknowledged that the Primary Corridor (R33) offers development opportunities, these are to be restricted to suitable Mixed uses within the Primary Nodes.</p>	Primary Node	Wartburg and New Hanover	<p>Municipal Offices Hospital Welfare Offices Primary - High Schools Tertiary Training Facility Permanent Information Centre Post Office + Post Boxes Banks Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Municipal Hall Wholesalers/Stores/Shops</p>
<p>Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity. Urban Transition areas offer opportunities for Residential Estates, Tourism and Recreation provision. Smallholdings are the dominant present land use in these areas, and agricultural activities are encouraged to continue in these areas Residential expansion possibilities at scale are restricted by topographical and other physical considerations, as well as high potential agricultural land. Dependant on impact and servicing possibilities, these are intended to offer as high a density Infill and the densification of existing residential areas are encouraged where this is shown to not impact on the amenity of the area</p>			
<p>The primary aim is consolidation and upgrading They are lower order Service Centres to serve the surrounding rural community. Services such as a schools, hospital, clinics and pension payout point are provided</p>	Secondary Node	Dalton, Cool Air, Trustfeed)	<p>Police Station Clinic Primary - High Schools Rural Service Information Centre Post Boxes Regular Bus Service Community Halls Stores/Shops Weekly Mobile Clinic Regular Bus Service Meeting Places Routine Police Patrol Weekly Mobile Welfare Services Banks Bus and Taxi Terminals Welfare Offices Home Affairs Offices</p>

Criteria	Node Category	UMshwathi Municipality Node	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	

Public and Private Land Development and Infrastructure Investment Strategic Interventions

and Required Priority Spending

Map 45: UMshwathi Conceptual SDF



**CHAPTER F: 5 YEAR IMPLEMENTATION PLAN**

11.1 Two-Year Implementation Plan

Table 85: Two Year Implementation Plan

2 YEAR IMPLEMENTATION PLAN										
KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAM ME/ MEASURABLE OUTPUT	INDICATOR	2 YEAR 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 backlog 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 876 households.	Construct electricity infrastructure for 426 households. Cool Air 45, Windyhill 85, Applesborch 70, Freezer and condemn farm 86, Khama nzi 70, Sgqumeni 70	Construction of electricity infrastructure for 450 households.
					BSD 1.1.2	Installation of Highmast lights in ward 13	No. of high masts installed	Install 2 High Mast in ward 13	Install 2 High Mast in ward 13	Nil
				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	
					BSD 1.2.2	Review and update Indigent Register	Frequency review of Indigent Register	Annually review and update indigent register	Review and update Indigent Register by 30 June 2020	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 3 community facilities (Halls)	Construct 1 community facility (Hall Socolile Community Hall Phase 2, (construction of Counsellor's office, Kitchen for the Hall and Boardroom)	Construct 1 Community Facility



				<b>Provide access to sporting facilities</b>	<b>BSD 1.4.1</b>	<b>Construction/Upgrading of sport fields</b>	No. of sporting facilities upgraded	<b>Construct / upgrade 5 sport fields.</b>	Construction of 2 sport field (Ekhaman zi & Efaye Sportsfields)	Construction/ upgrade of 3 Sportsfield
				<b>Provide access to roads and storm water</b>	<b>BSD 1.5.1</b>	<b>Construction of gravel roads</b>	No. of kms. of gravel road constructed	<b>Construction of 4kms of gravel roads</b>	Construction of 4kms of gravel roads	NIL
					<b>BSD 1.5.2</b>	<b>Construction of tar roads</b>	No. of kms. of road constructed	<b>Construction of 4,8km tar roads</b>	Construction of 2,3km tar roads	Construction of 2,5km of tar roads
				<b>Plan, implement and monitor infrastructure projects</b>	<b>BSD 1.6.1</b>	<b>Reporting on the planning, implementation and monitoring of infrastructure projects.</b>	No. of reports submitted to EXCO & Council on infrastructure projects	<b>Submit 8 reports on infrastructure projects to EXCO &amp; Council</b>	Submit 4 reports on infrastructure projects to EXCO & Council	Submit 4 reports on infrastructure projects to EXCO & Council
				<b>Maintain municipal infrastructure</b>	<b>B.S.D 1.7.1</b>	<b>Storm water drains and channels maintenance</b>	No. of kms of storm water drains and channels maintained	<b>Maintain 85 kms of stormwater drains and channels</b>	Maintain 40 kms of stormwater drains and channels	Maintain 45 kms of stormwater drains and channels
				<b>Provide Indigent burial support and maintain cemeteries</b>	<b>BSD 1.9.1</b>	<b>Review of the Cemeteries Plan</b>	Frequency of the review	<b>Facilitate &amp; complete review of the Cemeteries plan by June 2021</b>	Facilitate review of Cemeteries plan (Conducting geotech & environmental impact assessment on the identified land) by 30 June 2020.	Facilitate the review of cemeteries plan by finalising phase 3 ( buying of land for establish or erect cremation facility by 30 June 2021
					<b>BSD 1.9.2</b>	<b>Implementation of Indigent Burial policy</b>	% of approved indigent burial applications	<b>Approve 90% of indigent burial applications received</b>	Approve 90% of indigent burial applications received	Approve 90% of indigent burial applications received

				<b>BSD 1.9.3</b>	<b>Conduct cemeteries maintenance through maintenance plan</b>	No. of reports on cemeteries maintenance submitted to EXCO & Council	<b>Submit 4 reports on cemeteries maintenance to EXCO &amp; Council</b>	Submit 4 reports on cemeteries maintenance to EXCO & Council	Submit 4 reports on cemeteries maintenance to EXCO & Council
				<b>BSD 1.9.4</b>	<b>Support Pauper burials</b>	% of received pauper burials requests supported	<b>Approve 90% of indigent burial application received</b>	Support 100% of the pauper burial requests received	Support 100% of the pauper burial requests received
	<b>To upscale Social Empowerment of Vulnerable Groups</b>	<b>Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities</b>	<b>BSD 2.1.1</b>	<b>Promote Sport Development</b>	No. of sport development programmes implemented	<b>Coordinate 13 sports development projects.</b>	Coordinate 8 sports development projects	Implement 5 sports development projects	
<b>BSD 2.1.2</b>			<b>Promote Cultural development &amp; Heritage</b>	No. of cultural development and heritage programmes implemented	<b>Implement 8 programmes for cultural development and heritage</b>	Implement 4 programmes for cultural development and heritage	Implement 4 programmes for cultural development and heritage		
<b>BSD 2.2.1</b>			<b>Addressing Social Ills against Vulnerable Groups</b>	No. of projects for vulnerable groups coordinated.	<b>Coordinate/Implement 4 projects addressing social ills against vulnerable groups.</b>	Coordinate/Implement 2 programmes for vulnerable groups	Coordinate/Implement 2 programmes for vulnerable groups		
<b>BSD 2.2.2</b>			<b>Empowerment of people with disabilities, women and senior citizens</b>	No. of empowerment projects coordinated	<b>Coordinate 10 empowerment projects for senior citizens and people with disabilities</b>	Coordinate 5 empowerment projects for senior citizens and people with disabilities	Coordinate 5 empowerment projects for senior citizens and people with disabilities		

