

KZ21

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UMUZIWABANTU  
2021/2022  
INTERGRATED  
DEVELOPMENT PLAN  
REVIEW



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## **MAYOR'S FOREWORD**

This 4<sup>th</sup> Generation IDP is developed in accordance with the legislative requirements of the Municipal Systems Act No. 32 of 2000, through an interactive process that involved respective stakeholders. The process was defined by a process plan that was duly adopted by the Municipal Council. The process involved public consultation meetings, technical management meeting and meetings of stakeholders in the form of IDP representative forum. The Municipal IDP Review process flow is attached as an annexure.

The Integrated Development Plan as a strategic plan for the municipal area provides us with the opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, para-statal, organized business and organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs) in order to craft a strategy and set the tone for a meaningful development agenda and participatory governance.

It is a super plan that gives an overall framework for development and aims to coordinate the work of local and other spheres of government in a coherent plan in order to improve the quality of life for all people living in our area.

The Integrated Development Plan takes into account the current existing conditions, challenges and available resources for development. It sets a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

The IDP is a crucial document for the municipality as it helps the municipality to focus on the most important needs of the local communities taking into account the resources available at local level. It identifies areas which are most impoverished and prioritizes where municipal funds should be spent, it helps attract investors, it strengthens democracy through active participation of all stakeholders and it helps promote coordination between Local, Provincial and National Government.

I wish to convey my sincere appreciation to all the residents, businesses, and community organisations, Youth, Women, Non-Government Organisations and

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Government Departments who actively participated in the development of this document.

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Cllr D Nciki

Mayor: Umuziwabantu Municipality

## **SECTION A: EXECUTIVE SUMMARY**

The name Umuziwabantu is an isiZulu name meaning “the people's home”. This name is apparently derived from the fact that the local Amakhosi used to meet to discuss matters concerning their tribes and this strengthened the relationship between these groups. This advocated a situation where problems emanating from differences would be solved amicably through negotiations (Urban Econ, 2008).

This IDP document is the Municipality’s principal strategic planning document which ensures co-ordination of the government’s development agenda among its three spheres. It forms the inclusion of a revised Spatial Development Framework (SDF) as well as alignment with a number of Local Government policies and plans. Integrated Development Planning is a continuous process whereby municipalities prepare their five year Strategic Development Plans, which coincide with the term of Council.

### **A.1 OVERVIEW OF THE UMUZIWABANTU MUNICIPAL AREA**

The Umuziwabantu Municipality is a local municipality located in southern KwaZulu-Natal. It is one of four local municipalities located within the UGU District.

The municipality is bordered by:

- Ray Nkonyeni Municipality to the North East (UGu District, KZN)
- Umzumbe Municipality North East (UGu District, KZN)
- Umzimkhulu Municipality to the North (Harry Gwala District, KZN)
- Greater Kokstad North West (Harry Gwala District, KZN)
- Mbizana to the South (Alfred Nzo District, Eastern Cape)

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Umuziwabantu Municipality can be defined by the characteristics depicted on the table below:

**Table 1: Umuziwabantu Overview (Stats SA 2016)**

<b>PHYSICAL</b>	<b>Total Area:</b>	<b>1089.47km<sup>2</sup></b>		
	<b>Altitude Range</b>	169m to 2 266m above sea level		
	<b>Urban/ Rural Split</b>			
	Urban: 10.2 %	Tribal/ Traditional: 87.2 %		Farm: 2.6 %
<b>POPULATION*</b>	<b>Total Population:</b>	108 576	<b>Population Density:</b>	90 people/km <sup>2</sup>
	<b>Languages</b>			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%
<b>ECONOMIC</b>	<b>GDP</b>	R1,166 m	<b>Unemployment</b>	33%
<b>ADMIN-ISTRATION</b>	<b>Municipal Code</b>	KZ214		
	<b>Municipal Wards</b>	10 wards	<b>Number of Traditional Councils</b>	6
<b>RESOURCES</b>	<b>Primary Schools</b>	41	<b>Secondary Schools</b>	16
	<b>Hospitals</b>	1	<b>Clinics</b>	11
	<b>Police Stations</b>	2	<b>Mobile Clinics</b>	45
<b>HOUSEHOLDS</b>	<b>Total Households</b>	21 172		
	<b>Electrified</b>	85.5 %	<b>Electricity Backlog</b>	14.5 %
<b>ROADS</b>	<b>Local Access Roads</b>	27.457 km	<b>District Roads</b>	283. 664 km
	<b>Provincial Roads</b>	101.635 km	<b>National Roads</b>	51.91 km

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This map displays the uMuziwabantu area, highlighted in red, within the KwaZulu-Natal province of South Africa. The map shows the following district municipalities: iLembe District Municipality, Umgungundlovu District Municipality, Sisonke District Municipality, Ugu District Municipality, Alfred Nzo District Municipality, and O.R. Tambo District Municipality. Key roads include the N3, N2, R103, R613, R612, R56, R61, and R29. Towns and locations marked include Pietermaritzburg, Camperdown, Cato Ridge, Bothas Hill, Klood, Mpumalanga, Pinetown, Chatsworth, Isipingo, Amanzimtoti, Umzimkulu, Ikopo, Harding, Bizana, Holy Cross, Lusikisiki, Port Shepstone, Margate, Southbroom, Port Edward, Elysium, and Scottburgh. The map also shows the coastline and the Indian Ocean.

**Legend**

- uMuziwabantu
- District Municipalities
- National Road
- Main Road

**Inset Map:** Shows the location of the study area within the KwaZulu-Natal province, bordered by North West, Free State, Northern Cape, Eastern Cape, and Western Cape.

## **A.2 MUNICIPAL VISION AND MISSION STATEMENT**

The IDP is developed in accordance with the legislative requirements of the Municipal Systems Act 32 of 2000, through an interactive process that involved respective stakeholders. The process was defined by a process plan that was duly adopted by the municipality. The process involved IDP-budget road shows, technical management meeting and meetings of stakeholders in the form of IDP representative forum. The Municipal IDP Review process flow is attached as an annexure.

The ultimate product was then taken through the approval process of the municipality and subsequently adopted by the Municipal Council. The approved developmental vision for the municipality therefore is:

**Vision:**

**To be a preferred investment destination with superior, sustainable and people centred service delivery.**

The municipality therefore seeks to achieve this vision, through the following mission:

**Mission Statement:**

**To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.**

### **A.3 DEVELOPMENT CHALLENGES**

The drive to eliminate poverty and reduce inequality in the municipality is impeded by a range of development challenges. In the main these challenges can be summarised as follows:

- The high unemployment rate and low economic growth.
- Backlogs and slow development in terms of housing due to unfavourable weather conditions are some of the key challenges faced by the Municipality.
- The need to speed up service delivery more especially in the rural areas.
- There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).
- Natural disasters occur frequently and this is a huge setback to the Municipality as large sums of money have to be used in repairing both the infrastructure and homes.
- HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs and high teenage pregnancy rate.
- The use of vans as means of transport is still common within the municipality.
- There is currently one taxi rank which has become too congested to accommodate all vehicles.
- Poor management of Street Trading and business licensing.
- Poor management of business licensing.
- Erection of illegal structures by street vendors.
- High levels of crime
- Road Infrastructure Degradation within the CBD and Harding Town
- Increase in debt position
- Poor law enforcement and traffic management
- Inadequate burial space
- High rate of vandalism of community facilities
- Poor road infrastructure
- Low water capacity and tarnished water infrastructure.

#### **A.4 ADDRESSING THE KEY CHALLENGES**

The Municipality undertook a Strategic Planning Session from the 1<sup>st</sup> to the 3<sup>rd</sup> of February 2017. The session was facilitated by the Department of Co-Operative governance and Traditional Affairs (KZN) in attendance from the municipality were the Municipal Executive Committee, Councillors, the Municipal Manager, Heads of Departments and Managers. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues / challenges.

These key priority challenges were sifted into categories of the six (6) KZN KPAs. The following table summarizes these key challenges and what the municipality resolved to do in order to address them.

In addressing the challenges highlighted above the municipality has agreed on a set of objectives and strategies to address these; they are listed in a summary form below.

Challenges	Objectives	Strategies
<b>Basic Service Delivery</b>		
High demand of low cost housing.	Eliminate existing housing backlogs.	Ensure provision of low cost housing
Road infrastructure degradation within the CBD and surrounding Harding areas	Improve expand and maintain existing infrastructure.	Ensure construction and upgrade of roads infrastructure.
The use of vans as means of transport is still common within the municipality and congested 'Van rank.' There is currently one taxi rank which has become too congested to accommodate all vehicles	Encourage Private sector participation in municipal development affairs. Budget must be bias on infrastructure development and maintenance.	Introduce private sector participation framework to forge sustainable partnerships. Upgrade of existing infrastructure to accommodate the changing conditions.

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Inadequate burial site.	Ensure establishment of cemeteries and crematoria	Secure appropriate Land for establishment of a cemetery.
High rate of vandalism of community facilities	Improve, expand and maintain existing infrastructure	Review and implement the infrastructure maintenance and rehabilitation plan.
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Local Economic Development</b>		
High unemployment rate and low economic growth.	To create a participative and enabling environment in economic activities.	Capacitating and training of SMME's and Cooperatives
High unemployment rate and low economic growth	To create a participative and enabling environment in economic activities.	Provision of support to Cooperatives
Poor management of Street Trading and business licensing	Regulate informal trading economy in a productive and efficient way.	Ensure Development and implementation of an Informal Economy Policy.
Erection of illegal structures by street vendors	To improve the economic environment through infrastructure Development and provision of institutional support to private sector initiatives.	Ensure provision of infrastructure for informal trading.
There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).	To promote sustainable economic activities in the municipal area.	<ul style="list-style-type: none"> <li>▪ Enterprise development.</li> <li>▪ Investment promotion.</li> <li>▪ Formalise the Informal economy</li> <li>▪ Provision of infrastructure for informal trading.</li> </ul>
HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs.	To enhance fight against the spread of HIV/AIDS pandemic and other diseases	<ul style="list-style-type: none"> <li>▪ Provision of quality health care.</li> <li>▪ Outreach programs on health care issues, in partnership with the Department of health.</li> </ul>
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>

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<b>Municipal Financial Viability and Management</b>		
Own revenue enhancement	To improve debt collection	Implementation of credit control and collection policy
Grant dependency	Reduce dependency of grants	Increase revenue base
People not paying rates due to lack of services delivery	To ensure enhancement of revenue	Leadership needs to lobby for funding for improved service delivery
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Good Governance and Public Participation</b>		
Poor law enforcement for transgressors.	Regulate and manage law enforcement within the Harding town area.	To ensure publicizing and enforcement of municipal bylaws.
Insufficient communication resources	Ensure maximum citizen participation and transparency	Ensure proper utilisation of available resources.
Poor monitoring of ward committee meetings	To encourage the involvement of communities and community organisations in the matters of local government	Establishment of a fully fledged and functional public participation unit to provide oversight of ward committee functionality.
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Cross Cutting Issues</b>		
Frequent occurrence of Natural disasters. I.e. Hail storms	To vigilantly plan and manage unforeseen natural disasters.	Review and Implement the Disaster management plan.
Lack of institutional capacity in Disaster management and fire services.	To ensure a fully capacitated Disaster management and fire services staff compliment.	Establishment of a Disaster management and fire services unit within the organisational structure
Illegal buildings (permanent and Semi-permanent structures) within the CBD area.	To ensure compliance with municipal bylaws	Hosting of awareness programs to educate communities on bylaws
Private owned land within the CBD Area	Unlock land with development potential in the CBD area.	Begin negotiation processes with Land owners

No readily available maps data	To ensure the Municipality has access to a mapped data system	To have fully capacitated GIS personnel.
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## **A.4 PERFORMANCE MEASUREMENT**

The Municipality has in place a performance management policy which guides the organizations Performance management systems. On a quarterly basis the municipality conducts performance reviews, to review progress made in terms of achieving set targets and to dissect challenges faced which prevent the achievement of set targets and to come up with mechanisms to work through such challenges.

Performance Management is coordinated in the office of the Municipal Manager under the Strategic Planning unit. Once quarterly reports have been reviewed by the Executive Committee, the reports are then submitted to the internal audit unit for audit purposes.

The Performance Management Systems Policy is attached as an annexure.

## **SECTION B: PLANNING AND DEVELOPMENTAL PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES.**

### **B.1.1 LEGESLATIVE BACKGROUND TO THE IDP**

The principles and aspirations of the IDP are embedded on the legislative framework that provides both an ideological and systematic guide in the compilation of the document. This chapter gives a synopsis of the key legislative ad policy imperatives.

- **Constitution of the Republic of South Africa Act 108 of 1996.**

The Constitution of the Republic of Southern Africa sets the objectives of local government as:

- To provide a democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote socio and economic development.

- To promote a safe and healthy environment.
- To encourage the involvement of communities.

▪ **Local Government: Municipal Systems Act 32 of 2000.**

In terms of the Municipal Systems Act, all municipalities in South Africa must prepare Integrated Development Plans (IDP) for their area of jurisdiction. This act defines the IDP as “a single inclusive and strategic plan for the development of the municipality which”:

- Links, integrates and co-ordinates a municipality’s sector specific plans.
- Aligns the resources and capacity of the municipality to the overall Development objectives of the municipality.
- Forms the policy framework on which annual budgets rest and is compatible with the national and provincial development plans.

Chapter 5 Section 26 provides the scope of what needs to be contained in the IDP; amongst which is the Spatial Development Framework (Spatial Vision) and Disaster Management Plan.

▪ **Municipal Finance Management Act 56 of 2003.**

This Act makes provision for alignment between the IDP and the municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget are aligned.

▪ **Local Government: Municipal Planning and Performance Management Regulations (2001).**

These regulations in line with the Municipal Systems Act make provision for the inclusion in the IDP of the following:

- Institutional framework for the implementation of the IDP.
- Investment and development initiatives in the municipality.
- Key performance indicators and other important statistical information.
- A financial plan and
- A Spatial development framework.

### **B.1.2 SPLUMA PRINCIPLES**

#### **The Spatial Planning and Land Use Management Act, 2013**

General principles for development were initially established through the DFA. These stipulated that policies, laws and practise should provide for urban and rural development, facilitate development, discourage illegal occupation of land, and promote efficient and integrated development. These principles include matters related to sustainable land development, optimal resource usage, the prevention of urban sprawl, the densification of urban areas and the promotion of land use diversity. Furthermore, SPLUMA more specifically establishes a set of core principles that apply to spatial planning, land development and land use management. The core principles supported by sub-principles relevant to the preparation of an SDF are outlined in the figure below:

<b>SPLUMA PRINCIPLES</b>	<b>APPLICABILITY TO UMUZIWABANTU</b>
1.Spatial justice	The municipality seeks to address the past spatial imbalances though: <ul style="list-style-type: none"><li>• Improved access to and use of land e.g. land tenure, identification of agricultural potential land available;</li><li>• Umuziwabantu SDF (annexure) and other policies/ by laws</li><li>• Land use scheme – Umuziwabantu is on a process of finalising its wall-to-wall scheme which covers the entire areas of the municipality.</li></ul>
2.Spatial sustainability	Spatial planning must promote sustainable in all

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	facets. It's imperative we use our infrastructure and services efficiently and try reducing sprawl. Our SDF has identified agricultural priority areas (fig 10-2), protected areas, future conservations and also urban edge (refer to fig. 9-8, consolidated SDF Map).
3.Efficiency	As the municipality we strive for the optimal use of existing resources and infrastructure. Ensure that our budgets work effectively towards service delivery and we are currently improving the response time in terms of development applications.
4.Spatial Resilience	Spatial planning must provision for adapting and flexibility to enable to respond to socio-economic, political and environmental shocks. Umuziwabantu's spatial plans like precinct plans, nodal plans, policies and land use management system must be flexible to ensure our communities are not impacted by shocks.
5.Good administration	Alignment and integrated approach to land use and land development is critical to the municipality, thus the review of the land use management. The municipality is also currently in the process of drafting SPLUMA by-laws to ensure the implementation of SPLUMA takes place.

### **B.1. 3 BREAKING NEW GROUND – HUMAN SETTLEMENTS**

Governments "Breaking New Ground" policy, involving a Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) provides the basis for a shift in focus away from housing delivery as the provision of basic shelter, towards the role of housing in promoting the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. The following are fundamental tenets and underlying principles of this new approach:

- Progressive informal settlement eradication.

- Promoting densification and integration in urban centres.
- Enhancing spatial planning in both urban and rural contexts.
- Enhancing the quality and location of new housing projects.
- Supporting urban renewal programmes.
- Developing social and economic infrastructure.

***Applicability to Umuziwabantu:*** To this end the municipality has planned low cost housing development in both rural and urban areas. These developments are meant to address housing backlogs as well as provide a basket of municipal services like water, electricity and sanitation. The identified projects are listed in the implementation plan.

#### **B.1.4 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME PRINCIPLES**

This Comprehensive Rural Development Programme (CRDP) seeks to create vibrant, equitable and sustainable rural communities through a three-pronged strategy based on:

- A co-ordinated and integrated broad-based agrarian transformation.
- Strategically increasing rural development.
- An improved land reform programme.

***Applicability to Umuziwabantu:*** The municipality is currently assisting with the development of agricultural cooperatives in response to the need to promote economic development in rural areas; agriculture being one of the key economic drivers in the municipality.

#### **B.1.5 MILLENNIUM DEVELOPMENT GOALS**

The eight Millennium development goals form a blue print agreed to by all the world's countries and all the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest. The 8 MDGs are:

- Reduction of extreme poverty and Hunger
- Achieve Universal Primary Education

- Promote Women empowerment and gender equality
- Child Mortality Rate Reduction
- Improve maternal health
- Combat spread of diseases (HIV/AIDS and Malaria)
- Ensure environmental sustainability
- Global partnerships for development.

In response to the MDGS, the South African government has customised some MDGS and the prominent MDGS that relate to local government are in the sector of Water and Sanitation. The United Nations is working with Governments, civil society and other partners to build on the momentum generated by the Millennium Development Goals and carry on with an ambitious post 2015 development agenda.

***Applicability to Umuziwabantu Municipality:*** The UGu District has made a considerable effort to provide water and decent sanitation services to the community of Umuziwabantu. To this end the current access level stands at 66% within the district as a whole. Though the municipality has not reached the 100% universal access as per the national targets in this regard, the coverage made thus far has improved the lives of the people of Umuziwabantu a great deal.

Furthermore, in line with the MDG goal of combating spread of diseases (HIV/AIDS), the municipality has partnering with the Department of health and the UGu district municipality in a range of outreach programs which seek to raise awareness on the importance of living healthy responsible lives. Amongst such programs are male medical circumcision awareness and the provision of mobile clinics for such, distribution of condoms and outreach in schools.

#### **B.1.6 NATIONAL DEVELOPMENT PLAN**

The recently established National Planning Commission (NPC) has developed the NDP vision for 2030 for South Africa. A *Diagnostic Report* was released in June 2011 and sets out South Africa's achievements and shortcomings since 1994. The central challenges identified are:

- ✓ Too few people work;
- ✓ The standard of education for most black learners is of poor quality;

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- ✓ Infrastructure is poorly located, under-maintained and insufficient to foster higher growth;
- ✓ Spatial patterns exclude the poor from the fruits of development;
- ✓ The economy is overly and unsustainably resource intensive;
- ✓ A widespread disease burden is compounded by a failing public health system;
- ✓ Public services are uneven and often of poor quality;
- ✓ Corruption is widespread;
- ✓ South Africa remains a divided society.

The commission believes that of these elements, two are of critical importance – too few people work and the standard of education available to the majority is poor.

In reaction to these fundamental challenges, the NDP 2030 Vision spells out the key development areas, which require focus. These are:

- ✓ Creating jobs and livelihoods;
- ✓ Expanding infrastructure;
- ✓ Transition to a low-carbon economy;
- ✓ Transform urban and rural spaces;
- ✓ Improving education and training;
- ✓ Providing quality health care;
- ✓ Building a capable state;
- ✓ Fighting corruption and enhancing accountability;
- ✓ Transforming society and uniting the nation.

#### **B.1.7 NDP\_PGDP\_UGU DGDP\_UMUZIWABANTU IDP ALIGNMENT**

One of the critical IDP credibility criteria is harmonisation across all spheres of government. The table below demonstrates how this IDP aligns to the NDP, PGDP and UGU DGDP. The table only captures high level strategic drivers, and the detail of the actual interventions and applicability to Umuziwabantu IDP Objectives.