				<b>structural drivers to HIV/AIDS</b>	<b>BSD 2.2.3</b>	<b>Improve healthy lifestyle for Elderly</b>	No. of sport projects coordinated for the elderly.	<b>Coordinate/ implement 6 projects for senior citizens</b>	Coordinate 4 projects for senior citizens	Conduct 2 programmes for the elderly (senior citizens)
			<b>Coordination of ward based structures, in addressing poverty related issues</b>		<b>BSD 2.3.1</b>	<b>Addressing social &amp; structural drivers to HAST</b>	No. of HIV/AIDS awareness conducted	<b>Coordinate 04 HIV/AIDS awareness annually.</b>	Coordinate 4 HIV/AIDS awareness campaigns	Coordinate 4 HIV/AIDS awareness campaigns
					<b>BSD 2.3.2</b>	<b>Facilitation of Structural meetings attended (LAC)</b>	No. of LAC meetings coordinated.	<b>Coordinate 4 LAC meetings annually.</b>	Coordinate 4 structural LAC meetings	Coordinate 4 structural LAC meetings
					<b>BSD 2.3.3</b>	<b>Empowerment of people living with HIV</b>	No. of empowerment programmes implemented for people living with HIV	<b>Coordinate 2 programmes of people living with HIV</b>	Implement 1 empowerment project for people living with HIV	Implement 1 empowerment project for people living with HIV
			<b>Assist in Grant-in-Aide application that deal with ECD, Libraries in order to reduce school drop out</b>		<b>BSD 2.4.1</b>	<b>NPO NPO, CBO &amp; or NGO's mentorship</b>	No. of NPO's mentored	<b>Mentor 1 NPO, CBO &amp; NGO's annually.</b>	Mentor 1 NPO, CBO & or NGO	Mentor 1 NPO, CBO & or NGO
					<b>BSD 2.4.2</b>	<b>Reinventing the culture of reading by conducting awareness campaigns</b>	No. of awareness campaigns conducted	<b>Coordinate 4 Reading / community outreach campaign annually.</b>	Conduct 4 reading awareness campaigns	Conduct 4 reading awareness campaigns
			<b>Development and Implementation of plan of action to reduce road accident and ensure the safety of all</b>	<b>BSD 3.1.1</b>	<b>Conduct Joint law enforcement &amp; crime prevention awareness campaign</b>	No. of law enforcement & crime prevention awareness campaigns conducted	<b>Conduct 4 joint law enforcement initiatives with SAPS and Submit 4 report on law enforcement initiatives annually.</b>	Conduct 4 law enforcement and crime prevention awareness campaigns.	Conduct 4 law enforcement and crime prevention awareness campaigns.	

				road users						
			To respond to the service delivery backlog by, planning, designing and maintain Municipal infrastructure	Provide waste and refuse removal services to the residents of uMshwath	BSD 4.1	Refuse removal	The % of households with access to basic level of electricity and solid waste removal ;	Service 100% of 1142 households annually.	Service 100% of 1142 households providing solid waste removal	Service 100% of 1142 households providing solid waste removal
							No. of Skips provided			
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	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 1 position ( Building Inspector)	Fill 1 posts in line with strategic objectives	Fill 1 posts in line with strategic objectives
					MID&T 1.1.2	Development of new policies/ HR/IT & SG	No. of policies developed.	Develop 2 ICT & 1 HR policies( Cloud Services Security Policy and ICT	Develop 2 ICT & 1 HR policies( Cloud Services Security Policy and ICT	NIL

			s to operate efficiently in order for them to achieve their targets				<b>Assets Management Policy: (Bullying and violence in the workplace)</b>	Assets Management Policy: (Bullying and violence in the workplace)		
					<b>MID&amp;T 1.1.3</b>	<b>Implementation of the WSP</b>	The % of the training budget actually spent on implementing the WSP	<b>Spend 90% on WSP implementation</b>	Spend 90% per financial year	Spend 90% per financial year
							No. of training programs implemented for staff	<b>Implement 13 training projects by 30 June 2020 for Councillors and staff.</b>	Implement 8 training projects by 30 June 2020 for Councillors and staff.	Implement 5 training programs for staff
					<b>MID&amp;T 1.1.4</b>	<b>Submission of WSP to LGSETA</b>	Submission date of WSP	<b>Submit to LGSETA WSP by 30 April annually.</b>	Submit the 2020/21 WSP by 30 April 2020	WSP to be submitted to LGSETA by 30 April 2021 per financial year
					<b>MID&amp;T 1.1.5</b>	<b>Awarding of internal bursaries</b>	No. of bursaries awarded to staff	<b>Award 4 new bursaries.</b>	Award of 2 internal & or external bursaries	Award of 2 internal & or external bursaries
					<b>MID&amp;T 1.1.6</b>	<b>Maintaining of existing internal bursaries</b>	% of internal & external bursaries maintained	<b>Maintain 70% of existing internal and 50% of external bursaries</b>	Maintain 70% of existing internal and 50% of external bursaries	Maintain 70% of existing internal and 50% of external bursaries
					<b>MID&amp;T 1.1.9</b>	<b>Review of the organisational structure</b>	Adoption date of the organisational structure	<b>Review &amp; Adopt the organisational structure by 30 June annually.</b>	Review & Adopt the organisational structure for 2020/21 by 30 June 2020	Organisational structure adopted by 6/30/2021

				Provide legal and compliance to legislation and collective agreement	MID&T 1.3.1	Review Human Resources, ICT & sound governance policies	Frequency of review HR, ICT & sound governance Policies	Annually Review HR, ICT & sound governance policies.	Review 4 policies (3 HR & 1 IT policies ( Health & safety Policy & Plan, HR Strategy, Backup	Review 3 Human Resources policies, Review 1 fleet management policy and 1 records management policy. Review of ICT Security Policy
					MID&T 1.3.2	Conduct Workshop stakeholders on the reviewed policies	No. of workshops conducted	Conduct 1 Workshop stakeholders on the reviewed policies annually	Conduct 1 Workshop stakeholders on the reviewed policies	Conduct 1 Workshop stakeholders on the reviewed policies
				Implement an effective Performance Management System	MID&T 1.4.1	Review PMS Framework in line with Chapter 6 of MSA	Frequency review of the PMS Framework	Reviewed PMS Framework adopted by Council by 30 June 2020	Reviewed PMS Framework approved by Council by 30 June 2020	Reviewed PMS Framework approved by 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 submitted to the MEC by 31 July annually.	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 Reports to AG for auditing by 31 August annually.	Submit 2018/ 19 Annual Performance Report by 31 August 2019 to AG for auditing	Submit 2019/20 Annual Performance Report by 31 August 2020 to AG for auditing

				<b>MID&amp;T 1.4.4</b>	<b>Conduct quarterly review and consolidate reviewed reports for submission to EXCO and Council.</b>	No. of reviews conducted and reports submitted to EXCO and Council	<b>Conduct 4 quarterly reviews and submit 4 reports to EXCO &amp; Council annually</b>	Conduct 4 quarterly performance reviews and submit 4 reports to EXCO & Council	Conduct 4 quarterly performance reviews and submit 4 reports to EXCO & Council
				<b>MID&amp;T 1.4.5</b>	<b>Annual Performance Evaluation of MM and Managers directly accountable to the MM</b>	No. of Annual Performance Evaluations conducted	<b>Conduct Annual Performance Evaluation for previous Financial year by 30 March annually.</b>	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
				<b>MID&amp;T 1.4.6</b>	<b>Drafting and adoption of Annual Report</b>	Adoption date of Annual Report.	<b>Previous financial year Annual Report adopted by 31 March annually.</b>	2018/19 Annual Report adopted by 31 March 2020.	2019/20 Annual Report approved by 31 March 2021.
			<b>Ensure the availability, stability, security and integrity of ICT services</b>	<b>MID&amp;T 1.5.1</b>	<b>Lan Upgrade</b>	Date of upgrade of Lan	<b>Installation of LAN and WAN Network @ Dalton Network by 2020</b>	LAN upgrade, replacing Cat5e with Cat6	Nil
			<b>Implement the Employment Equity Plan of the municipality</b>	<b>MID&amp;T 1.6.1</b>	<b>Monitoring of the Implementation of Employment Equity Plan implementation</b>	Date of submission of the EEA2/4 report	<b>Submit the EEA2&amp;4 report to the DOL by the end of 30 March annually.</b>	Submit the EEA2&4 report to the DOL by the end of 30 March 2020	Submit the EEA2&4 report to the DOL by the end of 30 March 2021
			<b>Develop and maintain sound ethics and organizational culture</b>	<b>MID&amp;T 1.7.1</b>	<b>Cascade PMS to different Levels</b>	Date of cascading of PMS to different Level	<b>Cascade PMS to different Levels as per category</b>	Cascade PMS to the Line Managers level by June 2020	Cascade PMS to the Skilled level by June 2021

				Maintain a working environment that is risk free and compliant with the OHS Act.	MID&T 1.8.2	Purchasing of PPE and Stock items	Date of the purchasing of PPE and Stock items	Purchase PPE by 30 June annually.	Purchase PPE by 31 December 2019.	Purchase PPE by 31 December 2020.
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.	Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	Capacitate staff on financial management & systems	No. of staff members trained.	Train 4 finance staff members on financial management & system annually.	Train 4 finance staff members on financial management & system	Train 4 finance staff members on financial management & system
					MFV&M 1.1.2	Have regular Consumer awareness campaigns	No. of staff members trained.	Conduct 2 consumer campaigns on services charges and the need to pay municipal debt annually.	Conduct 2 consumer campaigns on services charges and the need to pay municipal debt.	Conduct 2 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	Review the municipal Revenue Enhancement Strategy by 31 March 2020	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 Collection Rate of 95% including arrear debt annually.	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 deviation reports to Council	Submit 4 deviations reports to Council	Submit 4 deviations reports to Council



					<b>MFV&amp;M 1.1.8</b>	<b>Development and submission of Annual Procurement Plan</b>	Frequency submission of procurement plan	<b>Develop &amp; submit Annual Procurement Plan to Provincial Treasury by 30 June annually.</b>	Develop & submit Annual Procurement Plan to Provincial Treasury by 30 June	Develop & submit Annual Procurement Plan to Provincial Treasury by 30 June
			<b>Avoid incurring Irregular, Unauthorised, Fruitless and wasteful expenditure</b>	<b>MFV&amp;M 1.2.1/ General Indicator</b>	<b>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</b>	Financial viability in terms of debt coverage	<b>Financial viability in terms of debt coverage</b>	5:01	5:01	
		Financial viability in terms of outstanding service debtors to revenue				<b>Financial viability in terms of outstanding service debtors to revenue</b>	1:01	1:01		
		Financial viability in terms of operating grants (Grant dependency)				<b>Financial viability in terms of operating grants (Grant dependency)</b>	60%	60%		
		Financial viability in terms of cost coverage				<b>Financial viability in terms of cost coverage</b>	3:01	3:01		
				<b>MFV&amp;M 1.2.2</b>	<b>Submit S71 Reports to National Treasury and Council</b>	Frequency of submission	<b>Submit 100% of S71 Monthly Reports to Treasury.</b>	Submit 100% of S71 Monthly Reports to Treasury.	Submit 100% of S71 Monthly Reports to Treasury.	
			<b>MFV&amp;M 1.2.3</b>	No. of reports submitted to Council		<b>Submit 4 finance reports to Council &amp; post on the website annually.</b>	Submit 4 finance reports to Council & post on the website.	Submit 4 finance reports to Council & post on the website annually.		