<b>National Development Plan</b>	<b>KZN PGDP Goals</b>	<b>UGu GDP drivers of change</b>	<b>Sustainable Development Goals</b>	<b>MTSF priorities</b>	<b>BACK TO BASICS APPROACH</b>	<b>Umuziabantu IDP Objectives</b>
Job creation	Job creation (Inclusive economic Growth)	Strategic sector engagements	Decent work and Economic Growth	Radical economic transformation, rapid economic growth and job creation.	Service Delivery	Create an enabling environment for economic development
Expanding Infrastructure	Strategic Infrastructure	Strategic Infrastructure investment	Industry, Innovation and Infrastructure	Ensuring access to adequate human settlements and quality basic services.	Service Delivery Sound Financial Management	Improve expand and maintain existing infrastructure
Provision of quality health care	Human and Community Development	Safety and empowerment of Communities	Sustainable cities and communities	Ensuring quality health care and social security for all cities.	Good Governance	Facilitate access to basic service delivery
Transformation of rural and Urban spaces	Spatial equity	Strategic Infrastructure investment	Life on Land	Rural development, land and agrarian reform and food security.	Service Delivery	Improve, expand and maintain existing infrastructure
Improving education and training	Skills alignment to economic growth	Education and skills development	Quality education	Improving the quality of and expanding access to education and training	Building capable local government institutions	Create an enabling environment for economic development
Building a capable state	Human Resource Development	Institutional development	Peace, Justice and strong Institutions	Fighting corruption and crime	Building capable local government institutions	Plan towards development of human capital



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Absolute reductions in the total volume of waste disposed to landfill each year	Environmental sustainability	Environmental sustainability	Responsible consumption and production	Contributing to a better Africa and a better world.	Service Delivery	To create sustainable and socially cohesive communities
Fighting corruption and enhancing accountability	Good Governance and policy	Environmental sustainability	Peace, Justice and strong Institutions	Fighting corruption and crime	Good governance	Plan towards development of human capital
Transforming society and uniting the Nation.		Public Participation	Sustainable cities and communities	Social cohesion and national building	Putting people first	Maximize citizen participation

### B.1.8 MUNICIPAL COMMITMENT TO THE 14 MTSF OUTCOMES

The response to the 14 MTSF outcomes is encapsulated in all the 6 KPAS of the IDP. In the main the municipality work in collaboration with sector departments and State Owned enterprises in ensuring an appropriate response to the development issues highlighted in the IDP. Section 1.5 above demonstrates how this is achieved through the various strategies that responds to the goals of the PGDP which is the implementation tool used by the province to respond to the MTSF outcomes. Below is the highlight of outcome 9 which directly relate to the local government sphere.

#### OUTCOME9

For municipality to achieve its vision it must conduct its business in a manner that is: “Responsive, accountable, effective and efficient local government system”, this approach links outcome 9 with the identified seven outputs.

Output 1: Implement a differentiated approach to municipal financing, planning and Support

Output 2: Improving Access to Basic Services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcomes

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

Output 7: Single Window of Coordination.

***Applicability to Umuziwabantu:*** The development of the IDP in a collaborative manner is the basic step that the municipality has taken in ensuring that all the developmental issues are dealt with. The municipality is working in close liaison and collaboration with various sector departments and UGu district to ensure efficient delivery of services. Consultation with communities is done on a regular basis through the IDP-budget road shows and ward committee meetings. These engagements assist the municipalities to remain accountable to its communities.

### B.1.9 STATE OF THE NATION (SONA) 2020

The State of the Nation Address (SONA) tabled by his excellency the president of the Republic of South Africa Cyril Ramaphosa made commitment government to expand the District Development Model to 23 New Districts, drawing on lessons from the three Pilot Districts.

The model aims to address the challenge of government working in silos, resulting in a lack of coherent planning and implementation, which has made monitoring and oversight of government's programme difficult.

#### **B.1.10 BACK TO BASICS POLICY**

This policy identified the following key performance areas that each local municipality should gear towards achieving:

1. Putting People First,
2. Service Delivery,
3. Good Governance,
4. Sound Financial Management, &
5. Building Capable Local Government Institutions

#### **B.1.11 PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) / KZN GDS**

The Provincial Growth and Development Strategy (PGDS) is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and

agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand, it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

## **B.2. GOVERNMENT POLICIES AND HOW THEY ARE APPLIED BY UMUZIWABANTU MUNICIPALITY**

<b>GOVERNMENT POLICY</b>	<b>APPLICATION BY THE MUNICIPALITY</b>
<b>Millennium Goals</b>	<ul style="list-style-type: none"><li>▪ The municipality has initiated agricultural projects and food for waste programmes that are aimed at eliminating poverty</li></ul>
<b>NDP</b>	<ul style="list-style-type: none"><li>▪ Umuziwabantu has adopted its LED Strategy on the 26<sup>th</sup> June 2019 by Council. This Strategy will initiate projects and programmes that will promote economic growth and development. Infrastructure Master Plan is geared towards providing economic support infrastructure that will facilitate smooth transport of goods and services. Infrastructure projects in the plan are to foster steady growth to the municipality economy.</li></ul>
<b>14 National Outcomes (Outcome 9)</b>	<ul style="list-style-type: none"><li>▪ Municipality has adopted the IDP planning processes and that has been the guiding tool throughout the process;</li><li>▪ Umuziwabantu has implemented a number of community work programmes including amongst others war rooms in all 10 ward, Youth, HIV/AIDS programmes, etc.;</li><li>▪ Umuziwabantu ensures that Ward Committees are representatives and are fully involved in community consultation process around the IDP, budget and other strategic service delivery issues;</li><li>▪ Umuziwabantu ensures that the issues raised by the</li></ul>

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	Auditor General are addressed accordingly and strives to ensure that it receives clean audit.
<b>SPLUMA</b>	<ul style="list-style-type: none"> <li>The Municipality is in the process of finalizing its wall to wall scheme that promote social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development;</li> </ul>
<b>Back to Basics</b>	<ul style="list-style-type: none"> <li>The Municipality has put in place interventional measures that address the basic service backlogs, development communication strategy that guide on how to engage and promote good governance &amp; public participation. Plans are also in place to assist municipality improve its financial management and institutional capacity.</li> </ul>
<b>KZN Priorities</b>	<ul style="list-style-type: none"> <li>Umuziwabantu ensure that all the 7 KZN Priorities are considered in each development. This means that are implemented within the 7 provincial priorities and this is evidence with the project lists provided in the IDP.</li> </ul>
<b>State of the Province Address (SOPA)</b>	<ul style="list-style-type: none"> <li>Infrastructure, agriculture and social projects that are in the process of implementation or are already under implementation are all in one way or other addressing the challenges or goals of the State of the Province Address.</li> </ul>
<b>KZN PGDS &amp; PGDP</b>	<ul style="list-style-type: none"> <li>Infrastructure, agriculture and social projects that are in the process of implementation or are all in one way or other addressing the challenges or goals of the states of the Provincial Growth &amp; Development Strategy.</li> </ul>

## SECTION C: SITUATIONAL ANALYSIS

In line with the strategic planning principles, the IDP as a strategic document of the municipality needs to first present an analysis of the status quo. This analysis will then determine what objectives and strategies the municipalities needs to put in place in order to address development challenges. This section therefore will start with outlining a summary of MEC comments, and then give a comprehensive analysis of the community challenges in line with the KPA categorisation. Each KPA analysis will conclude by highlighting merging issues by way of a SWOT analysis.

### C.1 SUMMARY OF MEC COMMENTS ON THE 2019/2020 IDP

KPA	MEC COMMENTS
Municipal Transformation and Institutional	The IDP should indicate how the HR Policies are being implanted and their adoption status.
	Expedite the adoption of the Human Resource Strategy and the Human Resources Plan as the status has been the same for the past two years.
Local Economic Development	The municipality is advised to review and adopt an LED strategy aligned to PDGS- DGDP Vision 2035.
	The Municipality is requested to pronounce on the total contribution to the Provincial and District targets such as: <ol style="list-style-type: none"> <li>1. Total number of jobs to be created on sectors of economy</li> <li>2. Early Childhood Development</li> <li>3. Skills Development aligned to key economic sectors</li> </ol>
	The municipality is encouraged to implement Informal Economy Policy. The Municipality is further required to develop and adopt the policy that will guide the operation of street vendors.
	The municipality is encouraged develop and adopt an Investment/ Retention Policy.
	The Municipality is also advised to finalise and adopt the EPWP 3 policy to be implemented in the IDP
	The municipality is requested to table and implement programmes empowering local tourism players and improving SMMEs/ Cooperatives in the key sector.

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	The municipality is urged to initiate processes aimed at red tape reduction to enable inclusive economic growth.
<b>Basic Service Delivery</b>	Utilise a Map to depict backlogs and progress made of managing the solid waste backlogs.
	Include a map in the IDP that reflects Municipal Roads
	Develop and indicate the status of the Operations and Maintenance Plan for Transport Infrastructure, Community Facilities Infrastructure
	Develop and implement the Integrated Waste Management Plan (IWMP)
	Develop a Local Integrated Transport Plan (LITP) as required by the National Land Transport Act 5 of 2009 and liase with the Provincial Department of Transport for necessary guidelines in this regard
	List planned housing projects and the spatial representation of existing and planned housing projects should be included in the next Reviewed IDP.
<b>Financial Viability and Management</b>	Include a comprehensive display on the capital funding and expenditure
	Develop and adopt a revenue enhancement strategy
	On revenue protection the municipality please provide information on three year outstanding debt per category and policy decisions taken when dealing with debt
	Indicate whether the SCM policy makes provision for provision for people with disabilities
	Indicate the alignment of the procurement plan with the SDBIP to ensure projects are executed in accordance with the expectation created.
	Indicate the capability of the municipality of the Municipality on borrowing and loans. Further provide the Municipality's Grant Dependency
	Provide Auditor Generals audit opinion in the previous financial year and provide sound financial strategies in the financial plan
<b>CROSS CUTTING GOOD GOVERNANCE AND PUBLIC INTERVENTIONS</b>	The is encouraged to develop the Batho Pele Policy, Service Delivery Charter/Standards, and the Service Delivery Improvement Plan
	Report on the status, functionality and membership of the Risk management functionality of the Internal Audit Committee are not reported on.
<b>CROSS CUTTING GOOD GOVERNANCE AND PUBLIC INTERVENTIONS</b>	The Municipality is encouraged to contribute to the review of the District Rural Development Plan which is being undertaken this year.
	Further work is required in the improvement of the Municipal Capital Investment Framework to align with legislative requirements.

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	<p>The Municipal SDF take cognisance to:</p> <ol style="list-style-type: none"><li>1. A longer spatial Development vision, which indicates a desired spatial growth and development patterns for the next 10-20 years.</li><li>2. Include population growth estimate for the next five years which need to be depicted spatially</li><li>3. Provide estimates of economic activity and employment trends and locations in the municipal areas for the next 5 years</li><li>4. Identify, quantity and provide locational requirements of the engineering infrastructure and services provision for existing and future development needs for the next 5 years</li><li>5. A capital investment framework for the municipality's development programmes, depicted spatially, and in support of the District the Department together with MISA are assisting to integrate population, infrastructure and budget elements which you might want to be part of</li><li>6. To provide the spatial expression of the coordination, alignment and integration of sectoral policies of all municipal departments</li></ol>
	<p>The Municipal SDF is requested to include estimates of economic activity and employment trends and locations over a 5 year period.</p>
	<p>The Municipality is urged to follow the guidelines for the development of the Sector Plan as only as summarized version of the Disaster Management Sector Plan was submitted.</p>
	<p>It is recommended that the applicable Strategic Integrated Projects (SIPs) of 2013 are carefully considered in the next SDF.</p>

## C.2 DEMOGRAPHIC CHARACTERISTS

### C.2.1 Demographics and Population Distribution

Demographics and population distribution guide any planning and development process, since the people provide labour and entrepreneurship for production and also consume the output of production. To form a clear picture of socio-economic conditions in the Umuziwabantu municipality, it is vital to analyze the size, spatial distribution, and composition and growth pattern of the population, along with changes in these factors and possible future trends and tendencies.

According to Community Survey of 2016, Umuziwabantu Local Municipality has a total population of 108,576 people, of which 97,9% was black African, 0,5% are white and with the other population groups making up the remaining is 1,6%.

Of those aged 20 years and older, 6,3% have completed primary school, 30,4% have some secondary education, 15,3% have completed matric, 4,9% have some form of higher education, and 16,4% have no form of schooling.

The diagram below illustrates the population dynamics of the Municipality.

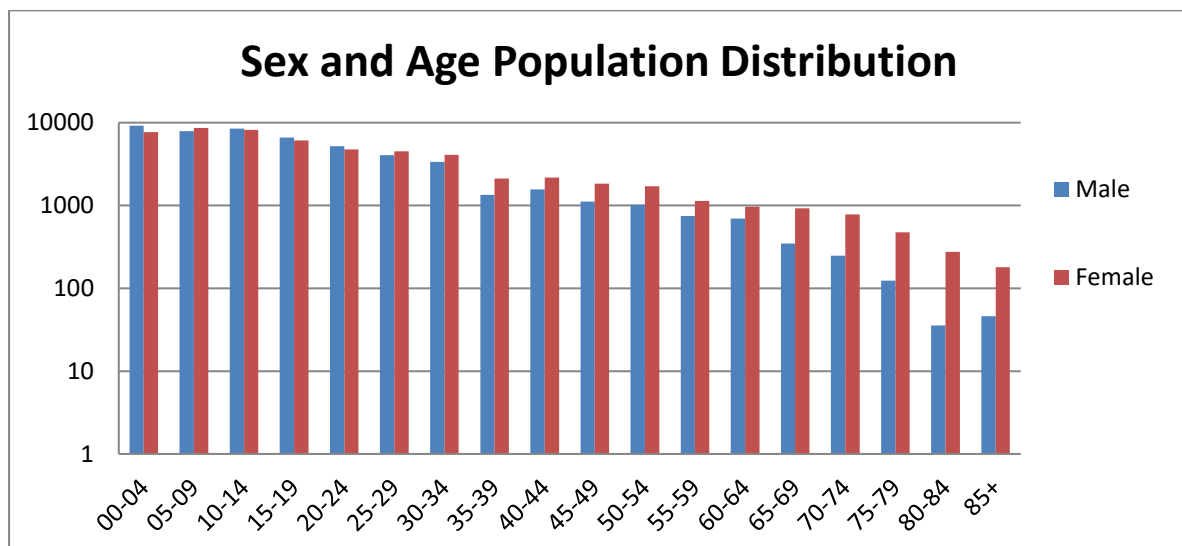
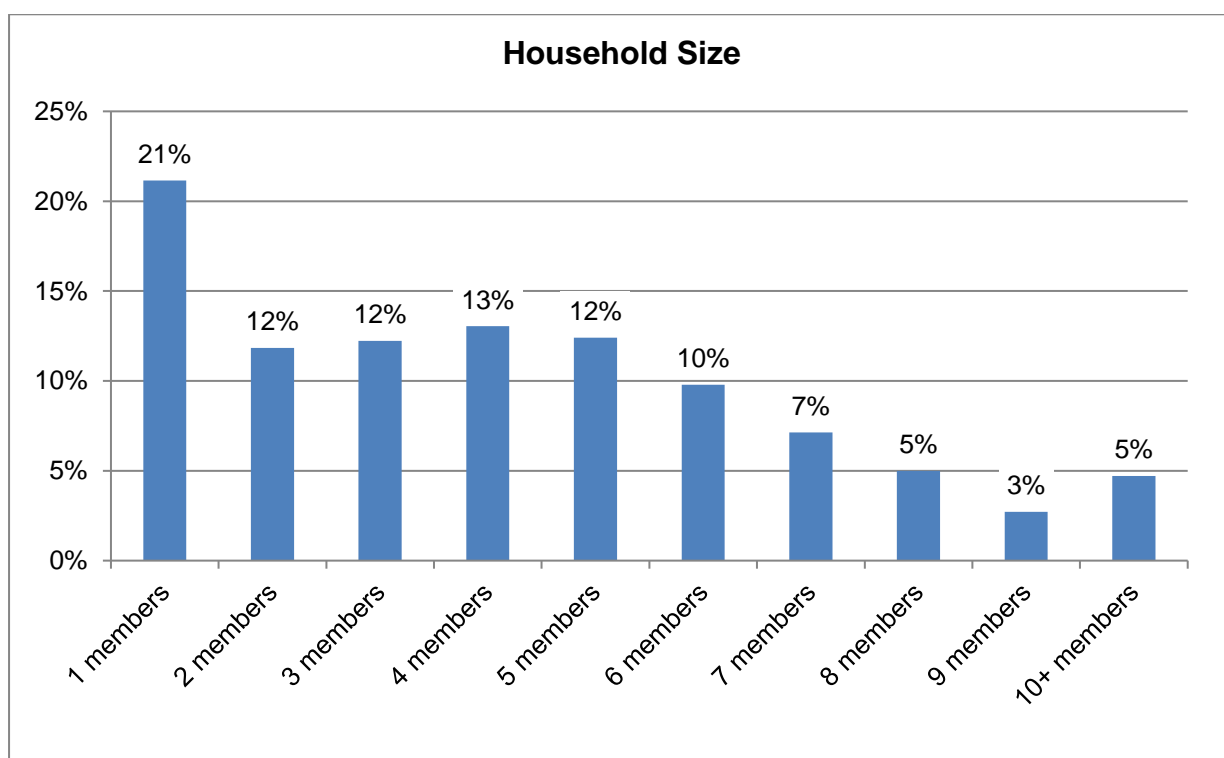


Figure 04: Population Age Distribution, 2016 statssa

- **Household size**

The average household size has decreased over the past few decades, from 5.5 individuals per household in 1995 to 4.5 individuals per household in 2013.

The figure below provides a visual representation of the household distribution in Umuziwabantu in terms of size. It is interesting to note that more than a fifth of the households only have 1 member.



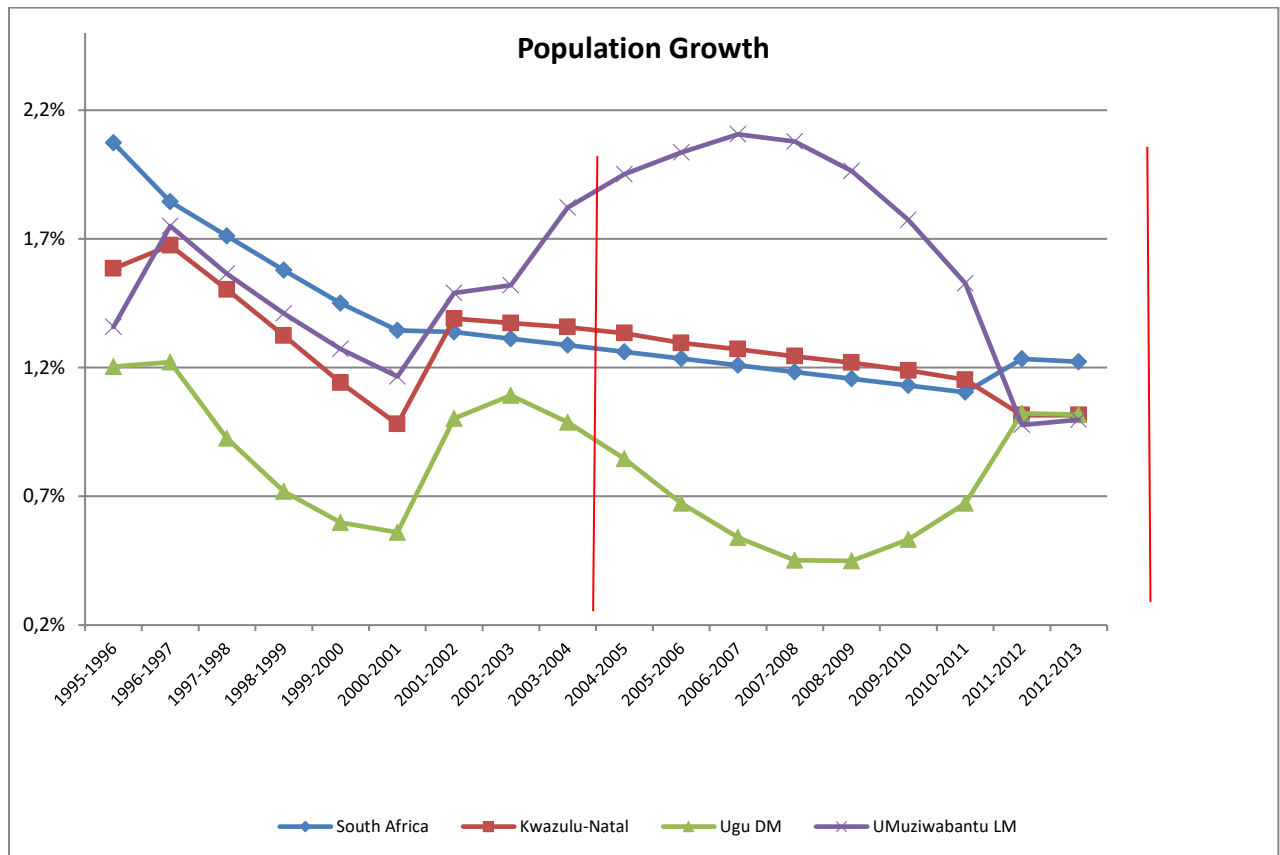
**Figure 05: Umuziwabantu LM Household Size**

The sub-places with the most households include, Harding (14%), Mkoba (8%), Umuziwabantu NU (6%) and Esikhulu (5%).