					<b>MFV&amp;M 1.2.4</b>	<b>Submission of finance Reports to MPAC</b>	No. of reports submitted to MPAC	<b>Submit 4 finance Reports to MPAC annually.</b>	Submit 4 finance Reports to MPAC	Submit 4 finance Reports to MPAC
			<b>Have a realistic budget in place and report regularly on progress</b>		<b>MFV&amp;M 1.3.1</b>	<b>Development and approval of Budget Process Plan</b>	Approval date of Budget Process Plan	<b>Approve Budget Process Plan by 31 of August annually.</b>	Approve Budget Process Plan by 31 of August 2019	Approve Budget Process Plan by 31 of August 2020
					<b>MFV&amp;M 1.3.2</b>	<b>Review Budget Related Policies</b>	Review date of Budget related policies	<b>Review &amp; adopt Budget related Policies by 31 May annually.</b>	Review Budget Policies by 31 May 2020	Review Budget Policies by 31 May 2021
			<b>Implement all the requirements the SCM policy</b>		<b>MFV&amp;M 1.4.1</b>	<b>Review &amp; adoption of SCM Policy</b>	Adoption date of the reviewed SCM policy	<b>Review of SCM policy by 30 June annually.</b>	Reviewed SCM policy adopted by 30 June 2020	Reviewed SCM policy adopted by 30 June 2021
					<b>MFV&amp;M 1.4.2</b>	<b>Hold Regular Bid Committee meetings</b>	No. of Bid meetings to be held	<b>Hold 27 Bid Committee meetings annually: Bid Spec - 9 Bid Eval - 10 Bid Adju - 8 annually.</b>	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
					<b>MFV&amp;M 1.4.3</b>	<b>Timeframe to finalise and award bids</b>	Timeframe to finalise and award bids	<b>Finalise and award tenders within 2 months of closure of tender</b>	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender
					<b>MFV&amp;M 1.4.4</b>	<b>Timeframe to finalise and award of Quotations</b>	Timeframe to finalise and award of Quotations	<b>Finalise and award quotations within 7 days of closing date</b>	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date
					<b>MFV&amp;M 1.4.5</b>	<b>Update Contract Register</b>	Frequency of update	<b>Update Contract Register monthly</b>	Update Contract Register monthly	Update Contract Register monthly

					MFV&M 1.4.6	Submit SCM reports to Council (Deviations)	No. of SCM reports submitted to council	Submit 4 deviation reports to Council annually.	Submit 4 deviations reports to Council	Submit 4 deviations reports to Council
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 by 30 December annually.	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.	Support Adventure Tourism Feasibility annually.	Conduct 1 Research /Feasibility Studies on tourism opportunities	Conduct 1 Research /Feasibility Studies on tourism opportunities
				Promote the development of prioritised groups (HDI's, woman, people living with disabilities)	LED 1.2.1	Facilitate capacity building for prioritised groups	No. of capacity building projects facilitated	Facilitate the implementation of 3 capacity building Projects.	Facilitate the implementation of 3 capacity building Projects	Facilitate the implementation of 3 capacity building Projects
					LED 1.2.2	Support & Promote agrarian reform in uMshwathi	No. of agrarian reform programs supported & promoted	Support 3 Agrarian Reform Projects	Support & promote 3 agrarian reform programs	Support & promote 3 agrarian reform programs
				Poverty alleviation	LED 1.3.1	Support poverty alleviation projects	No. of poverty alleviation projects supported	Support 1 poverty alleviation project by 30 September annually.	Support 1 poverty alleviation project	Support 1 poverty alleviation project
				Promotion of SMMEs and Cooperatives'	LED 1.4.1	Sponsor attendance of SMMEs / cooperatives at exhibitions	No. of exhibitions sponsored	Sponsor attendance of SMMEs/Cooperatives at 1 exhibition	Sponsor attendance at 1 Exhibition	Sponsor attendance at 1 Exhibition

				<b>development</b>	<b>LED 1.4.2</b>	<b>Support commercial/subsistence enterprises with funding for inputs / equipment</b>	No. of enterprises sponsored	<b>Support 6 enterprises with inputs/equipment annually.</b>	Support 6 commercial/subsistence enterprises with funding for inputs/equipment	Support 6 commercial/subsistence enterprises with funding for inputs/equipment
				<b>Increased investment and retention of businesses in uMshwathi</b>	<b>LED 1.5.1</b>	<b>Coordinate Business Breakfast/Lunch</b>	No. of business lunches coordinated	<b>Coordinate and hold 1 Business Meeting by 30 December annually.</b>	Coordinate and hold 1 business Breakfast/Lunch	Coordinate and hold 1 business Breakfast/Lunch
<b>GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>	<b>STRENGTHENED DEMOCRACY</b>	<b>PILLAR 3: GOOD GOVERNANCE</b>	To instil the principles of good governance in all municipal operations and promote effective public participation .	<b>Promote Inter-governmental Relations (IGR) and public participation</b>	<b>GG &amp; PP 1.1.1</b>	<b>Attend IGR and Public Participation meetings</b>	No. of MM's Forum meetings coordinated	<b>Attend 4 District Technical Co-ordinating (MM's) Forum meetings annually.</b>	Attend 4 MM's Forum meetings	Attend 4 MM's Forum meetings
							No. of Social Cluster meetings coordinated and chaired	<b>Coordinate and Chair 4 Social Cluster meetings annually.</b>	Coordinate and Chair 4 Social Cluster meetings	Coordinate and Chair 4 Social Cluster meetings
					<b>GG &amp; PP 1.1.2</b>	<b>Review of Communications strategy</b>	Frequency review of the communication strategy	<b>Reviewed Communications strategy adopted by 28 June annually.</b>	Review Communications Strategy	Review Communications Strategy
					<b>GG &amp; PP 1.1.3</b>	<b>Conduct Customer Satisfaction Survey</b>	Frequency of conducting the customer satisfaction survey	<b>Conduct Customer Satisfaction Survey by 2021.</b>	Nil	Conduct Customer Satisfaction Survey
				<b>GG &amp; PP 1.1.4</b>	<b>Coordination of OPERATIONAL SAKHE</b>	No. of LTT Meetings coordinated	<b>Coordinate 2 LTT Meetings and submit</b>	Coordinate 2 LTT Meetings and submit	Coordinate 2 LTT Meetings and submit	

						ated & reports submitted	<b>reports to structures of council annually.</b>	reports to council	reports to council
						No. of Operation MBO organized with Service Providers	<b>Coordinate 1 Operation MBO annually.</b>	Coordinate 1 Operation MBO	Coordinate 1 Operation MBO
						% of referrals coordinated and followed up	<b>Coordinate and follow up 80% of referrals from War Rooms</b>	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms
					<b>GG &amp; PP 1.1.5</b>	<b>MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)</b>	No. of reports submitted to Centre Managers Forum and Structures of Council	<b>Compile and submit 2 statistics to Centre Managers Forum, EXCO &amp; Council annually.</b>	Compile and submit 2 statistics reports to Centre Managers Forum, EXCO & Council
					<b>GG &amp; PP 1.1.6</b>	<b>Coordinate Budget/IDP Mayoral Imbizo</b>	Date of coordinating of Mayoral IDP/ Budget Izimbizo	<b>Coordinate 1 Mayoral Budget/IDP Imbizo annually.</b>	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2020.
				<b>Ensure institutional integrity</b>	<b>GG &amp; PP 1.2</b>	<b>Ensure the effective functioning of internal audit and risk management unit</b>	Approval date of Internal Audit Plan	<b>Audit Plan approved by 30 September annually.</b>	Internal Audit Plan approved by 31 July 2020
						No. of Internal Audit reports submitted to the Audit Committee	<b>Submit 4 IA report to Audit Committee annually.</b>	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	<b>Coordinate 4 Risk Management &amp; Fraud Prevention committee</b>	Coordinate 4 Risk Management & Fraud Prevention committee meetings	Coordinate 4 Risk Management & Fraud Prevention committee meetings

							gs coordin ated.	<b>meetings annually.</b>		
				<b>Ensure function ality of oversight commit tees</b>	<b>GG &amp; PP 1.3.1</b>	<b>Lend administra tive support to MPAC and Audit Committee</b>	No. of MPAC meetin gs coordin ated	<b>Coordinat e 4 MPAC meetings annually.</b>	Coordinat e 4 MPAC meeting	Coordinat e 4 MPAC meeting
							No. of Audit Commit tee meetin gs coordin ated	<b>Coordinat e 4 Audit Committe e meetings annually.</b>	Coordinat e 4 Audit Committe e meetings	Coordinat e 4 Audit Committe e meetings
				<b>Ensure a function al Ward commit tee structur e</b>	<b>GG &amp; PP 1.4.1</b>	<b>Functional Ward Committe es</b>	No. of meetin gs held per ward per quarter	<b>Coordinat e 56 Ward Committe e Meetings in all 14 wards annually.</b>	Coordinat e 56 Ward Committe e Meetings in all 14 wards	Coordinat e 56 Ward Committe e Meetings in all 14 wards
							% attenda nce of ward commit tee membe rs per ward	<b>70% attendan ce by Ward committe e members annually.</b>	Ensure 70% attendan ce of Ward committe e member	Ensure 70% attendan ce of Ward committe e member
					<b>GG &amp; PP 1.4.2</b>	<b>Coordinat e Combined Ward Committe e meetings</b>	No. of Combin ed Ward Commit tee meetin gs coordin ated	<b>Coordinat e 2 combine d Ward Committe e meetings by 30 June annually.</b>	Coordinat e 2 combine d Ward Committe e meetings by June 2020.	Coordinat e 2 combine d Ward Committe e meetings by June 2021.
<b>CROSS CUTTING ISSUES</b>	<b>SAFE AND SECURE COMM UNITIES</b>	<b>PILLAR 2: BASIC SERVIC E DELIV ERY</b>	To reduc e the proba bility of disast er occur	<b>Promot e aware ness and facilitat e disaster manag ement.</b>	<b>CCI 1.1.1</b>	<b>Conduct disaster awareness campaign s</b>	No. of disaster aware ness campai gns conduc ted	<b>Conduct 5 disaster awarenes s campaign s annually.</b>	Conduct 4 disaster awarenes s campaign s	Conduct 4 disaster awarenes s campaign s

		rence s and take effecti ve action during disast ers; to provid e imme diate respo nse and recov ery.	<b>Establis h integrat ed institutio nal capacit y to enable effectiv e implem entatio n of the disaster risk manag ement legislati on.</b>	<b>CCI 1.2.1</b>	<b>Training of Volunteers and Ward based structures on disaster risk assessment</b>	No. of Volunte ers trained on disaster risk assessm ent	<b>Train 28 volunteer s on disaster risk assessme nt by 30 Dec 2019</b>	Train 28 volunteers on disaster risk assessme nt by 30 Dec 2019	Nil
			<b>Eliminat e or reduce the probabi lity of disaster occurre nces</b>	<b>CCI 1.3.1.</b>	<b>Install Lightning rods resulting in decreased exposure and less vulnerabil ity of houses and buildings to lightning.</b>	No. of ground ed lightnin g rods installed	<b>Install 20 lightning rods</b>	Install 20 lightning rods	Install 20 lightning rods
				<b>CCI 1.3.2</b>	<b>Implement Fire preventati ve measure to manage or eliminate the risks of veld and forests fires</b>	No. of kms of fire belts or firebreak s implem ent	<b>Implemen t 100 kilometre s of fire belts or fire breaks</b>	Implemen t 100 kilometers of fire belts or fire breaks	Implemen t 100 kilometers of fire belts or fire breaks
	<b>INCUL CATIN G AN ENVIR ONME NTAL ETHOS IN THE MUNICI PALITY</b>	<b>To prom ote a sustai nable enviro nment al mana gemen t system, throug h open space mana</b>	<b>Develo ping aware ness for enviro nmental, househ olds and other waste categor ies</b>	<b>CCI 2.1.1</b>	<b>Environ mental education</b>	No. of school environ mental aware ness campai gns conduc ted	<b>Coordinat e 2 school or communit y awarenes s campaig ns annually.</b>	Coordinat e 2 school & communit y awarenes s campaig ns	Coordinat e 2 school & communit y awarenes s campaig ns

			gement (parks, cemeteries); 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	Adoption date of reviewed IDP	Review and adopt IDP by 30 June annually.	Review & adoption of IDP by 30 June 2020.	Review & adoption of IDP by 30 June 2021.	
Ensure development of strategies and programme for economic hubs to address social cohesion and economic viability			CCI 3.2.1	Conducting phase 1 of 3 Land Audit for uMshwathi Municipality	Completion date of land audit.	Conduct & complete phase 1 of Land Audit for the municipality by 30 June 2020.	Conduct & complete phase 1 of Land Audit for the municipality	Nil		
Develop 14 credible Ward Based Plans			CCI 3.3.2	Develop ward based plans for 14 ward	Adoption date of the ward based plans and Submission to COGTA IDP UNIT	Adoption of Draft Ward based plans by 30 September 2019.	Adoption of Draft Ward based plans by 30 September 2019	Nil		



## 11.2 Implementation Plan 3 Year

Table 86: Three Year Implementation Plan

PROJECT NAME	PROJECT DESCRIPTION	TOTAL BUDGET	MEDIUM TERM EXPENDITURE FRAMEWORK		
			2018/2019	2020/2021	2022/2023
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	2020/2021	2022/2023
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

PROJECT NAME	PROJECT DESCRIPTION	TOTAL BUDGET	MEDIUM TERM EXPENDITURE FRAMEWORK		
			2018/2019	2020/2021	2022/2023
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	
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	

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS						FUNDING				RESPONSIBILITY	
	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
	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 Amdliza 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

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS						FUNDING				RESPONSIBILITY		
		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	
	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	R100,000,000	R100,000,000	R100,000,000	R100,000,000	R100,000,000		DoH		X		X	
		Delivery of 16 305 Middle Income Units	All Nodes	R4,891,500,000	R200,000,000	R200,000,000	R200,000,000	R200,000,000	R200,000,000		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					
	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					

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS							FUNDING			RESPONSIBILITY	
	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 G: FINANCIAL PLAN***11. FINANCIAL PLAN*

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*

**11.1 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.

*General:***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.