- **Population growth**

The figure below illustrates the population growth between 1995 and 2013, for comparative purposes the National, Provincial; District and Local population growth is provided. Between 1995 and 2003 the same trend was followed on all levels,

however, in 2003 a change is observed, with the Umuziwabantu Municipality and UGu DM following opposite trends.



**Figure 06: Population Growth, 1995 to 2013**

The population growth for Umuziwabantu is expected to stabilise over the next 20 years, however, it is expected to be significantly slower than over the past 25 years. This can be seen in the in-migration being relatively low and the population growth rate decreasing from 1.5% in 1995 to 1.1% in 2013.

AGE	2001	2011	2016	KZN 214 Populat	AGE

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	Male	Female	Total	Male	Female	Total	Male	Female		
<b>0-4</b>	5928	6022	11950	7159	6979	14139	92112	7695	16907	<b>0-4</b>
<b>5-9</b>	<b>6999</b>	6999	13998	6456	6107	12563	7888	8647	16535	<b>5-9</b>
<b>10-14</b>	<b>6797</b>	1713	13971	6367	5995	12362	8491	8171	16661	<b>10-14</b>
<b>15-19</b>	<b>5833</b>	6586	12419	6326	6267	12593	6605	6104	12708	<b>15-19</b>
<b>20-24</b>	<b>2968</b>	3961	6929	4126	4506	8632	5184	4746	9930	<b>20-24</b>
<b>25-29</b>	<b>2132</b>	3467	5599	3067	3816	6882	4042	4519	8561	<b>25-29</b>
<b>30-34</b>	<b>1843</b>	2934	4777	2117	2769	4885	3348	4083	7431	<b>30-34</b>
<b>35-39</b>	<b>1683</b>	2932	4615	1844	2524	4368	1345	2117	3461	<b>35-39</b>
<b>40-44</b>	<b>1336</b>	2323	3660	1446	2332	3779	1569	2168	3737	<b>40-44</b>
<b>45-49</b>	<b>1047</b>	1799	2845	1415	2369	3784	1114	1826	2940	<b>45-49</b>
<b>50-54</b>	<b>1000</b>	1653	2654	1134	1838	2971	1019	1707	2727	<b>50-54</b>
<b>55-59</b>	<b>735</b>	1263	1999	970	1444	2413	746	1137	1883	<b>55-59</b>
<b>60-64</b>	<b>686</b>	1517	2206	931	1394	2325	693	966	1659	<b>60-64</b>
<b>65-69</b>	<b>473</b>	1289	1762	496	1004	1499	346	927	1272	<b>65-69</b>
<b>70-74</b>	<b>447</b>	1122	1569	412	998	1410	248	779	1027	<b>70-74</b>
<b>75-79</b>	<b>249</b>	435	684	207	709	915	124	472	596	<b>75-79</b>
<b>80-84</b>	<b>125</b>	300	425	162	489	651	36	276	312	<b>80-84</b>
<b>85+</b>	<b>69</b>	197	266	120	262	382	46	180	225	<b>85+</b>
<b>TOTAL</b>	<b>40355</b>	51973	92327	44754	51802	96556	52054	56520	<b>108576</b>	
									<b>TOTAL</b>	

**Table**

**06:**

**Population**

**distribution**

## C2.2 Population Composition

The table above shows that approximately 58% of the population in Umuziwabantu is younger than 20 years, while about 3 % is 65 years or older.

This shows high differences in dependency ratio between the non working age and those of working age from the municipality. Females form the majority of the population at 52.1% and the balance of 47, 9% are males.

In 2001 the population growth was at 13.1. The 2011 census shows that Umuziwabantu Municipality's population growth is currently at 13.4 percent. This shows a population growth of 0.3 percent as compared to the 2001 census.

## C2.3 MORTALITY RATES

According to the KwaZulu-Natal Strategic Plan (2010-2014), the life expectancy is lower than on average for South Africa. Although it has slightly increased from 2001-2011, it is still a lot lower than on a National Level. This is mainly due to the burden of diseases in the province and the increase in non-communicable diseases.

Year	Male	Female
2001-2006	46.4 years	50.6 years
2006-2011	47.3 years (National 53.5)	51.0 years (National 57.2)
2011-2016		

**Table 06: Life Expectancy, 2001 to 2011**

## C2.5 POPULATION GROUPS

Umuziwabantu has a culturally diverse population. The population groups vary from Zulu's, Xhosa's, English, Afrikaans speaking. Population groups are illustrated in the table below.

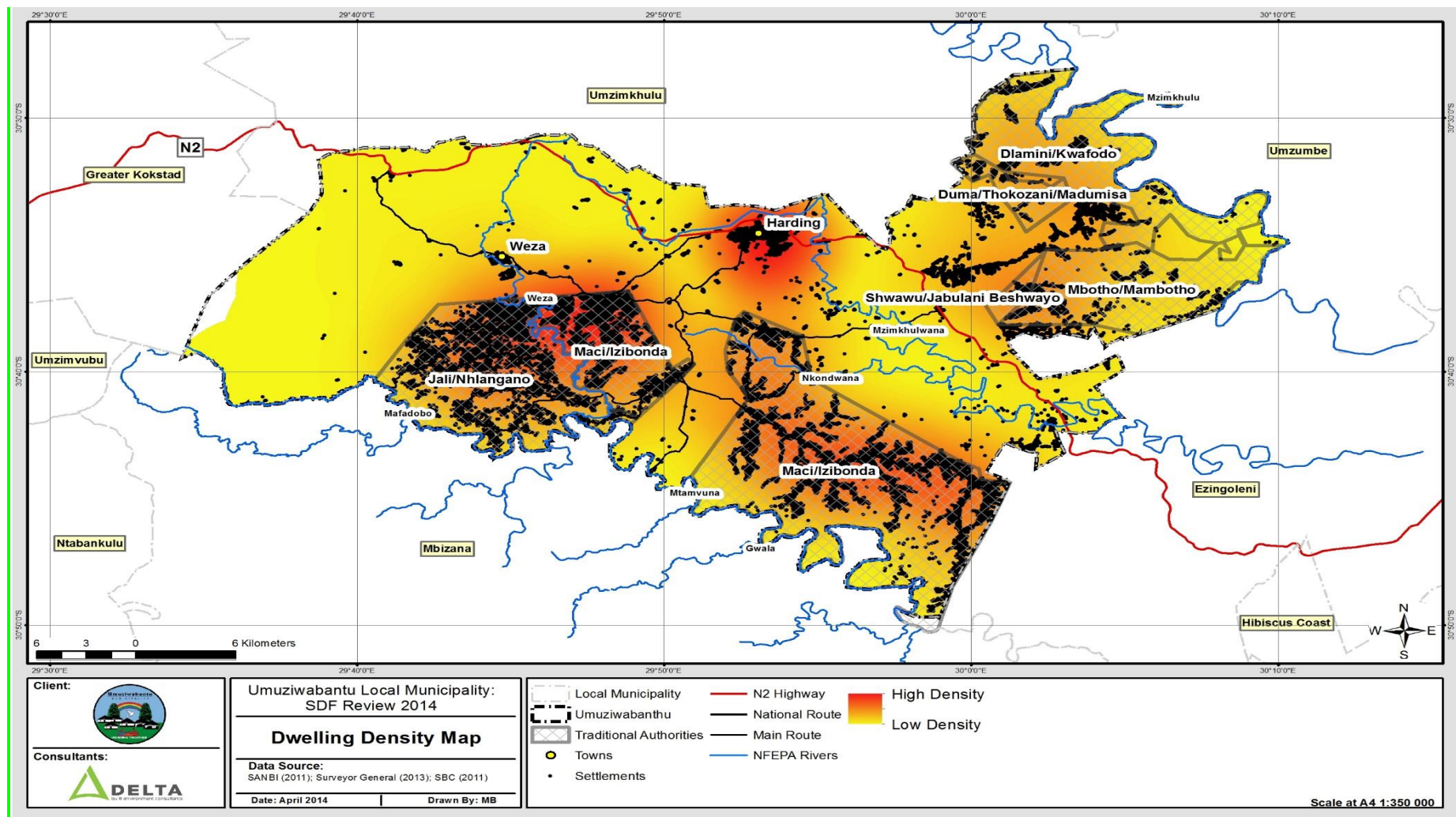
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<b>POPULATION GROUPS</b>	Total Population	108 576	Population Density:			90 people/km <sup>2</sup>	
	Urban/Rural Split	Urban Areas:	10.2%	Farm Areas:	2.6%	Rural Areas:	87.2%
	Languages						
	isiZulu	88.1%	IsiXhosa			4.9%	
	English	2.9%	Afrikaans			6.0%	
	IsiNdebele	1.3%	Other			2.0%	

**Table 07: Population groups**

\*projected from Community Survey 2016 data



Map

014:

Dwelling

density

map

## C.3. CROSS CUTTING ISSUES

### C.3.1 REGIONAL CONTEXT

The municipality is located inland and on the southern boundary of the KwaZulu-Natal Province and the Eastern Cape Province.

The town of **Harding** is the primary town (and only proclaimed town) within the municipality. Harding is the primary service node serving the Umuziwabantu population. It is also well located in relation to the national and regional road infrastructure, being located on the important east-west N2 link between **Port Shepstone** and **Kokstad**. Harding town is located at 80km west of Port Shepstone and 60km east of Kokstad. Harding lies approximately 56km south of Umzimkulu on the **R56/P417**.

Harding is considered as a **quaternary node** in terms of the PSEDS and is connected to Port Shepstone and Kokstad which are respectively defined as a **secondary node** and a **tertiary node**.

Regionally the municipality is located along important regional coastal-inland linkages and regional **north-south linkages**. The **N2 east-west links** between **Port Shepstone** and **Kokstad** connects the municipality with the broader provincial and inter-provincial spatial economy, north and south of the municipality, including Durban and the Eastern Cape.

The **R56 Provincial Road** is an important inland **north-south** route and connects the municipality with Umzimkulu, Ixopo, Richmond and Pietermaritzburg (Umsunduzi). The **R56** is identified as an Agricultural Activity Corridor in terms of the PSEDS outlined above.

Regional Mobility: Umuziwabantu SDF identifies the N2 which traverses both Municipalities. This serves as both the activity and economic corridor for the three municipalities.

Existing Agriculture: Umuziwabantu Municipality identifies the opportunity for agriculture which borders the municipality. This aspect is being acknowledged on both Ray Nkonyeni and Umuziwabantu.

Areas south and east of Harding and overlapping with the Social Investment Areas, are identified as Agricultural Investment Areas.

Environmental Conservation: there is also environmental conservation uses bordering the Umuziwabantu Local Municipality which should be considered.

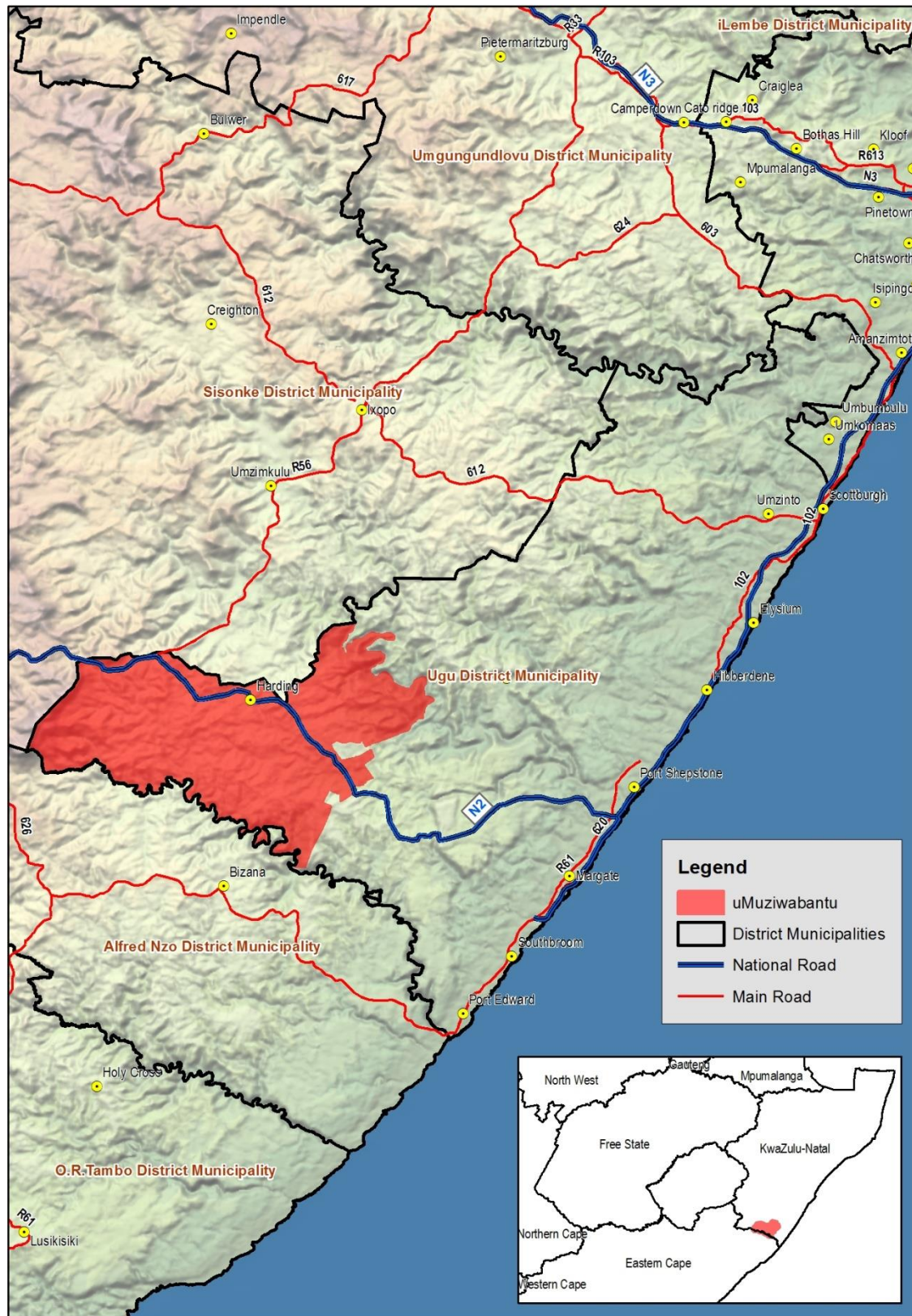
Portions of the municipality, notably in the traditional authority areas to the south and the north-east, are identified as Social Investment Areas.

Dense Rural Settlements: Umuziwabantu Municipality has identified dominant dense rural settlements, which should be considered. This will require alignment in terms of infrastructure and basic services provision in the future.

For the desired or ideal spatial and economic system, Umuziwabantu Local Municipality needs to work in conjunction with the relevant organs of state and civil society, so to achieve efficient spatial planning within its area of jurisdiction. This emphasises the importance of public participation and cooperative governance. To this end, land development should address the local interests. It should generate a wide range of economic development opportunities and provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy. It enables members of the public to conduct their daily activities quickly, easily and cost effectively while also promoting equitable access to opportunities.

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**Map 002: Umuziwabantu Local Municipality locality**

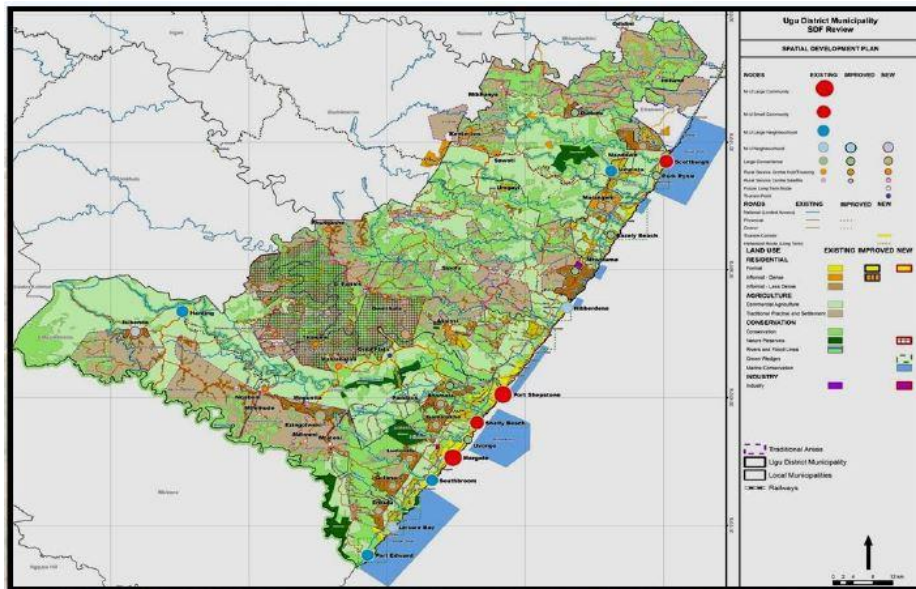
*“Cadastral boundaries do not necessarily conform to the characteristics of land, the natural environment, residential activities, economic activities and natural phenomena traverse’s municipal, provincial and international boundaries. All municipalities do not possess the required resources to provide services to communities e.g. water. Hence the aim of this objective is to ensure that spatial planning is aligned to allow government organisations to take advantage of comparative advantages offered within an area. This also refers to cross boundary provision of services such as education facilities, which can be utilised by communities residing in two municipalities. This allows for cost effective provision of services and is applicable to the provision of civil services, social services and economic opportunities. Alignment of initiatives will also prevent conflicting initiatives and land uses to be implemented on opposite sides of a boundary i.e. mining activities versus tourism due to pristine natural environment.” (KwaZulu-Natal PGDS, 2011, p131 – 132)*

As per the National and Provincial policies and legislation (MSA-S26 (d), MSA Regs S2 (4) (h), municipalities are required to provide a clear indication of how the SDF is aligned with the planning of neighbouring municipalities. Umuziwabantu Local Municipality has a mandate to ensure that its IDP is in compliance with the planning legislation and policies to give effect to the development of an SDF as spatial representation of the IDP. The municipal SDF, in turn, directs and guides strategic investments that are developmental and beneficial within Ugu District Municipality and across neighbouring district municipalities as well as local municipalities.

It is further, reiterated that Umuziwabantu Local Municipality forms an integral part of a larger system of local governance and regional economy. It also influences development in the adjoining regions. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint operational potential. This section is thus intended to ensure that there is no disharmony between proposals that are suggested within Umuziwabantu Local Municipality’s Spatial Development Framework and its neighbouring municipalities as Ray Nkoyeni Local Municipality is the economic powerhouse of Ugu District.

## **UGU District SDF**

The Umuziwabantu Municipality falls within the Ugu District. Spatial Planning is a shared function between the local and district municipality and it is therefore important that alignment is generated between the two scales of planning. The Ugu District has prepared an SDF in terms of its IDP, which will provide spatial context for the preparation of the Umuziwabantu SDF, and for dealing with cross-boundary issues and the spatial implications of the powers and functions of the district municipality. As such, any inconsistencies in the spatial planning process between the two entities should be eliminated and a greater coordination promoted.



The Ugu SDF communicates strategies for various settlement areas, a hierarchy of nodes and broad land use categories. These have the following implication for Umuziwabantu:

- Harding is identified as a multi-use large neighbourhood level node. This is a node which serves a wider area and not just a single local suburb or area.
- The SDF supports the emergence of a node in the KwaMaci/Isibonda Traditional Council area. The SDF promotes new formal low to middle income residential development here in the form of small infill developments or a new larger

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greenfield development. The strategy is to attract higher income earners to take up permanent residence.