**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.

## 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*

## 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.

## 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.

## 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.

## 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 as follows:

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

### 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.

### 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.

### 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.

### 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

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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

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- ✓ *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

**Table 87: Financial Strategies**

FINANCIAL STRATEGIES	ACTION REQUIRED
Capital financing strategy	Dedicate one person to the function of raising revenues
	Identify, establish, maintain and update database of all grant funders
	Undertake project feasibility studies and project plans
	Approach prospective funders with IDP and Financial plan for funding
Asset management strategy	Identify and list unutilised & uneconomic assets
	Dispose of unutilised assets
	Improve the use of uneconomic assets
Financial management	Carry out asset counts and asset inspections on a quarterly basis
	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	

FINANCIAL STRATEGIES	ACTION REQUIRED
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
Billing	Appoint attorneys to take the debt collection process one step further
	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

**Table 88: Executive Summary of the Operational Budget**

Executive Summary		Budget	Budget	Budget
Final Budget 2018/2019 - 2019/20		2018/2019	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
	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

Executive Summary		Budget	Budget	Budget
	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>

Table 89: Capital Projects 2018-2021

Capital Projects 2018-2021						
PROJECT	WA RD	2018/2019	2019/2020		2020/21	
ROADS			Project	Amount	Project	Amount
Community Centre	1	1,500,000.00	Tarring of D249	1,970,785.70	Internal Access Roads	2,068,214.28
Shiyabazali Internal Roads	2	3,500,000.00	Completion of New Hanover Sportsfield	1,970,785.70	High Mast Lighting	2,068,214.28
Khamanzi Sportsfield	3	1,000,000.00	Completion of D40	1,970,785.70	Completion of Khamanzi Sportsfield	2,068,214.28
Completion of Efaye Sportsfield	3	1,000,000.00				
Construction of Mthizane Creche	3	1,000,000.00				
Mchunu Access Road	4	1,500,000.00	Mbalenhle Hall	1,970,785.70	Construction of Mkhakhasi Creche	2,068,214.28
Bhamshela Taxi Rank	5	1,000,000.00	Island Sports Field	1,970,785.70	Construction of Edrayini Creche	2,068,214.28
Estezi Creche	6	1,500,000.00	Tarring of Khulanjalo Road	1,970,785.70	Upgrading of Access Roads in Tholeni	2,068,214.28

Cool Air/Dalton Intersection	7	1,200,000.00	Outdoor Gym/Jungle Gym	1,970,785.70	Resealing of Roads	2,068,214.28
Mbeka Access Road	8	2,500,000.00	Upgrading of Nazo & KwaBhisi Roads	1,970,785.70	Construction of Sgqumeni Hall	2,068,214.28
L714 Access Road	9	3,000,000.00	Tarring of Phase 2 Upper Main Road	1,970,785.70	L714 Access Road Phase 2	2,068,214.28
L714 Access Road	10	3,000,000.00	Completion of D708	1,970,785.70	Construction of Kohlophe & Khalathini Creche	2,068,214.28
Disability Skills Centre	11	1,000,000.00	Construction of Childcare Centre	1,970,785.70	Construction of Egazini Creche	2,068,214.28
D1013	12	3,500,000.00	Completion of D1013	1,970,785.70	Tarring of D2205	2,068,214.28
High Mast Lighting	13	600,000.00	Tarring of D1012	1,970,785.70	Construction of Ndlaveleni Creche	2,068,214.28
Green Gate Market Stalls	14	1,500,000.00	Construction of Glenside Creche	1,970,785.70	Construction of Applesbotch Hall	2,068,214.28



## CHAPTER G: ANNUAL OPERATIONAL PLAN

Table 90: Annual Operational Plan

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	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.	RSD 1.1.1	Construction of infrastructure for electricity.	No. of households with electricity infrastructure constructed for 65 households.	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			
					RSD 1.1.2	Install High mast lighting in ward 13	4 high masts installed.	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		
					RSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	84% of beneficiaries claimed free basic electricity.	% 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	List of beneficiaries who claimed free basic service (electricity)		
					RSD 1.2.2	Provide Free Basic Electricity to Indigent Households	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	
				RSD 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./ PROJECT/ PROGRAMME / MEASURABLE	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.	RSD 1.3.1	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)	TECHNICAL SERVICES	
					RSD 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		
					RSD 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		
					RSD 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
				Provide access to sporting facilities.	RSD 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	TECHNICAL SERVICES
					RSD 1.4.2	Completion of sport fields	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	RSD 1.5.1	Construction of gravel roads	2 kms of road was upgraded.	Kilometers of gravel road constructed	Upgrade 2 Kilometers 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	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT	
					<b>RSD 1.5.2</b> 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		
					<b>RSD 1.5.3</b>	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		
					<b>RSD 1.5.4</b>	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		
					<b>RSD 1.5.5</b>	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	
					<b>RSD 1.5.6</b>	Gravel Road maintenance	11kms of gravel road maintained.	Kilometres of gravel road maintained	Maintain 15kms of gravel Road (regravelled/Bladed) 14 Municipal Wards	Maintain 1 Kilometre of gravel road	Maintain 5 Kilometres of gravel road	Maintain 5 Kilometres of gravel road	Maintain 4 Kilometres of gravel road	Progress Reports, Payment certificates & Completion certificates		
				Plan, implement and monitor infrastructure projects.	<b>RSD 1.6.1</b>	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	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF./ PROJECT/ PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT	
				Develop and maintain municipal infrastructure.	RSD 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		
					RSD 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	RSD 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	RSD 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			
					RSD 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	Approve 90% of indigent burial application received	List of applications received and approved	R80 000	COMMUNITY SERVICES
					RSD 1.7.3 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	Submit 1 report on cemeteries maintenance to portfolio committee	Reports & agenda	No financial implication	

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					RSD 1.7.4	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	Request forms & requisitions	R80 000		
					RSD 2.1.1	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	
				Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	RSD 2.1.2	Promote Sport Development	4 sports promotional projects implemented	No. of sport development programmes implemented	Coordinate 8 sports developments 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 indigeno us games and 3. Support the participation to provincial selections	Notice of the event, requisitions and registers	R500 000	
					RSD 2.1.3	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	
					RSD 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	Coordinate 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 )	No target for this quarter	Coordinate 1 programme 1. Coordinate 1 cultural music & dance ( Isicatha miya, amahubo & ingoma)	Notice of the event, requisitions and registers	R500 000	

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				Empowerment of women, children HIV positive, youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	RSD 2.2.1 Addressing Social Ills against Vulnerable Groups	5 programmes for vulnerable groups coordinated.	No. of projects implemented addressing social ill.	Coordinate/ implement 4 projects addressing social ill against vulnerable groups.	Coordinate 2 projects addressing social ill for vulnerable groups ( 1. Commemoration on the Men's Month ) 2. Commemoration of women's month)	Coordinate 2 projects addressing social ill for vulnerable groups (16 Days of Activism Against Gender Based Violence Campaign)	No target for this quarter	Coordinate 1 project addressing social ill for vulnerable groups ( workshop on business skills targeting women)	Notice of the event, requisitions and registers	R200 000	
					RSD 2.2.2 Empowerment of people with disabilities, women and senior citizens	1 senior citizens co-ordinated	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	
					RSD 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.(golde n games Local Selection s)	Notice of the event, requisitions and registers	R150 000	
					RSD 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	
					RSD 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	

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				Coordination of ward based structures, in addressing poverty related issues	RSD 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	R500 000	
			RSD 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	Coordinate 1 LAC Meeting	Agenda & register		
			RSD 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	RSD 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	R100 000		
				RSD 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			
			Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	RSD 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	Conduct 1 joint law enforcement initiatives	Conduct 1 joint law enforcement initiatives	Conduct 1 joint law enforcement initiatives	Conduct 1 joint law enforcement initiatives	Notice of the event, attendance register and report	R100 000	

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			To respond to the service delivery backlogs by, planning, designing, developing and maintain Municipal infrastructure	Provide waste and refuse removal services to the residents of uMshwath	<b>RSD 4.1.1</b> 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, Appelsh Bosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelsh Bosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelsh Bosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelsh Bosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelsh Bosch Hospital	List with location of skips, payments for dumping		
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	Recruit, develop, train and retain competent service delivery workforce	<b>MID&amp;T 1.1.1</b> 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



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			their targets												
					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
					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

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					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	As per salaries budget	
					MID&T 1.1.5	Spent 59% on WSP implementation	The percentage of a municipality's budget actually spent on implementing its workplace skills plan	Spend 90% of 2018/19 WSP.	Spend 22% of the total training vote	Spend 44% of the total training vote	Spend 66% of the total training vote	Spend 90% of the total training vote	Finance Report		
				Implementation of the WSP		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.	Implement 2 training projects (Code 8 & Code 10, Road & Interpret maps & engineering drawings & water reticulation	No target for this quarter	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	R700 000	
						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	Attendances registers		

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					MID&T.1.1.6	Maintenance of both internal & external 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	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 re-affirmed 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	
					MID&T.1.1.9	Development, approval and submission 2019/20 WSP	The 2018/2019 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 acknowledgement letter)	No financial implication	
					MID&T.1.1.10	Coordinate Employee Assistance Programmes	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	Continuation facilitation and engagement regarding Job Evaluation & submit reports to Council	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	

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					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	
			Provide sufficient secretariat, records, security, fleet and facilities management		MID&T 1.2.1	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	4 reports submitted	No. of reports on fleet submitted to portfolio committee	Submit 4 reports on fleet management to portfolio	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	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

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				Implement an effective Performance Management System	MID&T 1.4.1	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			
					MID&T 1.4.2	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 signed 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	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	No financial implication		
					MID&T 1.4.4	4 performance review s/ 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	2016/17 Annual Performance Evaluation of MM and Managers directly accountable to the MM	Date of conducting Annual Performance Evaluations.	Conduct Annual Performance Evaluation for 2018/2019 Financial year by 30 March 2019	No target for this quarter	No target for this quarter	Conduct Annual Performance Evaluation for 2018/2019 Financial year.	No target for this quarter	Notice, registers & minutes			

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					MID&T 1.4.6	Annual report adopted on 27 March 2017	Approval date of 2018/2019 Annual Report	2018/2019 Annual Report approved by 31 March 2019 - MFMA 121(1)	Submit 2018/2019 Draft Annual Report to AG 30 August 2017	No target for this quarter	Table 2018/2019 Annual Report to Council / Adoption of Oversight on Annual Report	No target for this quarter	Annual & Oversight report & resolution		
					MID&T 1.4.7	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	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	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	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	R2.4 m	CORPORATE SERVICES
					MID&T 1.5.5	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		
			Maintain a working environment that is risk free and compliant		MID&T 1.6.1	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	

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				with the OHS Act.	MID&T 1.6.2	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 MFMA and applicable regulations.	Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	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	Attendance Registers	As per WSP budget.	FINANCE
					MFV&M 1.1.2	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		
					MFV&M 1.1.3		No. of arrear accounts 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	No financial implication	
					MFV&M 1.1.4		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 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	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, Unauthorised, 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		Development and approval of Budget Process Plan	Process plan was approved by 31 August 2017	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		Review Budget Related Policies	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



KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT	
					<b>General Indicator</b> 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	<b>MFV&amp;M 1.4.1</b> 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			
					<b>MFV&amp;M 1.4.2</b> 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			
					<b>MFV&amp;M 1.4.3</b> 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	SCM Report			
					<b>MFV&amp;M 1.4.4</b> 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				
					<b>MFV&amp;M 1.4.5</b> 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		
					<b>MFV&amp;M 1.4.6</b> 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		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
					MF&M 1.4.7	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		
LOCAL ECONOMIC DEVELOPMENT	PILLAR 2: BASIC SERVICE DELIVERY	SELF SUSTAINABLE COMMUNITIES	Promote & Support the Local Economy	Promote a thriving & transformed local Tourism Sector	IFD 1.1.1	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	COMMUNITY SERVICES
					IFD 1.1.2	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	
					IFD 1.1.3	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	
				IFD 1.2.1	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		
				IFD 1.2.2	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	Support 1 agrarian reform program - Fence 3 Communal Grazing Lands	Report of the review, Requisition, delivery note	R200 000			