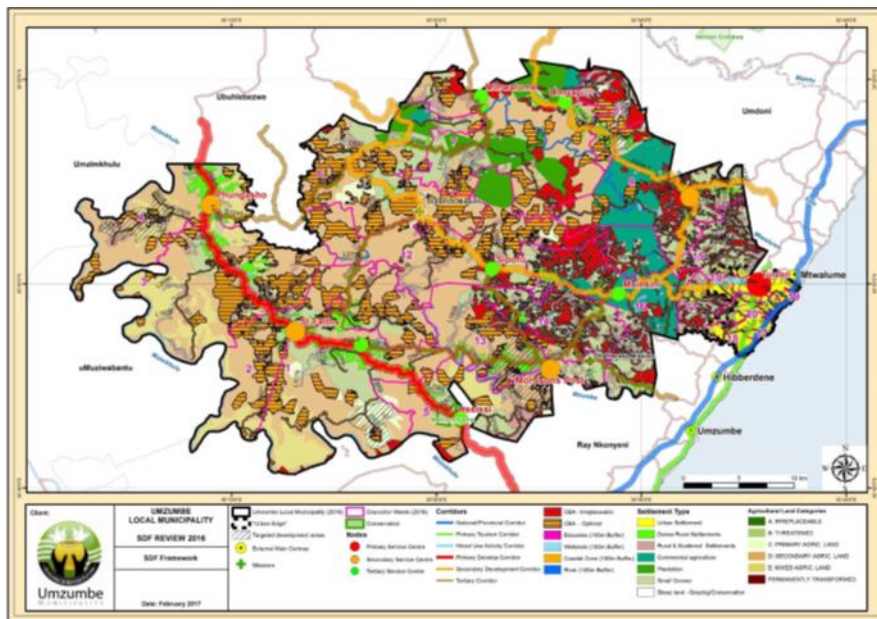
- The SDF promotes a future long-term rural node along the P58 towards the east of the municipality towards the boundary with Ray Nkonyeni.
- While a large-scale industry is not supported, the nurturing of small manufacturing SMMEs is seen as key to the sustainability and impact of the sector. Such support is proposed for Harding.
- An Open Space System comprising River Flood lines, High Priority Bio-Diversity Areas for retention (including Steep land) are demarcated. These comprise existing demarcated areas and improved areas.
- A good portion of the north-east of the municipality covering the Umzimkhulu River and surrounds is indicated as a future nature reserve. This overlaps quite significantly with the four northern Traditional Council areas located towards the Umzimkulu River.
- This leaves the rest of the municipality as areas of commercial agriculture, and traditional practice and settlement areas.

The District SDF further recommends the upgrading of transportation networks as well as the upgrading of informal residential settlements. Public transport network needs to be identified and connected with Intermodal Facilities, Densification to occur within nodes.



- Tourism (Oribi Gorge) – This is a relatively large reserve, situated on the Oribi Flats, north of Paddock within the border Ray Nkonyeni Municipality. This 1,880 ha reserve was established by Ezemvelo KZN Wildlife it protects areas of Scarp Forest, Eastern Valley Bushveld, and Oribi- Port Edward Pondoland-Ugu Sourveld. This plays a significant role in the local economic growth of both municipalities.

### **Umzumbe SDF**

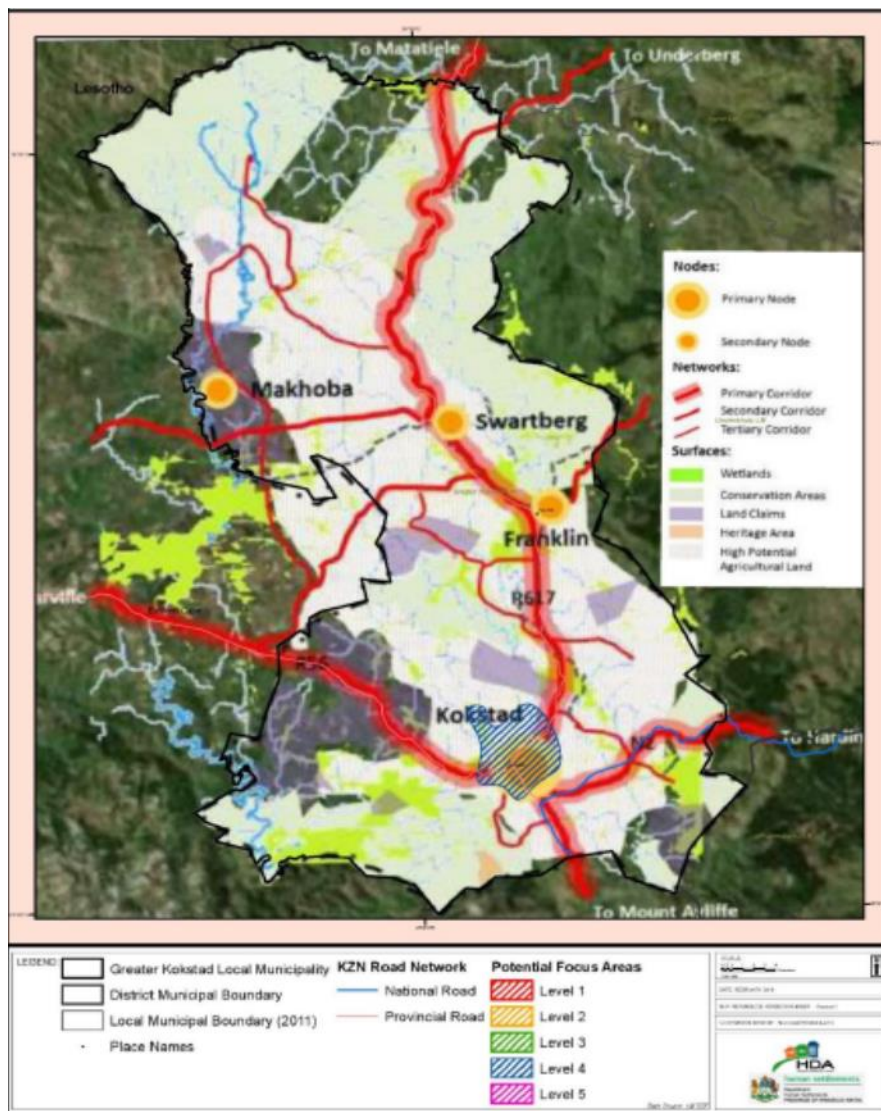


Umzumbe Municipality is located on the north-east of Umuziwabantu Municipality. It is a predominantly a rural municipality which is also considered to be a peripheral to the economy of Umuziwabantu Municipality. The key alignment issues include the following:

- The N2 route linking both municipalities is identified as a primary corridor. Both the SDFs have highlighted this route as a primary corridor.
- The other bordering areas have identified small growers (subsistence agriculture), biodiversity priority 1 areas and rural settlements. These will need to be harmonized with the areas that are found within the cross border of Umuziwabantu.

- Cross boarder dependency: Umzumbe Municipality lies to the eastern side of Umzimkhulu LM. The existing SDF indicates that the interfaces are areas of agricultural significance which is in line with Umzimkhulu SDF and are of a non-conflicting manner.
- Cross boarder cooperation: There is a need for continuous management of agricultural potential land on the boundary both these municipalities. There is also rural settlements along the corridor and therefore constant engagement

### **Greater Kokstad SDF**



The Greater Kokstad municipality is situated on the southwestern part of KwaZulu Natal, sharing the border with the Natal midlands to the North, South Coast to the

Northeast, former Transkei and Eastern Cape to the South and Matatiele and Lesotho to the West. The town is strategically located in the Mount Currie Magisterial district and serves as a service centre and economic hub for Harry Gwala District council as well as the neighbouring Eastern Cape and Lesotho rural towns.

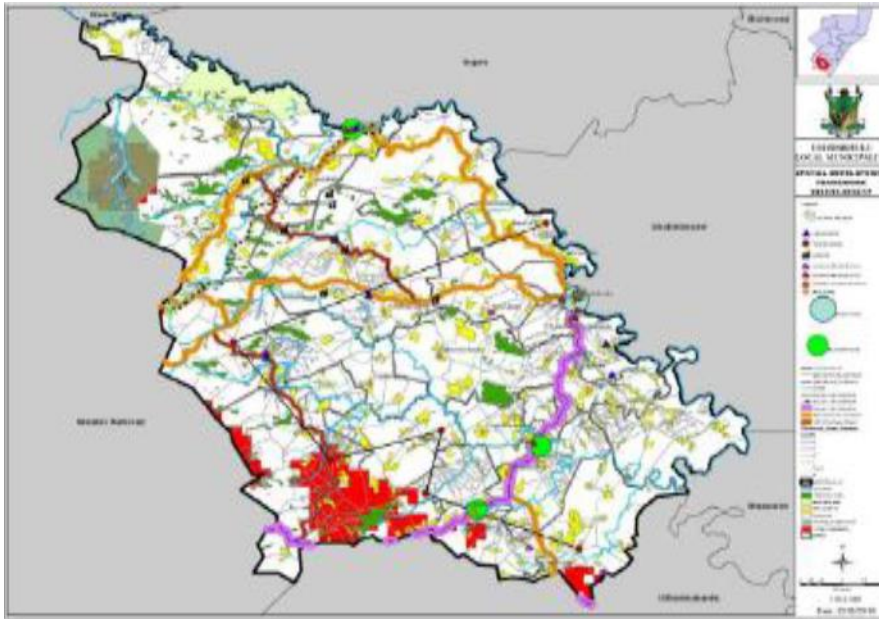
The Umuziwabantu SDF has identified a significant strip along the boundary between itself and Greater Kokstad LM. This area of umuziwabantu is indicated as intensive agriculture which does not correspond with the area on the Greater Kokstad LM that is earmarked for conservation. The municipalities should engage this matter to establish common ground in order to ensure that the agricultural activities do not impact on the conservation areas. Furthermore it is noted that both SDFs have identified the N2 as a major connectivity corridor that links the two municipalities with the rest of the region. This should be further supported with strategies and interventions indicating how regional growth will be leveraged through this common connectivity. Cross border interaction between the municipalities must be strengthened through continuous communication in the review periods of the respective SDFs.

In terms of the PGDS there is potential for mandated service delivery and priority conservation areas as the priority conservation area is indicated as traversing Umuziwabantu. The unique features of the Greater Kokstad area are:

- Its historical location as a cross border service and commercial centre for Lesotho and the Eastern Cape;
- The consequent fluctuating and unsettled population due to in-migration from the Eastern Cape in search of housing, employment and social services;
- The absence of traditional authorities and communal areas, although the area links into extensive communal areas in the Eastern Cape and Lesotho;
- The relatively small population, high levels of urbanisation and a much lower dependency ratio in comparison to the rest of KwaZulu-Natal and the bordering areas of the Eastern Cape;

- Greater Kokstad Municipality identifies the opportunity for agriculture which borders the municipality and the linkage to Umuziwabantu.
- There is also environmental conservation uses bordering the GK Local Municipality which should be considered.

#### Umzimkulu SDF



- Umzimkhulu Municipality lies to the north of ULM. The 2018/2019 IDP was examined, and Umzimkhulu Spatial Development Framework designations that interface with GKM along Ntsikeni area as areas with potential forestry. This need to be re-designated for conservation purposes to conform with ULM SDF as the areas are environmentally sensitive.
- Development corridor: The R56 is the main mobility route linking Umzimkhulu and Harding. This SDF is aligned with that of its neighbour in that R56 plays a fundamental role in carrying people from within the Harding Town, Umzimkhulu Town to Richmond through to Pietermaritzburg.
- Cross boarder dependency: Umzimkhulu Municipality lies to the north of Umuziwabantu LM. The IDP was examined, and Umzimkhulu Spatial Development Framework designations that interfaces areas with high potential for agriculture, industrial activities and tourism activities along R56.



and it is very important for both municipalities as it plays an important role for linking KwaZulu-Natal and Eastern Cape Provinces.

### **Implications for Umuziwabantu SDF**

Umuziwabantu forms part of a larger system of local governance and regional economy; it is influenced and also influences development in the neighbouring areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint working potential. The implications can be drawn as follows:

- Most SDF's identify the N2 as a National/ Provincial Corridor, which is an important link to major economic areas. Opportunities exist to locate mixed use developments at key road intersections along the N2.
- Some of the municipalities are located along the coast which is biodiversity corridor, and are thus subject of a common coastal management initiatives managed at a District level.
- Most Municipalities identifies areas for agricultural activity and environmental conservation which should be taken into consideration during development. Development within the municipality should not pose any adverse impacts on the environment or agricultural activity or vice versa.
- Tourism plays a significant role in the economic growth of the municipalities which also strengthens the role of the development corridors traversing the municipalities, particularly Ray Nkonyeni and Umzumbe Municipalities.

### **C.3.2 Freight**

An assessment of freight movements within the region provides some indication of economic activity within the region. The 2013 freight survey data indicates an **8.42%** growth in the annual average percentage truck traffic along Port Shepstone to Harding route on the N2. This same section indicates a daily tonnage per day of 14 671 moved along this road. This indicates reasonable growth in freight movement when compared to a typical high volume route such as the Durban to

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Pietermaritzburg section of the N3. Likewise, the R56 between Umzimkulu and Richmond has also seen high growth in freight traffic.

DESCRIPTION	ROUTE	AVERAGE DAILY TRAFFIC	AVERAGE DAILY TRUCK TRAFFIC	ANNUAL AVG. TRUCK GROWTH %	AVG. TONNES PER DAY
Port Shepstone to Harding	N2	14 796	1 386	8.42 %	14 671
UMzimkhulu to Richmond	R 56	2 989	504	28.17 %	3 344
Richmond to Ixopo	R 56	4 695	660	1.62 %	5 774
Kokstad to Mount Ayliff	N2	6 259	887	16.00 %	6 607
Pietermaritzburg to Durban	N3	31 325	6 039	9.39 %	99 023

**Table 02: Freight**

### **C.3.3 Local Connectivity**

A number of roads play important connectivity and access roles within the municipality.

- The N2 is an important national and regional connector as indicated above. Other provincial and district roads provide an important role in connecting rural areas with the main town of Harding, with providing access to rural settlement areas, and by connecting rural settlement areas with each other and other towns further afield.
- To the south **Harding** is connected to **Bizana** in the Eastern Cape via the **P59**. This road crosses the Umtamvuna River which provides a significant barrier to connectivity between the Eastern Cape and KZN on this boundary, and the predominantly rural areas either side of the river.

- The **P61** links Weza Sawmill and rural settlement areas in KwaJali and Izibonda with the **N2** and with Harding
- The **P327** links the area of Salem to the N2
- The **P58** is an important road providing access to rural settlement areas located on its edges, and within the traditional council area of **KwaMachi**, and links through to the N2 via neighbouring **Ray Nkonyeni**.
- The **D250**, **D165** and the **D121** all provide access into fairly remote rural settlement areas in the north-east of the municipality towards the Umzimkulu River. Just as the Umtamvuna River creates a physical challenge to connectivity with Bazana in the Eastern Cape, connectivity with the Umzumbe Municipality across the Umzumkulu River is weak.

#### **C.3.4 ENVIRONMENTAL ANALYSIS**

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the Municipal Systems Act 32, Of 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Umuziwabantu Municipality's IDP, the Spatial Development Framework has taken into account the subsequent critical areas to be developed spatially.

- Agricultural Development in the form of :
  - a) Enhancing commercial agriculture and promotion of subsistence farming by providing access to land (State Owned Land lease extension and Land reform) and
  - b) Promotion of cooperatives (Training and Mentoring).
- Environmental Management or promotion of sustainable tourism and Agriculture; and
- Nodal Economic Development.

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

One of the key goals identified in the municipal SDF is the Environmental sustainability. The main focuses aligned to this strategic Goal are:

- The management and maintenance of biodiversity throughout the municipality as the primary indicator of environmental health.
- The protection of environmental resources.
- The optimisation of the use of the environmental resources base into support human settlement and enterprise

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

This section provides an understanding of the environmental patterns, features and processes contained within the municipal extent. Biodiversity features (e.g. species, habitats and ecological processes), protected areas, as well as current and future patterns of land and resource use have been spatially delineated. Hence, technical information as well as mapping of recognised environmental and biodiversity systems are provided to determine geographic priority areas for action and to form the foundation for sustainable development planning.

#### **C.3.4.1 Climate, Precipitation and Runoff**

- **Climate**

Temperature-wise, the Municipal area is characterised by warm summers and cool winters. In Harding, the mean maximum temperature reaches 25°C in January and a mean minimum temperature of 0.6°C is reached in July.

- **Precipitation**

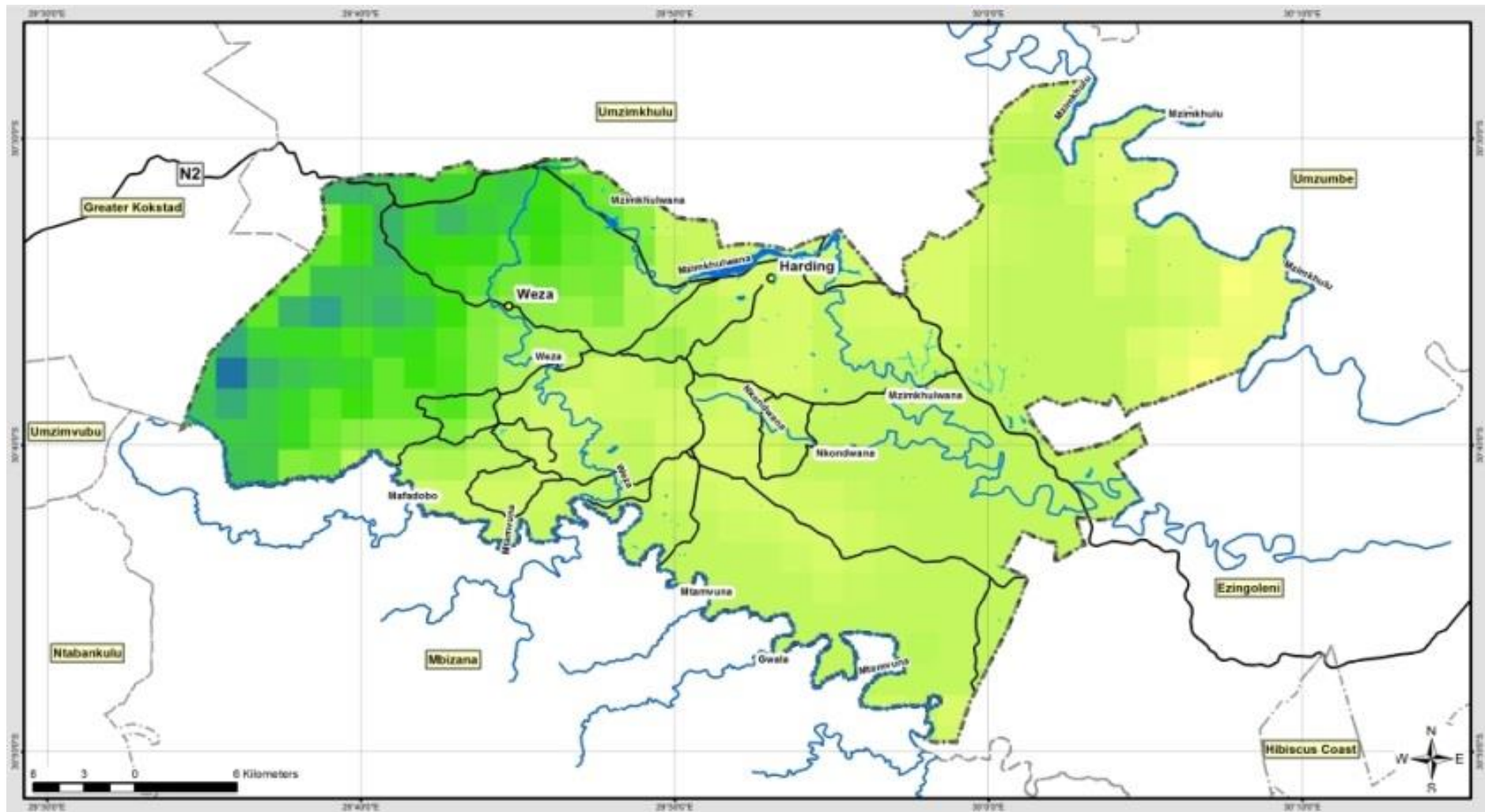
Rainfall is strongly seasonal in the municipal area, with in excess of 80% of rain occurring as thunderstorms during the period of October to March.

The peak rainfall months are December to February in the inland areas. Rainfall increases with increasing altitude from east to west over the Municipal area (See Map below). Thus, in the Umzimkulu River gorge in the north-east, 700mm is the average rainfall occurring annually.

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At Weza, below the Ingeli range, rainfall increases to 1100mm annually. At Harding, which is centrally located, 800mm of rainfall occurs annually. The estimated average annual evaporation within the municipal area is approximately 1350mm.





Map 004: Frost Days; Source: SA Weather Service

Frost occurs generally between April and September in the upland stream valleys from Harding westwards. The average number of heavy frost days per annum for the area ranges from 31 to 60 days. Snow falls at least once in most years on the high Ingeli range on the western boundary of the municipal area.

#### ▪ **Geology**

The soil geology of the area indicates that Umuziwabantu is covered by six (6) geological formations (Arenite, Dolerite, Gneiss, Mudstone, Shale, Tillite). The Infrastructure Master Plan (2010) identified the natural drainage lines as functioning as the major drainage system in Harding. Harding is underlain by Karoo complex geology resulting in generally low permeability soils; high run-off volumes and ponding of stormwater in low-lying areas is reported as common. Nevertheless the report determined that the natural system was sufficient for dealing with major storms. The minor stormwater system is generally by way of open channels and surface flow into the main system.

The geology of the site also includes Arenites. Arenites is a sedimentary geological formation found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. some of the areas that have this type of geological formation contain mineral occurrences for coal mining. Shale is a fine-grained, clastic sedimentary rock composed of mud that is a mix of flakes of clay minerals and tiny fragments (silt-sized particles) of other minerals, especially quartz and calcite. The ratio of clay to other minerals in Shale is characterized by breaks along thin laminae or parallel layering or bedding less than one centimeter in thickness, called fissility. Shales are typically composed of variable amounts of clay minerals and quartz grains and the typical color is gray. Addition of variable amounts of minor constituents alters the color of the rock. Dolerite is also widely distributed into both groups of sediments. Although the dolerites occur over large areas, there are usually underlain by shale even on what appears to be dolerite ridges. This also implies that these tend to be very narrow and shale is the most predominant parent material. There are poorly drained soils that occur on older alluvial.

Further to this, the study area features Gneiss. Gneiss does not preferentially break along planes of foliation because less than 50% of the minerals formed during the

metamorphism are aligned in thin layers. Because of the coarseness of the foliation, the layers are often sub-parallel, i.e. they do not have a constant thickness, and discontinuous. Gneiss is typically associated with major mountain building episodes. During these episodes, sedimentary or felsic igneous rocks are subjected to great pressures and temperatures generated by great depth of burial, proximity to igneous intrusions and the tectonic forces generated during such episodes. Shale originates from Beaufort Geology Group of the Karoo Super Group, which comprises shale.

This type of geology has high potential of eroding, low potential for underground water supplies but suitable for foundations. The area's soils is moderately hydromorphic, shallow to partially shallow, sandy grey with Kroonstad (contains particles of clay subsoil) and Cartref (shallow with particles of stony soil). It is suitable for grazing, agriculture and urban development. Marble is a non-foliated metamorphic rock composed of recrystallized carbonate minerals, most commonly calcite or dolomite. Geologists use the term "marble" to refer to metamorphosed limestone; however, stonemasons use the term more broadly to encompass un-metamorphosed limestone. Marble is commonly used for sculpture and as a building material. Natal Group Arenite is a sedimentary geological formations found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. in some instances this type of geological formation contains mineral occurrences for coal mining. In terms of construction mudstone is characterized with few serious geotechnical problems compared with other soil formations but it is significant to the construction industry because it is frequently encountered in civil engineering activities involving foundations, excavations and earthworks. Its nature is such that its properties may vary between a soil and a rock depending on its detailed lithology and its state of weathering. As a result of this, in some cases, weaker material may be found below stronger rather than the more normal weathering progression where the weakest material occurs at the surface and becomes fresher and stronger with depth.

▪ **Topography**

Umuziwabantu exhibits dramatic topography (map 006 ) stemming from its distinctive terrain which rises steeply from the east at approximately 169m above sea level to the west with the Ingeli mountain range reaching a height of 2,266m above sea level.

The deeply incised Umzimkulu River valley lies at approximately 160m above sea level and rises steeply in the north and south-east to approximately 600m above sea level.

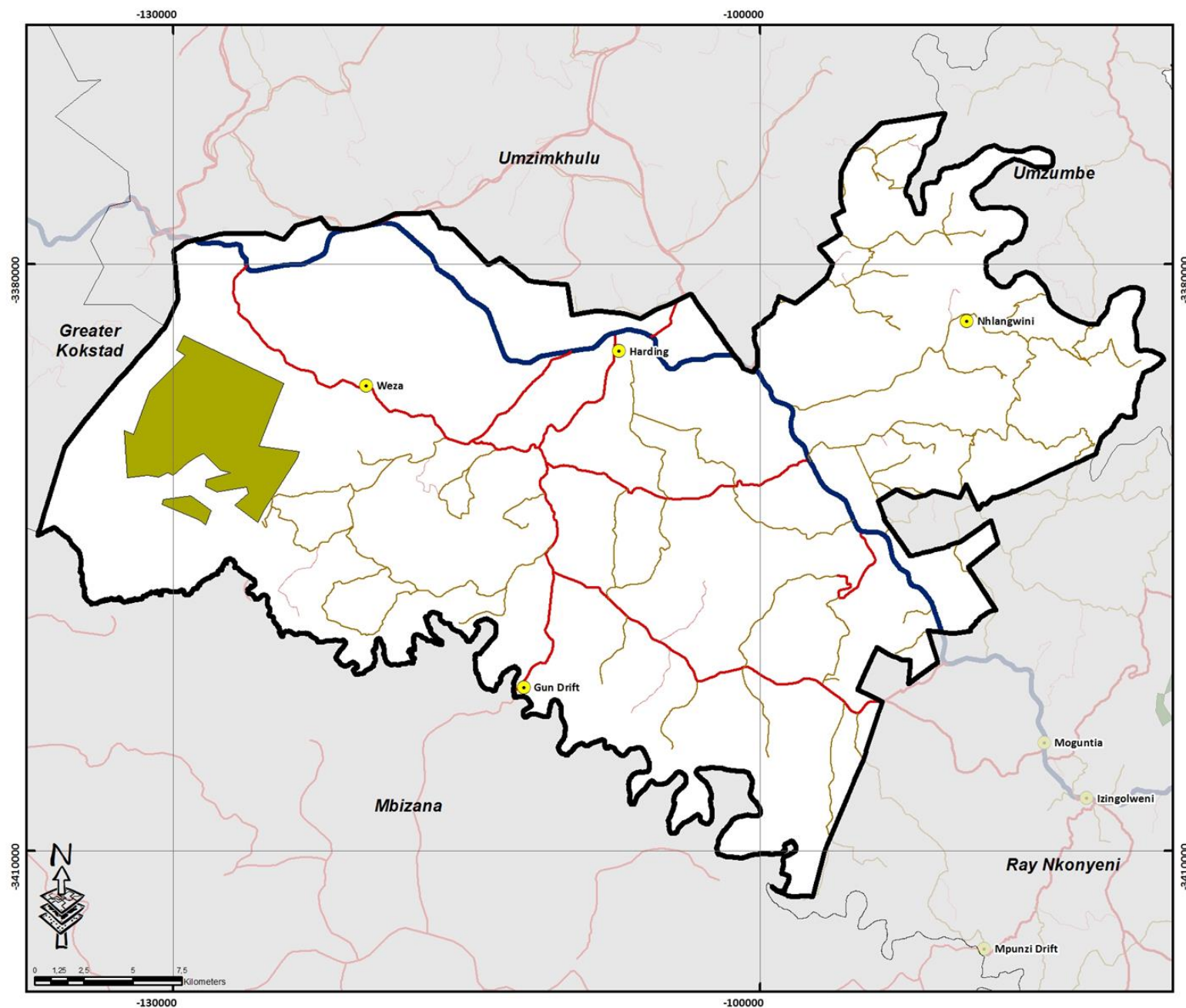
The western and central sections of the municipal area are largely made up of steep forested land at 820m – 2,260m above sea level.

The south-eastern and north-eastern areas are made up of lower, but incised land which is largely 300m – 820m above sea level.

Map 006, shows the dramatic topography with steep land, fairly flat topped spurs, and lower lying land contribute to the contrasting quality of the Umuziwabantu landscape.

Moderate sloped land seems to occupy a more or less horizontal band within the central area of the municipality. Steeper more incised and fragmented land form to the west, south and north-east towards the Umzimkulu River.

Development appears to be more prevalent in areas defined by land ownership and agricultural opportunity of which the traditional authority land occupies this fragmented incised land form.



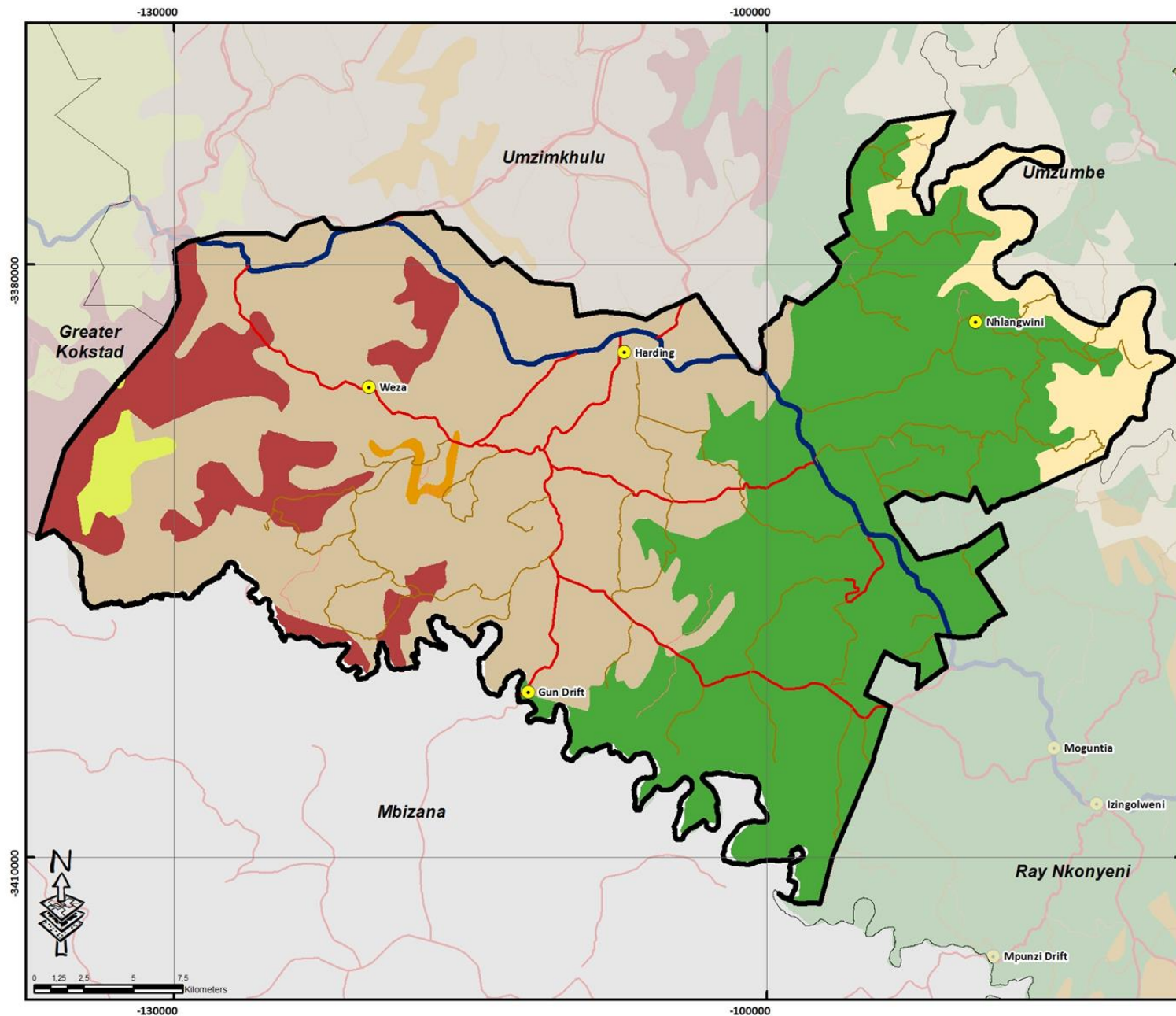
### Spatial Development Framework 2017/2022

### KZN Ezemvelo Protected Areas

#### Legend

- LM Boundary
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Protected Areas
- Stewardship Sites

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



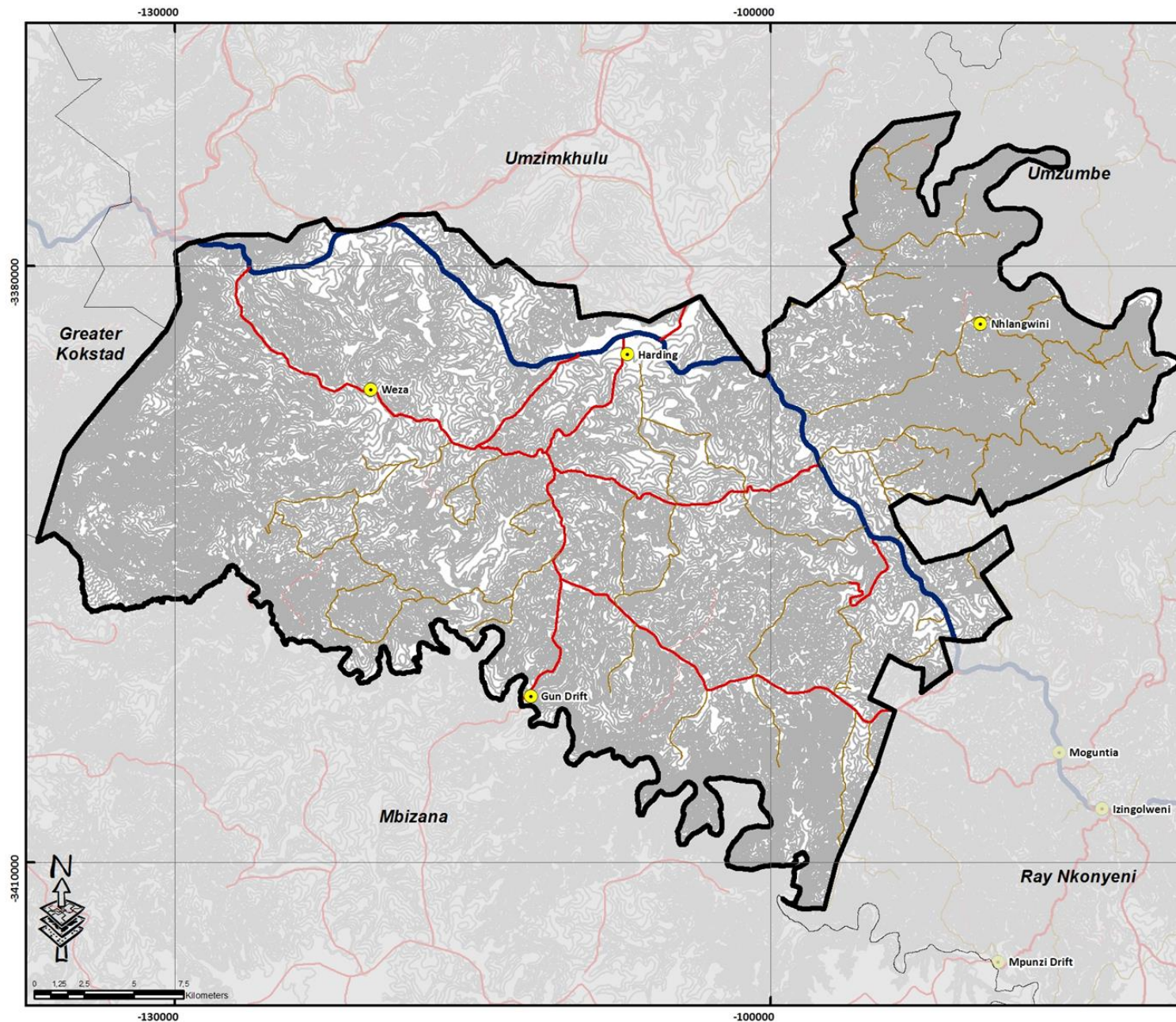
**Spatial Development Framework 2017/2022**

**Geology**

**Legend**

- LM Boundary
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- ARENITE
- DOLERITE
- GNEISS
- MUDSTONE
- SHALE
- TILLITE

**DATA SOURCES:**  
 Towns: Cogta  
 Roads: DOT  
 Municipal/Ward Boundaries: MDB  
 Stats: STATSSA  
 Agric Land Cover: DAG  
 Environmental Data: KZN Wildlife 2016  
 Land Reform: DRDLR  
 Cadastral: KZN SGO



Spatial Development Framework 2017/2022

Topography

### Legend

- LM Boundary
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Contours

DATA SOURCES:  
 Towns: Cogta  
 Roads: DOT  
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 Land Reform: DRDLR  
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### **C.3.4.2 Drainage and Surface Water Features**

#### **Water Management Areas**

Water Management Areas (WMAs) is divided into several WMAs broadly based on the catchments of large tributaries within the WMA. The total area of the Umzimkulu and the Coastal Mvoti WMA that have been identified as FEPAs 44% of the total Umzimkulu WMA is identified as a FEPA. 27% of the total Coastal Mvoti WMA is identified as FEPA.

#### **Fresh Water Ecosystem Areas**

River FEPAs were identified based on rivers that achieve biodiversity targets for river ecosystems, and that are currently in a good condition. River FEPA's status applies to the actual river reach within such a sub-quaternary catchment shown in dark green. Shading of the whole sub-quaternary catchment(s) indicates that the surrounding land and smaller stream network need to be managed and maintained in order for the river reach to remain in good condition (A Driver, JL Nel, K Snaddon et al., 2011)

The locality of freshwater ecosystems (generally within the lowest point in the landscape) makes these resources the receivers of wastes, sediment and pollutants in run-off. This, combined with the strong connectivity of freshwater ecosystems, means that they are highly susceptible to upstream, downstream and upland impacts.

Phase 2 FEPAs were identified in moderately modified rivers (C ecological category), only in cases where it was not possible to meet biodiversity targets for river ecosystems in rivers that were still in good condition (A or B ecological category).

The river condition of these Phase 2 FEPAs should not be degraded further, as they may in future be considered for rehabilitation once FEPAs in good condition (A or B ecological category) are considered fully rehabilitated and well-managed.

The Phase 2 FEPAs within Umuziwabantu comprise a very small portion on the north-western periphery of the municipality shown in white with diagonal grey lines.

Free-flowing rivers within Umuziwabantu include the Mtamvuna and Mzimkhulu Rivers along the north-eastern and south-western border of the municipal. Free-flowing rivers within South Africa's landscape is extremely rare and is defined as long stretches of rivers absent of major flow alterations e.g. in-stream dams. Free-flowing rivers therefore flow undisturbed from their source to confluence the sea.

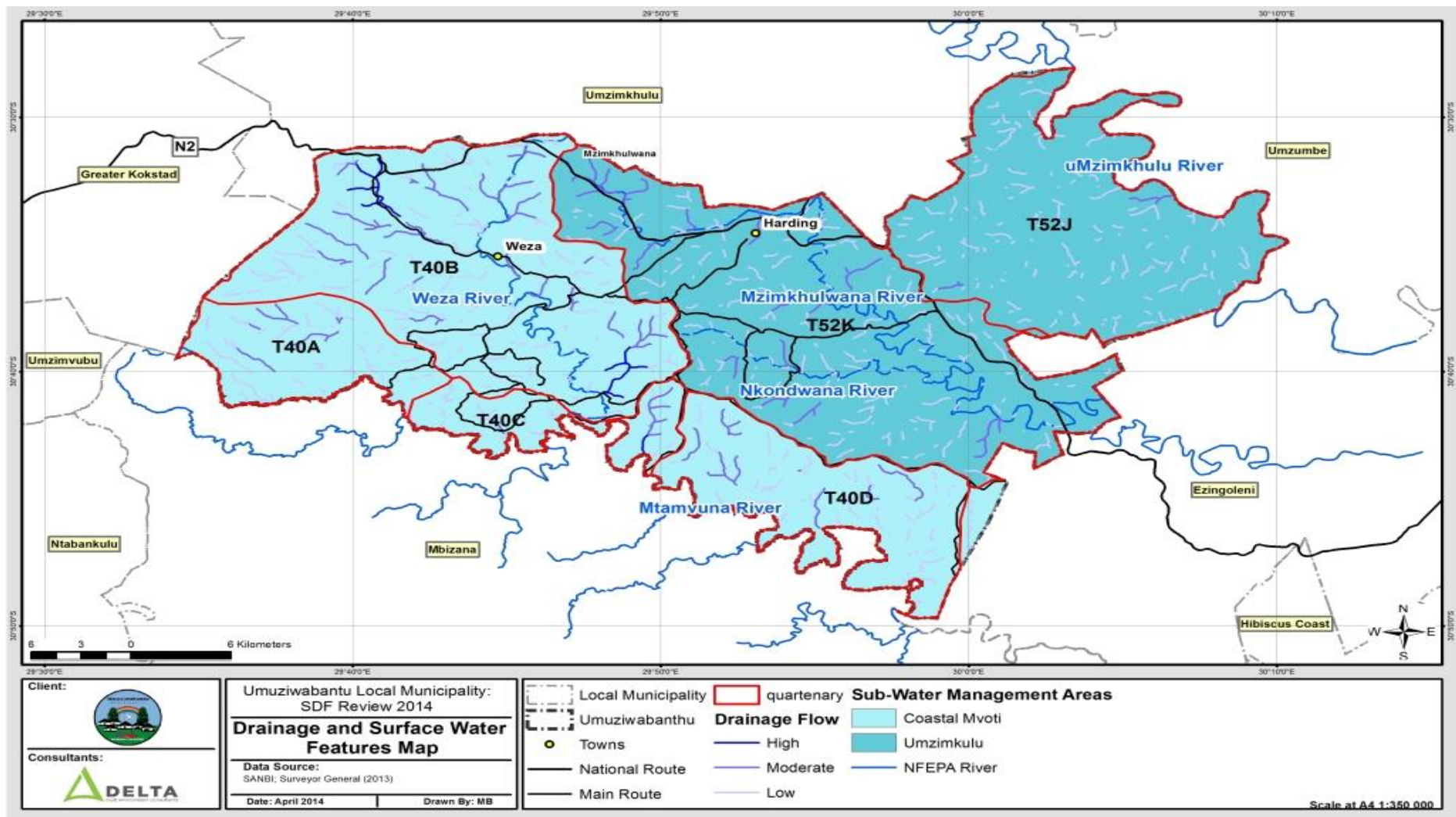
These rivers are also identified as Flagship Rivers, which should receive top priority for retaining their free-flowing character as well as their importance to ecosystem processes and biodiversity value.