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Poverty alleviation	IFD 1.3.1	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	
					IFD 1.3.2	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	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.	
				Promoting the development of SMMEs and Cooperatives	IFD 1.4.1	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	
					IFD 1.4.2	New Indicator	Coordination 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	
					IFD 1.4.3	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	
					IFD 1.4.4	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		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Increased investment and retention of businesses in uMshwathi	IED 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	
					IED 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	
					IED 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 effective 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)	No. of District Technical coordinating forum (MM's) meetings coordinated	MM to attend 4 District Technical Coordinating (MM's) Forum meetings	Attend 1 District Technical Coordinating (MM's) Forum meetings	Attend 1 District Technical Coordinating (MM's) Forum meetings	Attend 1 District Technical Coordinating (MM's) Forum meetings	Attend 1 District Technical Coordinating (MM's) Forum meetings	Agenda & register		
						3 Social cluster meetings coordinated	No. of Social Cluster meetings coordinated and chaired	MM to coordinate and Chair 4 Social Cluster meetings	Coordinate and Chair 1 Social Cluster meeting	Coordinate and Chair 1 Social Cluster meeting	Coordinate and Chair 1 Social Cluster meeting	Coordinate and Chair 1 Social Cluster meeting	Agenda & register	No financial implication	MM'S OFFICE
					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		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
					GG & PP 1.1.3	Analyse the results of Conduct 2018/2019 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 2018/2019 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	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.	Reports & registers		
					GG & PP 1.1.4	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	No Target for this quarter	Notice of the event, requisitions & registers	No financial implication	
					GG & PP 1.1.4	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	Proof sending referrals		
					GG & PP 1.1.5	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	Reports & agendas		
					GG & PP 1.1.6	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/R review budget of R700 000	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT	
				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	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	Reports & agenda			
					GG & PP 1.2.3	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	Risk profile/ register reviewed	Reviewed Risk profile/r register.		No financial implication	
					GG & PP 1.2.4	3 Risk 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	Agendas & registers			
			Ensure functionality of oversight committees	GG & PP 1.3.1	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			
				GG & PP 1.3.2	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	Agendas & registers			
			Ensure a functional Ward committee structure	GG & PP 1.4.1	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)	Coordinate 14 ward Committee meetings (1 per quarter per ward)	Cogta assessment report	R1.6m		
					Average attendance in all wards is 74%	% attendance by members per ward	70% attendance by Ward committee members	70% attendance by Ward committee member	70% attendance by Ward committee member	70% attendance by Ward committee member	70% attendance by Ward committee member	70% attendance by Ward committee member				

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
					GG & PP 1.4.2	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.	CC11.1	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		
				Establish integrated institutional capacity to enable effective implementation of the disaster risk management legislation.	CC11.2.1	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	Notice of the event and registers	R500 000	COMMUNITY SERVICES
				Eliminate or reduce the probability of disaster occurrences	CC11.3.1	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		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
					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		
					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	Incident reports and requisitions proving support		
	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, households and other waste categories	CC12.1.1 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 provi	Develop and implement a credible IDP	CC13.1.1 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	MM'S OFFICE



KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / PROJECT / PROGRAMME / MEASURABLE	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
			ncial guide lines.	Develop, review and implement Spatial Development Framework	CCI3.2.1	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		
				Development of municipal land use scheme that is compliant with Spatial planning and development Act 2013	CCI3.2.1	New indicator	Adoption date of Land use management scheme	Adoption of Land Use Management Scheme by 30 June 2019	Draft Land use scheme	Public participation for draft Land use scheme	Finalisation of the Land use scheme to include public comments	Land use scheme to be adopted by council	Resolution & LUMS	R200 000 + COGTA grant	

## CHAPTER H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

uMshwathi Municipality has a Council approved O/IPMS Policy Framework and is being implemented. Copies of the O/IPMS are attached as annexure.

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.

### ANNUAL PERFORMANCE OF THE PREVIOUS YEAR 2017/2018

The report covered the period from 1 July 2017 to 30 June 2018 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 reports were due to the PMS office by the 10<sup>th</sup> of July 2018. 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 13<sup>th</sup> July 2018 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 30<sup>th</sup> of July 2018. 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) was submitted to Internal Audit for verification; a Audit Committee for review and to Auditor General

### Strategic Objectives:

- ✓ There are 44 strategies contained within all 6 National KPAs and 135 performance indicators in the Organisational Scorecard.

Annual performance achievement, 121 indicators were fully achieved = 90%; 5 not achieved = 4%; 8 partially achieved = 6%, 1 discontinued = 0.7%; The overall achievement is 96.3%

**Table 91: Annual Performance per KPA**

KPA	No. of Strategies	No. of Indicators	Achieved	Not Achieved	Partially Achieved	Discontinued during mid-year
Basic Service Delivery	16	42	39	2	1	0
Municipal Institutional Development & Transformation	8	35	35	0	0	0
Local Economic Development	6	12	10	1	1	0
Municipal Financial Viability & Management	4	19	14	2	2	1
Good Governance & Public Participation	4	18	15	0	3	0
Cross Cutting Issues	6	9	8	0	1	0
<b>TOTAL</b>	<b>44</b>	<b>135</b>	<b>121</b>	<b>5</b>	<b>8</b>	<b>1</b>
<b>% Achievement</b>			<b>89.6%</b>	<b>3.7%</b>	<b>6%</b>	<b>0.7%</b>
<b>Overall achievement</b>			<b>96.3%</b>			

The 2017/18 Annual Performance Evaluation was conducted on the 25<sup>th</sup> of April 2019 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 qualified for performance bonuses and Council approved the payments.

### HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

The municipality has an approved O/PMS policy framework that was adopted by council and a copy of the policy is attached as an annexure. 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:****Table 92: Performance Management Cycle**

<i>Performance Management cycle</i>	<i>Explanation</i>	<i>Role Players</i>
IDP review	During the IDP process the vision, mission and strategic goals of the municipality are formulated or reviewed. This is followed by the identification of key performance areas (KPA's), development of objectives and key performance indicators (KPI's). During this process also the KPA's, objectives and KPI's are revisited and prioritized.	MM; Municipal Council
Annual Budget Preparation	After the IDP has been adopted, funds are provided to realize the specific goals set out in the IDP. This entails the preparation of the Budget. The municipal budget cycle specifies the finances available for the different development initiatives for a financial year.	MM; Municipal Council
Development of high-level scorecard for the municipality, linked to the mission and IDP objectives	Agree on the measures to be used and link/ align these with to the IDP priority areas and objectives. The scorecard sets out the detailed planning with complete sets of measure KPA's, development objectives, KPI's, performance targets, target dates and who is responsible for it. In the allocation of resources, detailed information on the cost of resources has to be provided and the standard or quality to which they must perform.	MM: Heads of departments; Municipal Council
Implementation of plans	During implementation phase the action steps related to the various projects are carried out and progress is tracked. As the projects are implemented, the municipality will have to determine whether the projects are proceeding as schedule, within the budget, quality and other specifications.	MM: Heads of departments;
Performance 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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### 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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### 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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### 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.

## Back To Basics (B2B) Programme

Umshwathi Municipality's OPMS (Organisational Scorecards) is aligned to the B2B Pillars. The B2B Progress Report for Quarter-3-(three) 2018/2019 is attached as annexure. Performance indicators are included and fully explain how the Scorecard and Departmental SDBIP's are measured.