KEY AREA	RIVERS	QUATERNARIES	SUMMARY OF ECOLOGICAL GOODS, SERVICES AND ATTRIBUTES	PES 1999* 1	KEY CATCHMENT SCALE IMPACTS
Mtamvuna	Weza	T40B	<p>River section is 30 km in extent, and is entirely rural. The lower reach (50%) consists of near continuous rural settlements (scattered, low density households), including evidence of significant informal agriculture near the settlements and on the river banks.</p> <p>Insignificant volumes of groundwater are utilised in the water resources zone, with a potential for future groundwater development.</p>	C	Flow* <sup>2</sup> and non-flow* <sup>3</sup> related impacts, consisting of extensive forestry occurring in the upper reaches, with a timber mill and rural settlements in the lower reaches. Forestry with poor buffer zones.
	Mtamvuna	T40C	<p>River section is 5 km in extent, and is entirely rural. The river extent shows rural settlements (scattered, low density households), but significant informal agriculture on the river banks.</p> <p>Insignificant volumes of groundwater are utilised in the water resources zone, with a potential for future groundwater development.</p>	B	Non-Flow related activities including small scale subsistence farming, rural settlements and limited forestry in the most upper reaches.



Umzimkulu	Umzimkulu	T52J	River section is 20 km in extent. Extent is entirely rural but with the presence of four townships largely limited to the south bank of the river. There is low presence of informal agriculture in proximity to the townships and along the river banks.	B	Non-Flow: Some afforestation.
	Mzimkhulwana	T52K	River section is 77 km in extent. Extent is entirely rural with the presence of three townships extending along 25% of the river extent. There is evidence of considerable informal agriculture linked to these townships.	D	Some abstraction and various other non-flow activities.
	Nkondwana	T52K	River section is 17 km in extent. Extent is entirely rural but with a significant presence of townships totalling five and accounting for approximately all of the north bank of the river. There is significant presence of informal agriculture in proximity to the townships and along the river banks.	D	Non flow: Agriculture, irrigation (sugar cane), subsistence farming.

Table 03: Classification of Rivers (Mvoti to Umzikulu Water Management Area)



Map 008 Drainage and surface water features

### C.2.4.3 Wetlands

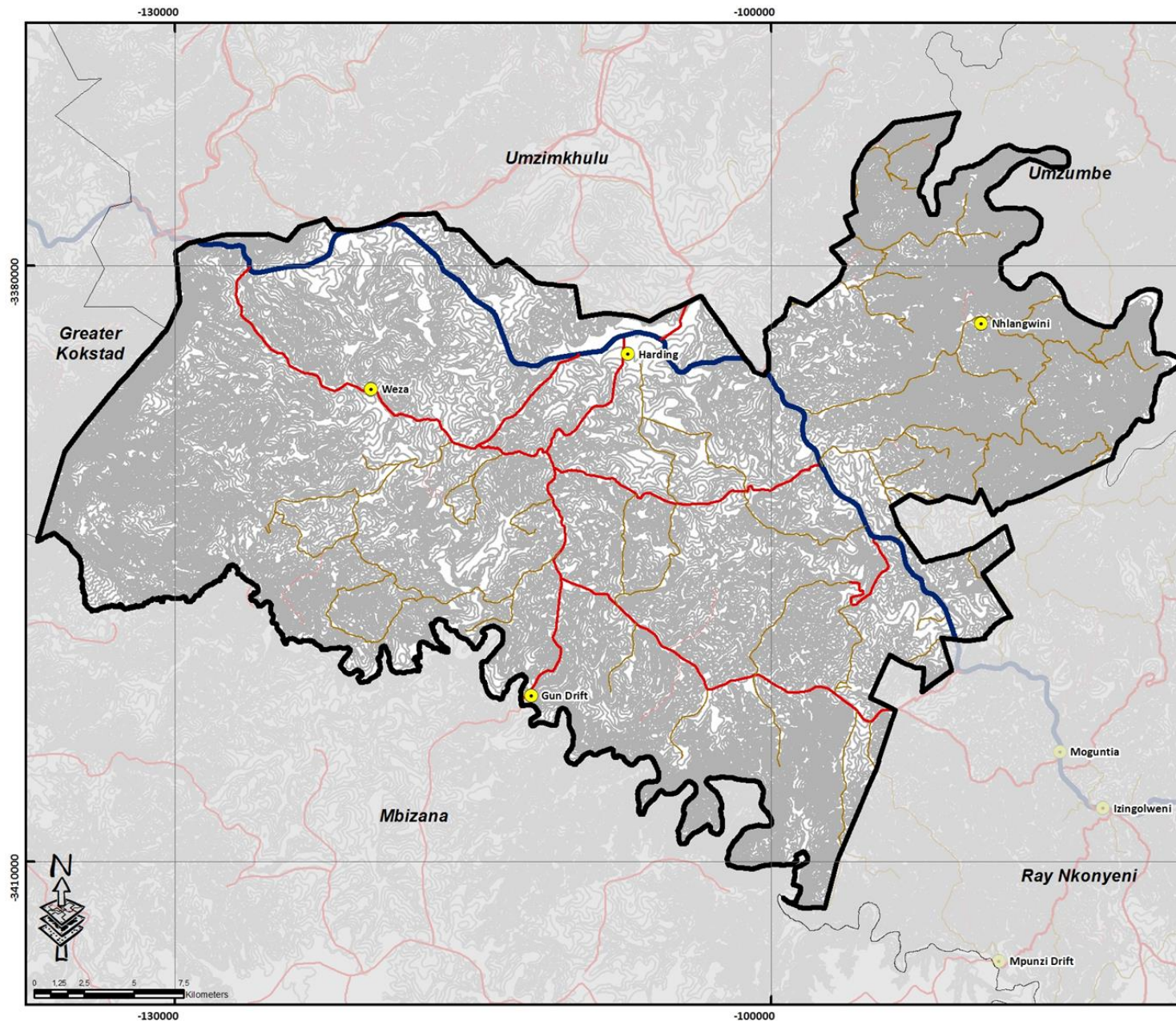
Wetlands of the same ecosystem type are expected to share similar functionality and ecological characteristics. Wetland vegetation groups reflect differences in geology, soils and climate, which in turn affect the ecological characteristics and functionality of wetlands.

The wetland hydrogeomorphic types that occupy the Municipal landscape, and the number of these wetland types within the wetland vegetation groups are indicated in the table below.

VEGETATION GROUP	HYDROGEOMORPHIC TYPES	NO. OF WETLAND TYPE WITHIN VEGETATION GROUP	NATURAL / ARTIFICIAL WETLANDS
Sub-Escarpment Grassland Group 3	Seep	12	6 Natural 6 Artificial
Sub-Escarpment Grassland Group 5	Valleyhead seep	12	12 Natural
	Flat	13	13 Artificial
Sub-Escarpment Grassland Group 6	Channelled valley-bottom	14	14 Artificial
Sub-Escarpment Savanna	Floodplain	13	12 Natural 1 Artificial
	Depression	12	12 Natural

**Table 04: Wetland Vegetation Groups and Associated Wetland Types**

The locations of the above-mentioned wetlands are shown in **the following map** and have been assigned with points due to the size the various wetlands being too small to depict their distribution throughout the municipal area.



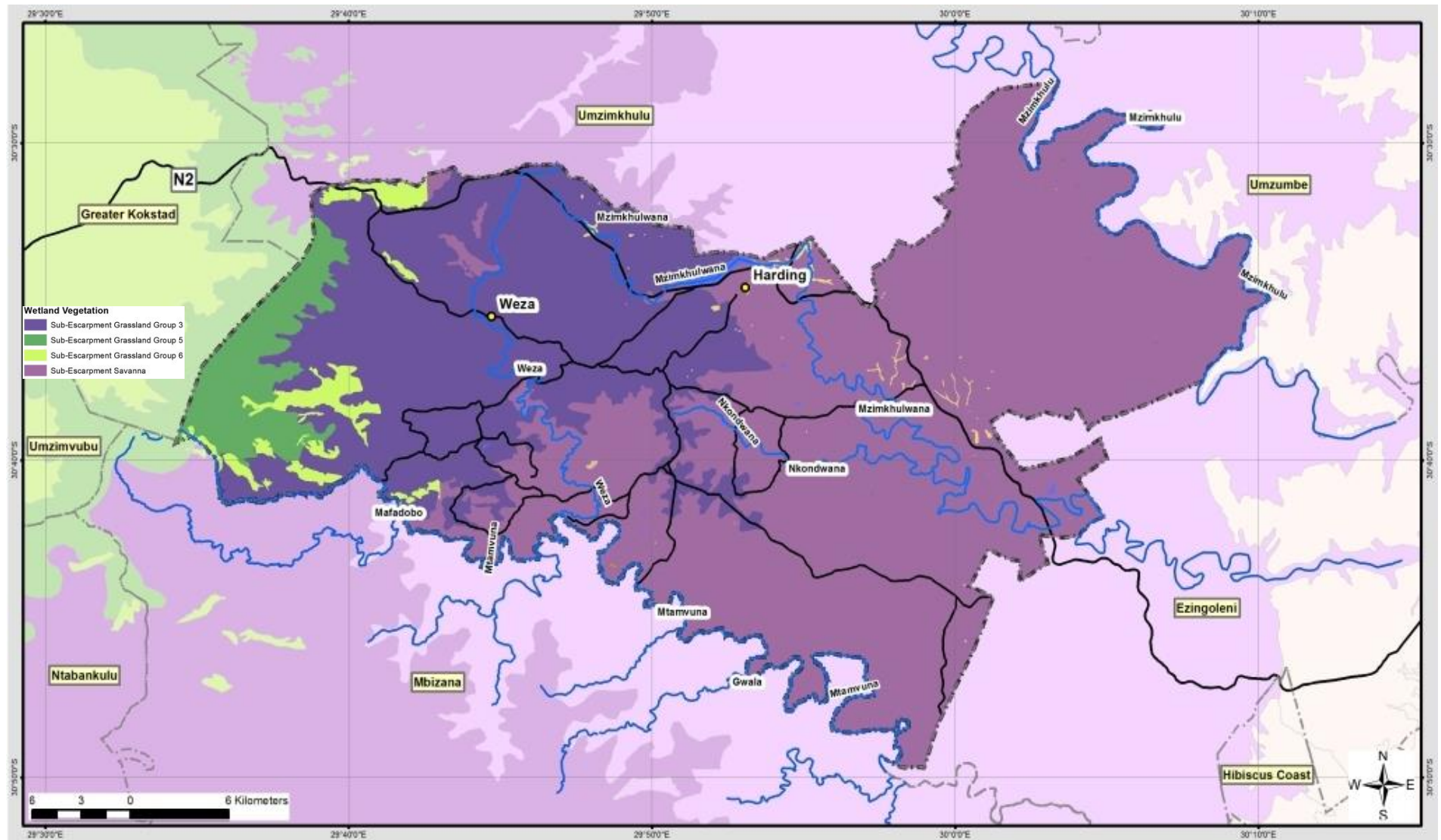
Spatial Development Framework 2017/2022

Topography

### Legend

- LM Boundary
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Contours

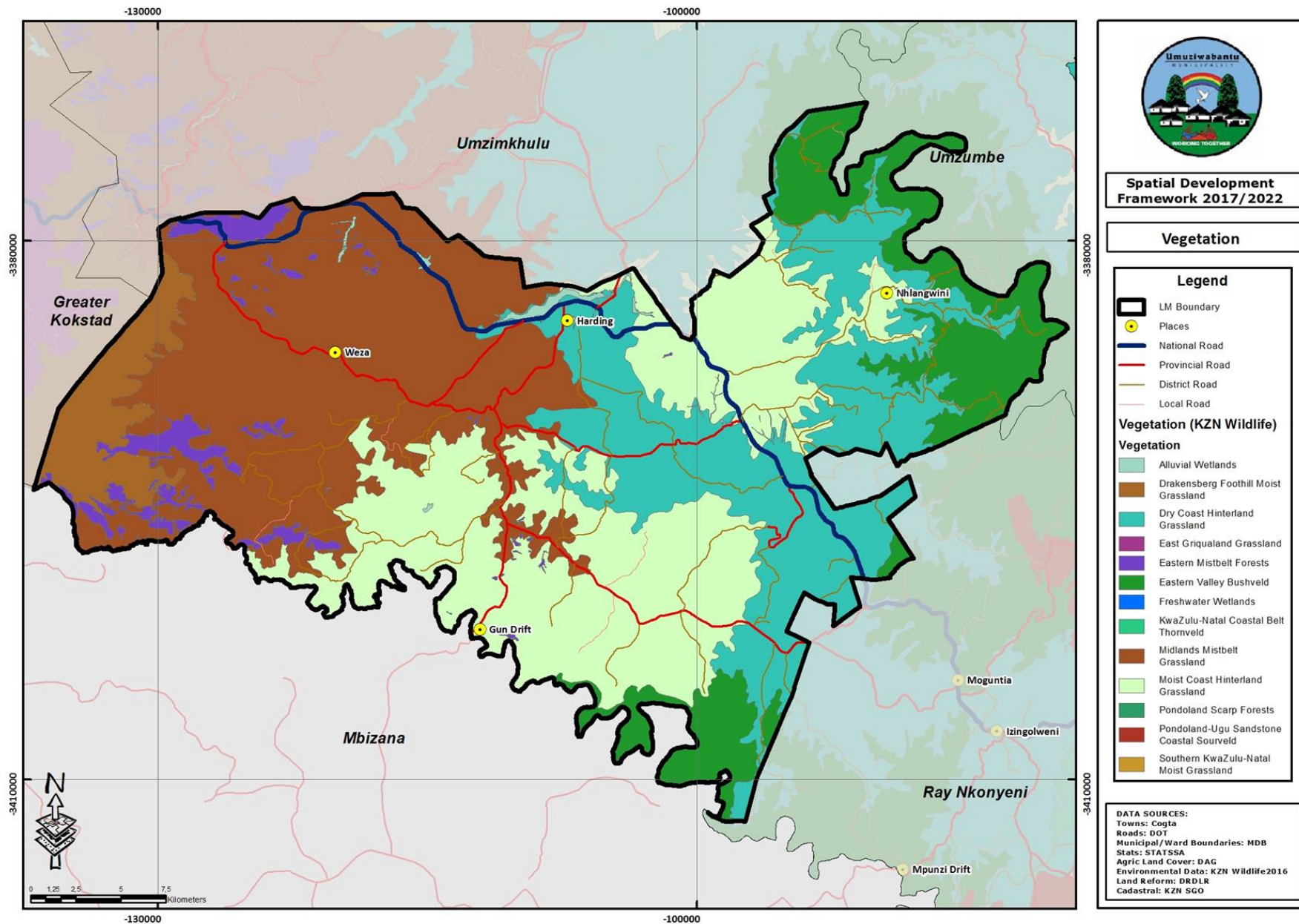
DATA SOURCES:  
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 Agric Land Cover: DAG  
 Environmental Data: KZN Wildlife 2016  
 Land Reform: DRDLR  
 Cadastral: KZN SGO



Map 010: Wetlands Ecosystem Type, Source: SANB

#### **C.2.4.4 Vegetation Types**

Umuziwabantu extends over a range of landscapes and habitats as a result of changes in altitude, topography and moisture environments. The high rainfall in the area and the diversity in landscape features have created different moisture environments, which in turn gave rise to a variety of vegetation types. The diversity in vegetation types is shown in the map below.





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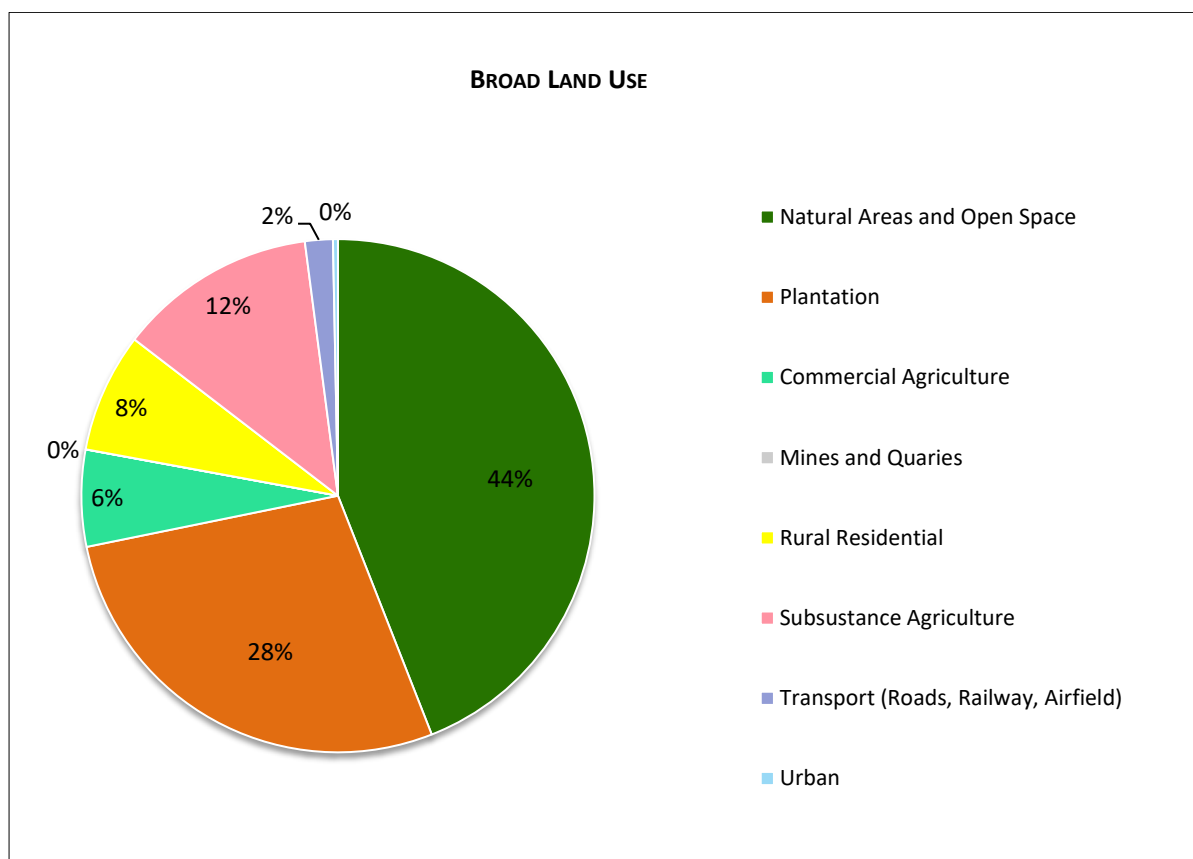
VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	<b>Vulnerable</b>	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	<b>Endangered</b>	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	<b>Endangered</b>	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	<b>Endangered</b>	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate Wetlands	AZf 3	Wetland	<b>Vulnerable</b>	Flat landscape of shallow depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	<b>Vulnerable</b>	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	AZo	Wetland	<b>Vulnerable</b>	Shallow depressions, often found on old alluvial terraces of rivers.

Table 05: Vegetation Types



#### C.2.4.5 Land Use and Cover

The extent of the Umuziwabantu Municipal area is 1089.79 km<sup>2</sup> and constitutes the following broad land uses, extracted from the South African National Biodiversity Institute (SANBI) Land Cover 2008, and is shown in pie chart below.



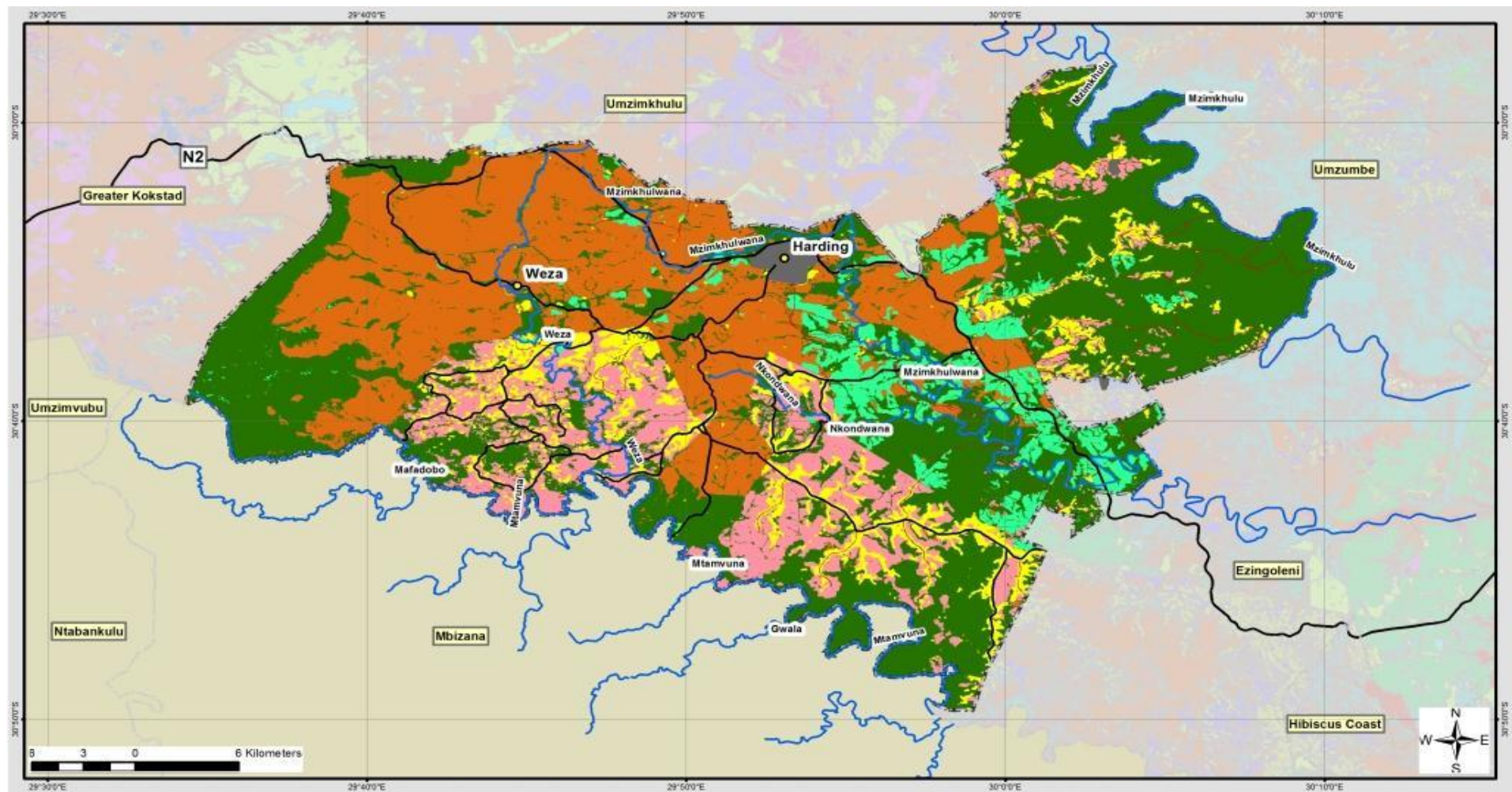
**Figure 2 Land Use Cover**

Land cover and land use changes often indicate major impacts on biodiversity especially if those changes show the loss of natural habitat due to urban sprawl, cultivation, etc. Different land uses affect the condition of the land and the functioning of associated ecosystems. There is a distinct pattern of land use activities concentrated in specific areas:

- Built up dense settlement primarily occurs in the town Harding.
- Residential/settlement is scattered across the landscape while the majority of the population congregates towards the south and south-west of the municipality.

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- With the exception of small-scale sugarcane, limited small-scale banana production and woodlots, the traditional authority areas are generally characterised by subsistence agriculture in the central and southern parts of the municipality.
- Large commercial plantations and agri-processing (timber mills and processing plants) are located mainly in the high rainfall areas near and around the Weza forest areas.
- Inland areas comprise land generally more available for livestock.
- Natural open space is dispersed in between the above land uses and along the outer edges of the municipality.



**Map 012: Broad Land Use Extracted from Land Cover, Source: SDF status quo report**

#### **C.2.4.6 Land Degradation**

Most of the transformation of the landscape formation within the Umuziwabantu has occurred near settlements and agricultural areas. The remaining tracts of natural landscape are clustered in the more isolated and difficult to reach areas such as the Ingeli mountain range to the western regions and steep land to the north-east and south-east.

Land degradation in Umuziwabantu is directly related to settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degradation according to the Umuziwabantu Municipality SEA Status Quo Report – include:

- Urban development.
- Rural homesteads shifting cultivation of surrounding land.
- Grazing of livestock.
- Gully erosion based on cattle walking along fixed paths for many years.
- Encroachment of bush into grassland due to land use changes resulting in natural fire regimes being altered, and is particularly noticeable in grassland remnants within sugarcane farms, and in shallow catchment basins.
- Removal of plants for traditional medicines, domestic energy or construction purposes.
- The spread of alien invasive plants associated with areas which have been disturbed, from agricultural to urban or rural areas.

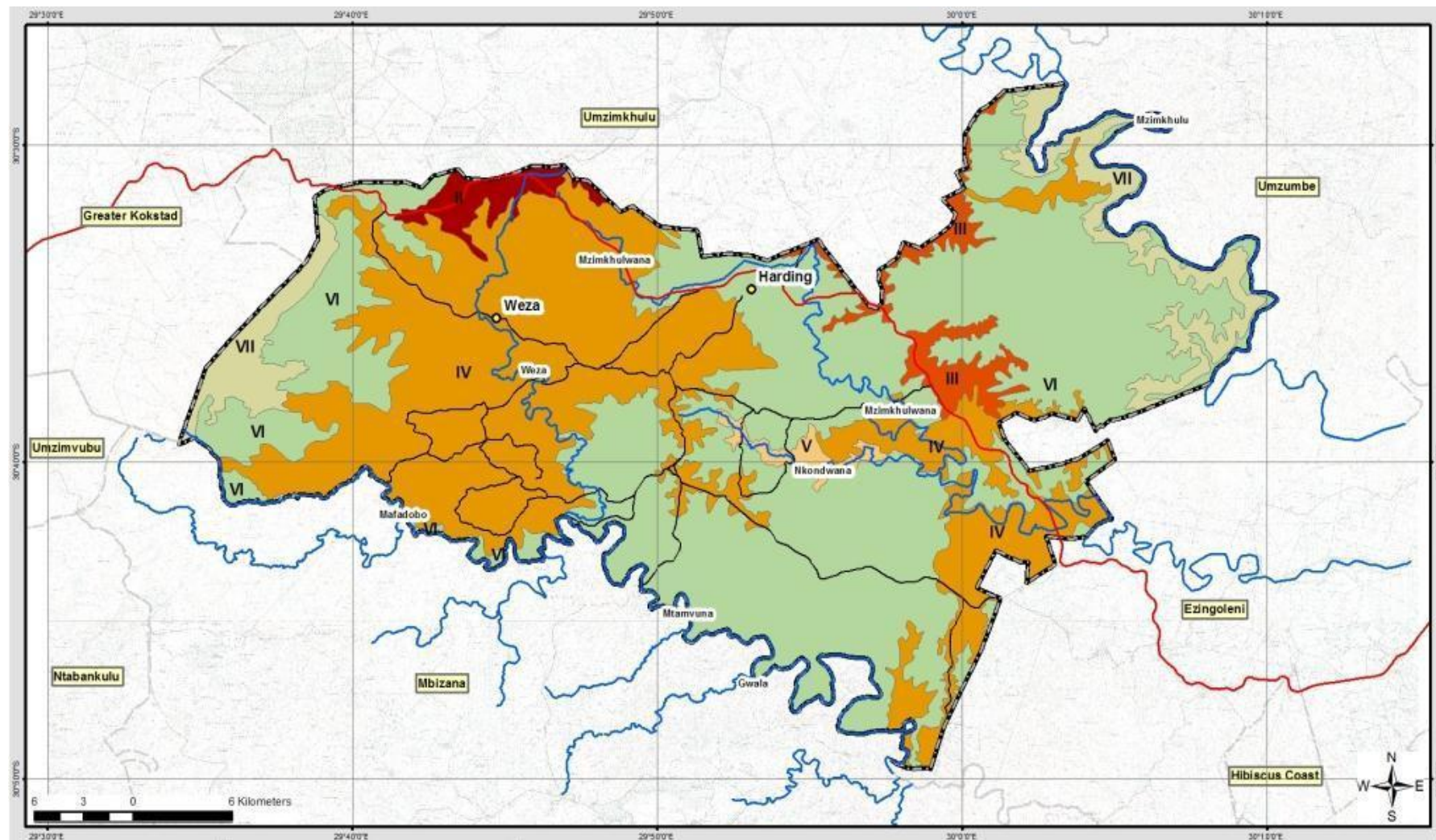
Degradation affects ecosystem processes and place pressures on the livelihoods of people. Over the long-term veld degradation may cause a decline in the nutrient status of the soils, a decline in carrying capacity, reduced areas available for crop production and grazing and inevitably less economic returns.

#### **C.2.4.7 Land Capability**

The land capability classes involve consideration of:

- The risks of land damage from erosion and other causes.
- The difficulties in land use owing to physical land characteristics, including climate (this excludes social and economic values).

The land units within Umuziwabantu Municipality are assigned with the land capability class II, III, IV, VI and VII, as shown in the map below. It is evident that the inherent potential of the area is low and the risk of land damage is high.



Map 013: Agriculture Land Capability, Source: SDF status quo report

## C.2.5 STRATEGIC ENVIRONMENTAL ASSESSMENT SWOT ANALYSIS

A Strategic Environmental Assessment (SEA) was commissioned by the Umuziwabantu Local Municipality (ULM) in partnership with the UGu District Municipality and the KwaZulu-Natal Environmental Authority represented by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA).

Background information about the SEA, the need for the project and the scope of work are included in the *Baseline Report (April 2016)*. The SEA project involves four (4) phases:

**Phase 1:** Project Initiation (end 2015)

**Phase 2:** Baseline and context (April 2016)

**Phase 3:** SEA and SEMP (May-June 2016)

**Phase 4:** Technical finalisation and close out (July 2016)

### 1.2 Purpose and objectives

The purpose of the SEA is to support decision-making for sustainable development by informing the Municipality's Spatial Development Framework (SDF). The objectives have been defined as follows by the relevant authorities:

1. To enhance the management and conservation of sensitive environmental assets in the municipality;
2. To sustain the continued benefits of ecosystems goods and services provided by vulnerable ecological resources in the local municipality; and
3. To provide an environmental layer of information to the SDF and other spatial plans.

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	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
<b>STRENGTHS</b>	1. Plantations afford usage of renewable resources.	1. The road infrastructure in Harding is being upgraded.	1. The location of Harding alongside the N2 is strategically	1. Harding is a town with some facilities including	1. The Municipality has employed

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	<p>2. The climate is excellent for both subsistence and commercial agriculture as well as for tourism development.</p> <p>3. There are valuable ecosystems services supplied to communities through the large tracts of significant landscape and river coverage</p> <p>4. The extent of the ecosystems services supplied within the Municipal area is an asset which should be acknowledged and protected from depletion.</p> <p>5. There are large tracts of grasslands</p>	<p>2. As part of the roads upgrade, the Municipality is redesigning and reconstructing the drainage system.</p> <p>3. Eskom's electrical installation program which includes substantial areas of uMuziwabantu is an advantage for attracting investors and new emerging enterprises.</p> <p>4. The business chamber is taking an active part in lobbying for improvement to the quality of life, infrastructure upgrading, mentorships, improved communication, and for SMME based development.</p>	<p>important for the development of a number of sectors including tourism, manufacturing and agriculture.</p> <p>2. Timber plantations of uMuziwabantu are among the largest of the commercial agricultural enterprises of the province and they constitute the pillars of the agriculture sector of uMuziwabantu.</p> <p>3. The large scale sawmilling of Hans Merensky supplies timber on an international scale.</p> <p>4. Both agriculture and manufacturing sectors are the large contributors to the GDP of the economy of the Municipality.</p> <p>5. Existence of a 'business forum in the Municipality is an</p>	<p>schools, a library, and a hospital favorable for investors, youth, skills development and environmental education purposes.</p> <p>2. There are religious organizations across the Municipal area serving to strengthen social cohesion.</p>	<p>new management and technical staff who are motivated and responsible for infrastructure development</p> <p>2. The Municipality has established a number of for a addressing the needs of marginalized groups.</p> <p>3. The enthusiasm of the new IDP Manager and the new Development Planner are assets for the systematic development of a delivery based SEA implementati on process.</p> <p>4. There is a LED office that coordinates LED and tourism activities</p>

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	<p>suitable for grazing in the western sections of the municipality.</p> <p>6. The municipality has a rich supply of rare bird and plant species.</p> <p>7. The Black Stinkwood (Ocotea bullata), Assegai (CurtLila dentate) and Sneezeewood, (Ptaeroxylon obllqzwm) trees are all utilized as medicinal plant sources and need to be protected from extinction due to excessive bark stripping.</p> <p>8. uMuziwabantu is one of the few Municipalities with large and significant grassland coverage particularly in</p>		<p>advantage for boosting business-to-business networking and access to other support.</p> <p>6. Small scales deposits of limestone at Sundlulube Hill on the west bank of the Mzimkulu River in Location 4866 can be used for economically viable development.</p> <p>7. Viable Dolerite is to be found 4 km east of Harding and it is being exploited Umbogodo Mining Co. – The quarry would need to be environmentally managed. This could be expanded.</p> <p>8. Granite-derived river sand suitable for use in concrete is available and extractable in replenish able amounts in the</p>		<p>5. The “LUMS enabling Framework” addresses the entire rural area and provides extensive guidelines systematicall y analyzed by DAEA and agreed to as a sound an environment al base for Land Use Management in 2005. This approach can now be extended to the outdated Town Planning Scheme</p>

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	<p>the western area. It importance that this ecological resource be carefully studied, ground proofed and managed.</p> <p>9. The development potential of grasslands is high and places the Municipality at a competitive advantage relative to its neighbors and within the greater KZN area.</p> <p>10. Within the Red Data range are numerous endangered species of birds and animals which are of concern to Ezemvelo KZN Wildlife and have been mapped for the SEA at a finer grain</p>		<p>bed of the Mzimkulu River north-east of the area at Mvenyane, near St. Conrad Mission about 7km east of Harding.</p> <p>9. Weathered granite suitable for road building is located in the bed of the Mzimkulu River north-east of the area at Mvenyane. (Would require environmental management of the several borrow pits in the hillsides of the uMzimkhulu river area.)</p> <p>10. Soils are fertile in the eastern regional of the Municipal area.</p>		

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	level.				
<b>WEAKNESSES</b>	<p>1. Heritage sites are being neglected and not accorded the value they deserve.</p> <p>2. The lack of waste management and sanitations services is a weakness from an ecological perspective because the land, water and air are being polluted.</p> <p>3. There is a heavy reliance on natural resources.</p> <p>4. There is a lack of environmental management within the area.</p> <p>5. There are large tracts of degraded grasslands that need rehabilitation largely in the</p>	<p>1. The Municipality still experiences service backlogs. The majority of the population in the Municipality lack access to clean water, electricity, sanitation and other services. This is particularly pertinent to KwaMachi/Isibonda where approximately 30,000 people are without services this restricts investments into the area, constitutes an entry barrier to the market for the emerging businesses and leads to ill health and water borne diseases.</p> <p>2. Sanitation services are based on septic and conservancy tanks systems with Mazakhele Township using the VIP system. The "big problem with conservancy tanks</p>	<p>1. There is no timber based value chain development or beneficiation within the Municipality.</p> <p>2. Tourism is not yet addressed and developed to its full potential. Many initiatives are not being capitalized on.</p> <p>3. The area is characterized by high unemployment rates, the majority of the population especially in the rural areas are without jobs. This remains an inter-sector concern and affects all spheres of the Municipality.</p> <p>4. There is lack of people with management and technical skills in uMuziwabantu. This means that people from</p>	<p>1. High levels of crime. This affects the social fabric and erodes trust which is essential for sustainability based initiatives.</p> <p>2. Drug abuse amongst the youth is of concern within the municipality.</p> <p>3. There is a high incidence of HIV/AIDS particularly amongst women. (64% women to 36% men 2009)</p> <p>4. There is a lack of facilities for the aged in the area.</p>	<p>1. Planning is not conducted by registered personnel within the municipality and thus delegated authority for planning approvals is not possible. All applications have to be forwarded to Ugu the Province for approvals.</p> <p>2. Currently, the old Harding Municipal Area is controlled by an outdated Town Planning Scheme.</p> <p>3. There is no provision in the old scheme for mixed use and densification.</p> <p>4. There is no clearly</p>

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	<p>traditional authority areas.</p> <p>6. Midlands Mist belt Grassland in the western sections of the Municipality are endangered and in need to protection.</p> <p>7. Thornveld is endangered and in need of protection in the low-lying area.</p> <p>8. Indigenous forests in the west arte endangered.</p> <p>9. The full extent of wetlands is not known or mapped</p> <p>10. There is development pressure to identify and develop an appropriate cemetery site and a landfill site relatively close to the Municipality and to acquire agreement on the location of</p>	<p>are sewage overflows" (2010 IDP). Sewage overflows occur in Harding during the rainy seasons.</p> <p>3. High transport costs for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed.</p> <p>4. Apart from the N2, other main roads such as the Harding/Bizana and the uMzimkulu/Pietermaritzburg are in poor conditions and need to be improved and repaired.</p> <p>5. Local roads are in a poor condition but are included in the infrastructure master plan. Approximately 50% of the roads in the town are in an unacceptable condition.</p> <p>6. The topography limits development</p>	<p>outside the area are employed to fill these positions.</p> <p>5. The ICT sector is underdeveloped</p> <p>6. Lack of financial support, mentorship, advisory services and relevant skills. Limits the ability of emerging farmers to succeed in agriculture and other sectors.</p>		<p>defined urban edge and encroachment into agricultural land is occurring</p> <p>5. There is no provision for strategic land use development.</p> <p>6. Current SDF is outdated and confused with the 2002 SDF. The current SDF makes no provision for conservation or ecosystems services as does the 2005 LUMS documents.</p> <p>7. The current Ugu SDF poses a threat to the uMuziwabant u LUMS work of 2005 and also threatens biodiversity with its "river</p>

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	<p>the sites.</p> <p>11. The overgrazing is causing pressure on coastal hinterland Bushveld</p> <p>12. Desirable grass species i.e. Themeda Triandra and Eragrostis Capensis are very limited.</p> <p>13. Unpalatable, pioneer species such as Ngongoni (Aristida junciformis) and Mshiki (Sporobolus Pyramidalus) dominate the veld.</p> <p>14. Poor veld management poses a severe limitation to the potential for development of stock farming.</p> <p>15. Noise and air pollution records within uMuziwabantu</p>	<p>to high lying flat land east of the forested areas and calls for careful management of the visual impact of development.</p> <p>7. Unstable slopes in wet talus material, overlying the bedrock had to be stabilized by a wall held by earth anchors, in the Ingeli indigenous forest, on the N2, about 2km west of the Ingeli Forest Lodge. Similar slope instability associated with seepage continues to affect the R56 road from Umzimkulu to Kokstad, near Rietvlei for about 83 km to the north of the area.</p> <p>8. In Harding, soils are clayey and the water table shallow, these problematic founding conditions need to be managed through building appropriate foundations.</p> <p>9. The current landfill</p>			<p>base buffers". Buffering rives located in extremely steep terrain which nobody can get to is pointless and reveals a lack of empirical knowledge of the area and the daily activities of people in the outlying areas and located predominantl y along ridge lines and not in steep, treacherous ravines.</p>

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	are not kept.	<p>site is not licensed, fenced or guarded. The site is not well managed and largely follows the trench method of operation. A detailed Waste Characterisation study needs to be performed as part of a Waste Minimization and Recycling study.</p> <p><b>10.</b> Waste based informal scavengers are not formalised and are interfering with the two daily operational activities of the site.</p>			
<b>OPPORTUNITIES</b>	<p>1. The Plantations could form the basis of a carbon sequestration process in keeping with the Koyoto Protocol aimed at reducing carbon emissions</p> <p>1. Alternative</p>	<p>1. Vodacom and MTN cover 90% of the municipal area by cell phone signal and Telkom has introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants this constitutes an opportunity for the</p>	<p>1. There are many opportunities for the diversification of the agricultural sector through the development of niche market products such as organic vegetables, hydroponics, aquaculture, medicinal</p>	<p>1. Young people are becoming more conscious of environmental management and stewardship and harbor potential leadership skills in this domain.</p> <p>2. The Hans Merensky</p>	<p>1. The SEA affords an opportunity to integrate land use management with environmental planning for sustainability</p> <p>2. The SEA affords an opportunity to rectify the</p>

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	<p>energy sources can be investigated with a possible concentration on bio-fuels.</p> <p>2. There are opportunities for managed sand and gravel extraction for road development.</p> <p>3. The area has a number of ecological and cultural heritage tourism opportunities that require establishment of a strong marketing system for the tourism product development. Opportunities vary in nature and include the Weza Forest, the Oribi Gorge nature reserve,</p>	<p>ICT development in the area.</p> <p>2. There are opportunities for marketing natural and indigenous products, to co-ordinate: “clean ups”, music based education processes and recycling economies of scale.</p> <p>3. The development of infrastructure to manage storm water runoff and waste removal systems will augment and strengthen the potential attraction process.</p> <p>4. The dispersal of communities poses an opportunity to harness alternative community based modes of energy development.</p> <p>5. Snow falls at least once in most years on the high Ingeli range on the western boundary of the area can be</p>	<p>plants, aloes, essential oils, and woodlots and the use of the sawdust from the Hans Merensky Trust for sustainable agricultural development processes.</p> <p>2. The business forum can also boost “green business” networking in order to augment the LA21 agenda.</p> <p>3. The municipality is predominantly constituted with young people with 75% of the population under the age of 34 years. This constitutes a pool of future entrepreneurs and that of labour for the investors.</p> <p>4. The area has a large pool of semi-skilled people available for employment.</p>	<p>Trust uses their land for tourism where possible, for the benefit of surrounding communities. The potential for environmental education in this context needs to be harnessed.</p> <p>3. Amakhosi are calling for education and training in land use management.</p> <p>4. The business chamber is calling for communication between and across sectors and on environmental management.</p>	<p>SDF errors and incorporate it into a reviewed IDP</p> <p>3. The SEA affords the opportunity to develop and EMP which is legally binding if it is advertised correctly for public comment</p> <p>4. The SEA affords the opportunity to sensitize councilors to the importance of the environment and ecological education.</p>

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	<p>Harding dam, Weza hiking and 4X4 trails, fishing, curio markets, tribal experience and overnight accommodation, and the Somseu monument. The extensive addition to this list of potential cultural and ecological assets has occurred through the SEA specialist study. Many of the sites in the rural areas were supplied with enthusiasm by the aMakhosi who are keen to see sustainable, culture based conservation and eco-</p>	<p>used as a tourist attraction.</p>	<p>The development needs to take place to employ these people. This large pool of potential employees can also be mobilized for environmental "clean ups" as has occurred with the assistance of the DAEA education section Ugu Environmental Unit, Ezemvelo Wildlife and the Hunting Association.</p> <p>5. Timber and variable bee keeping development programmes could be promoted in the uMuziwabantu area with backward and forward linkages to the transport, harvesting and marketing of honey opportunities for community</p>		

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	<p>tourism product development.</p> <p>4. Existence of vast tracts of land lying vacant run by tribal authorities can be cultivated on a commercial scale to improve agricultural sector. This will add to the carbon sequestration process through trapping of carbon in the soils. In addition, land use management processes can be introduced so that sustainable agricultural practices are initiated.</p> <p>5. Ngongoni is the habitat for a range of important</p>		<p>members. The value chain potential for linkages based on ISO 21 processes for sustainable value addition, packaging, labeling and diversification based on "green business" is vast.</p> <p>6. Given the manifestation of the HIV/AIDS related deaths, the rate of HIV/AIDS became stable with a tendency of decreasing in the Municipality.</p> <p>7. Opportunities for programmes based on prevention and support for affected and infected people will assist in enhancing a sustainability based approach to this pandemic.</p>		

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	medicinal plants in the area				
<b>THREATS</b>	<p>1. The five major rivers servicing the Municipal area are endangered and vulnerable (<b>Mtamvuna, Mzimkulu, Mzimkulwana and Nkondwana and Weza</b>).</p> <p>2. The most transformed rivers are the Nkondwana, <b>Weza and Mzimkhulwana</b>. They are in areas where the land is transformed. These rivers are under continual pressure and are more likely to exhibit degraded water quality conditions. <b>The most</b></p>	<p>1. While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity economically unviable.</p> <p>2. The extension of the Toll road along the coast from Port Edward is another negative issue. This project simply will reduce the number of tourists driving through uMuziwabantu on the N2, meaning that people will drive through without stopping and spending time in the area. Providing for signage which is appropriate will result in the reduction in current signage pollution and harness potential tourism based on eco-</p>	<p>1. The level of education in uMuziwabantu local municipality is very low with 30% of people having no school education at all. In certain wards, some official high schools have closed down because of the low enrolments. This constitutes a threat to the future generations as well as to investors. This poses a threat to environmental education programs in the affected areas such as Kwa-Chali and Kwambotho.</p> <p>2. Businesses have not developed competitive</p>	<p>1. High incidence of HIV infection particularly amongst women</p>	<p>➤ There is a lack of understanding of environmental management issues within council and hence management is not prioritized.</p>

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	<p><b>transformed and vulnerable rivers are the Nkondwana and the Mzimkhulwa na Rivers and their tributaries.</b></p> <p>3. There is some air pollution stemming from the Hans Merensky Saw Mill at Weza which needs to be managed.</p> <p>4. Climatic conditions in the western regions limit the growing of the grass which results in lack of feed for stock during winter months. (Covering fodder with foliage is a sound carbon sequestration practice that</p>	<p>tourism opportunities based on fauna and flora, rare and endangered species noted in detail in the status quo report.</p>	<p>advantages. Competitive advantage based on developing a sustainability approach to projects and programs is possible with a sound SEA.</p> <p>3. There is a concern about the relocation of the Hans Merensky Mill from uMuziwabantu to the Eastern Cape Province. As the Hans Mill is among the pillars of the manufacturing sector of the area, its relocation will deeply impact on the employment and GDP of the Municipality. A sound business growth and retentions strategy will prevent this and harness sustainability of jobs if managed</p>		

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	<p>can be harnessed to address this climate based threat)</p> <p>5. In the eastern bushveld region the stock appears is more heavily infested with ticks than in the Ngongoni veld areas.</p>		<p>correctly and with speed.</p>		

### C.2.6 DISASTER MANAGEMENT

The Municipality has an established Disaster management unit, with the Disaster Management Officer the responsible personnel for this unit. The Municipality has conducted a situational analysis on the state of Disaster Management in the municipality identified the following challenges and proposed interventions:

CHALLENGES	PROPOSED INTERVENTIONS	Progress to date
The municipality does not have an adopted Disaster management Plan	Review of the Municipal Disaster Management Plan	Achieved
For many years, there has been no human resource allocated to facilitate and implement DM activities	Appointment of a Disaster management officer	Achieved

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Identified threats identified in the Disaster Management Plan are outdated	Review of DMP and adoption of a DM sector plan.	Achieved
The municipality does not have a Disaster management centre	Sourcing for funding for the construction of a DM centre	In progress. The Land to have been identified, rezoned and approved by Council.
The municipality has limited human resource.	Review and restructuring of the Municipal organisational structure to include and boost staff compliment in the DM unit.	In progress.
Lack of Disaster response and preparedness	Purchasing of Disaster response vehicles.	Achieved however not yet sufficient.

#### **C2.6.1 Disaster Management Plan**

The Constitution of the Republic of South Africa gives everyone the right to a safe environment. In section 24 it is stated that everyone has the right to an environment that is not harmful to their health or well-being.

South Africa is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past decade, these hazard occurrences have become more frequent and severe.

The National Government recognised a need to establish an institutional framework that allows for risk prevention and rapid action during an occurrence and has taken certain steps towards this end, such as:

□ **White Paper on Disaster Management:** The White Paper introduced a new paradigm in the management of disasters, by placing an emphasis on risk reduction and preparedness.

□ **Disaster Management Act:** The White Paper led to the promulgation of the Disaster Management Act, Act 57 of 2002, which is the regulatory framework for disaster management in South Africa. The Department of Cooperative Governance and Traditional Affairs (CoGTA), through the National Disaster Management Centre (NDMC), administers the Act.

□ **National Disaster Risk Management Framework:** The NDMC has prepared a National Disaster Management Framework, which aims to guide the development and implementation of disaster management in the country.

□ **National Disaster Risk Management Centre Guidelines:** The NDMC has developed guidelines for the establishment of disaster management centres (DMC's).

Section 53(1)(a) of the Disaster Management Act, 2002 (Act 57 of 2002 – herein referred to as “the Act”) therefore requires the Umuziwabantu Municipality to prepare a disaster management plan for its area according to the circumstances prevailing in it area and within the ambit of its municipal disaster management framework.

Section 53(2)(a) of the Act specifies that the disaster management plan for a municipality must form an integral part of the municipality's Integrated Development Plan (IDP).

Section 26(g) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) lists “applicable disaster management plans” as core components of an IDP. The Municipality has in place a newly reviewed Disaster Management Plan in place which is being implemented.

#### **C.2.6.2 IDENTIFIED PRIORITY RISKS AND RISK REDUCTION CAPACITY**

The Disaster Management Plan identifies the following risks which are prone to Umuziwabantu Municipal area and Risk reduction and preparedness plans must be developed for all identified hazards as listed in the table below.

- Structural Fires

- Drought
- Lightning
- Strong Winds

The structure for risk reduction includes the Umuziwabantu disaster management, the Disaster management Advisory Forum, and the Interdepartmental disaster management committee, the nodal points for disaster management within municipal departments, departmental and municipal planning, risk reduction project teams and preparedness planning groups.

Ongoing capacity building programmes are required to ensure availability of adequate capacity for risk reduction.

#### **C.2.6.3 DISASTER RESPONSE AND RECOVERY**

##### **Preparedness plans**

Preparedness plans have been compiled through a participative process and have been vested in terms of practical execution.

The organizational structure for preparedness within the municipality will include the satellite Disaster Management Centre, the Disaster Management Advisory forum, the interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and Ugu Disaster Management Centre.

The municipal planning groups, preparedness planning groups, joint response and relief teams, recovery and rehabilitation project teams and UGU Emergency Control Centre will also be involved.

The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. The Emergency Control Centre once established will be responsible for operational procedures associated with day to day operational response to emergencies by municipal departments. The Emergency Control Centre and the Disaster Management Advisory Forum will be jointly responsible for the emergency management policy framework and organisation that will be utilized to mitigate any significant emergency or disaster affecting the municipality.

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.

### **Response and Recovery**

- During response and recovery operations the relevant preparedness plans of the municipality will be executed by the disaster management structures.
- Declaration of a state of disaster and disaster classification –
- When a disastrous event occurs or is threatening in the area of the municipality, the DMC/Section will determine whether the event is a disaster in terms of the Act, and if so, the Head of the Disaster centre will immediately, initiate efforts to assess the magnitude and severity or potential magnitude of the disaster, alert disaster management role players initiate the implementation of the disaster response plan and inform the National Disaster Management Sector, KZN Provincial Disaster Management Centre.

### **C2.6.4 EDUCATION, TRAINING AWARENESS AND RESEARCH**

The main objective of the education, training and awareness, is to promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research.

The Disaster Management Act states that the following concepts should form the basis of disaster management awareness and training.

- 1) A culture of risk avoidance.
- 2) Promotion of education and training.
- 3) Promotion of research into all aspects of disaster risk management.

This is aimed at achieving the following requirements:

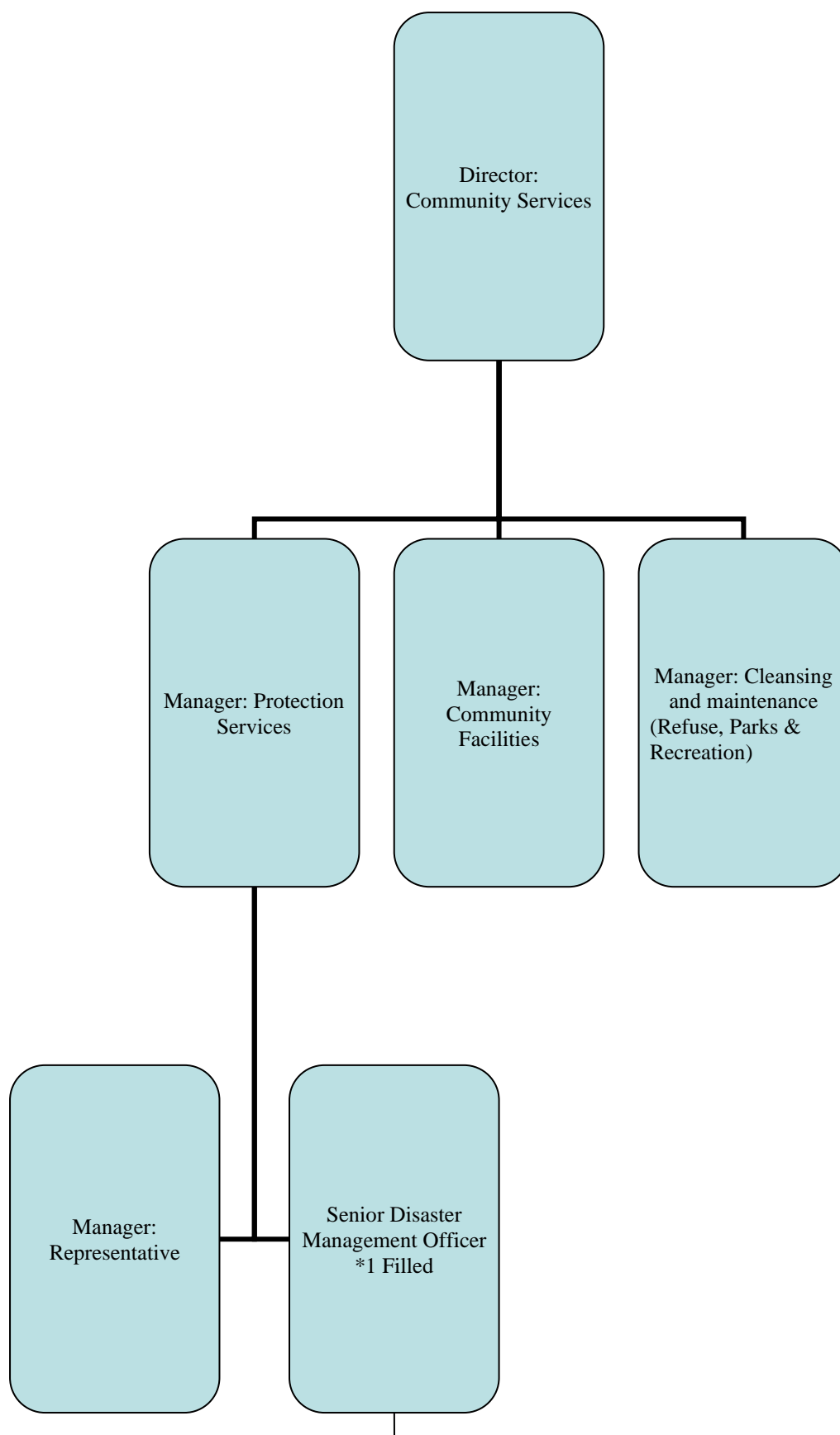
- 1) Address the requirements for the implementation of education, training and research needs.
- 2) The development of an integrated public awareness strategy.
- 3) Effective use of the media.

- 4) The development of education and training for disaster risk management and associated professions.
- 5) The inclusion of disaster risk management in schools

#### **C2.6.5 DISASTER MANAGEMENT UNIT ORGANISATIONAL PLACEMENT OF THE FUNCTION**

The current placement of the Disaster Management Function within the Umuziwabantu organizational structure falls within the Directorate; Community Services. The Umuziwabantu Municipality's Disaster Management Office is currently situated in Harding Holman Street.

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**Figure 03: Placement of Disaster Management unit**, adapted from the DM sector plan.

### C2.6.6 Satellite Disaster Management Centre

“Umuziwabantu Disaster Management” refers to the department within the municipality which is assigned with the Disaster Management function.

The Disaster Management function of the Umuziwabantu Municipality aims to:

- Prevent or reduce the risk of disasters thus mitigating the severity or consequences of disasters;
- Prepare for emergencies;
- Respond rapidly and effectively to emergencies and disasters;
- Implement post-disaster recovery and rehabilitation within the municipality by monitoring, integrating, co-coordinating and directing the disaster risk management activities of all role players.

A fully established and functioning Municipal Disaster Management Centre (facility) is a key element of this plan. This centre would have to have the appropriate levels of capacities in the form of a facility, vehicles, equipment and personnel. **Resources and Capacity**

As indicated above the municipality has no facility (centre), no equipment, no systems, and no vehicles. The Department has however identified a suitable area where the centre will be located and which will also allow for easy access when responding to emergencies with the CBD and surrounding areas.

IDP Number	Project Name	Resources Required	Funding Required	Funding Agent
C2.6.3.1	Disaster management satellite centre	Funding	Not budgeted	To be sourced
C2.6.3.3	Education , training & awareness	<ul style="list-style-type: none"><li>• Writing material</li><li>• Venue</li><li>• transportation</li></ul>	Budgeted and conducted regularly.	Municipality

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<b>C2.6.3.4</b>	Response , recovery & rehabilitation	Skilled Human resource, response vehicles	Budgeted (training and skills development vote)	Local municipality and District municipality
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### **C2.6.7 Disaster Management SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ Availability of premises (Harding airfield) for upgrade and renovations to met the disaster management centre standards.</li> <li>▪ Availability of a piece of land adjacent to Harding testing centre which can be utilized as the disaster management centre.</li> <li>▪ Availability of draft disaster management plan developed by consultants.</li> <li>▪ Establishment of a disaster management unit under the community services department.</li> <li>▪ Establishment and appointment of HOD of Community Services Department.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of capacity of the disaster management organizational structure.</li> <li>▪ Lack of capacity of disaster management (human, electronic, mechanical, material, financial resources and systems).</li> <li>▪ Vacant position of disaster management officer.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Support by other spheres of Government (DDRMS, PDRMC, NDRMC)</li> <li>▪ Engagement in private or public partnership (EPWP and Working on fire).</li> <li>▪ Review of DMP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor compliance of non compliance with the Disaster Management legislations.</li> </ul>

## **C.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

### **C.4.1 Council committees**

Umuziwabantu Municipality is a category B municipality using an executive committee system. The Council has three portfolio committees which are:

- Finance, Budget and Corporate Services

- Planning, Housing, LED and Infrastructure
- Community Services

The municipality also has in place an IDP Forum and a Human Settlement portfolio committee which are as a result of Council resolutions which seek to ensure proper coordination and implementation of these functions.

#### **C.4.1 Municipal Administration**

The administration, as appropriately delegated, has a responsibility to support the Council in exercising its powers and functions in the followings ways:

- It has to support the political structures in performing the political functions. These include the Council itself, the offices of the Speaker, the Mayor and the Executive Committee as well as Council Committees.
- It also has a responsibility to support the functioning of community participation structures as required in Chapter 4 of the Municipal Systems Act. These include ward committees.
- Lastly, it has to ensure that services that are incidental to the exercise of the municipality's powers and functions are delivered.

#### **C.4.2 Municipal Institutional Capacity**

The municipality has expanded significantly over the past four years, with the addition of two departments within the organisation. This is as a result of an additional two departments which are, the Community Services Department and the Development planning department. This transformation is also as an implementation to coincide with the COGTA regulations released in February 2014, which guide the organisational structuring of municipalities.

Each of the department is unique in terms of its functions and key performance areas.

Internal Departments are as follows:

- Office of the Municipal Manager
- Finance Department
- Community Services Department
- Infrastructure Services Department

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- Planning Department
- Corporate Services Department

### **C4.3 Vacancy rate**

The municipality has the following current staff compliment and vacancy rate							
	DEPARTMENT						TOTAL
	OMM	CPS	Comm. Serv.	Technical Serv.	Finance	Planning & Dev	
Number of positions in the municipal organogram	21	24	137	52	24	12	273
Number of total budgeted positions 2019/20 FY	20	17	120	44	23	08	232
Number of filled positions	18	16	120	43	22	08	227
No. of total vacant posts	3	8	17	9	2	4	43
No. of MM and section 56 / Snr Mgt positions in the m/ organogram	1	1	1	1	1	1	6
No. of MM and section 56 / Snr Mgt positions in the m/ organogram filled	1	1	1	1	1	0	5
Total vacancy rate							27%
Total vacancy rate of budgeted positions							2%
Total vacancy rate per Dept -%	23%	47%	21%	26%	25%	33%	

The table above

It reflects that Umziwabantu Municipality has a vacancy rate of 25%. The 2019/2020 financial year saw the appointment of 3 Heads of Department positions being filled which has brought stability into the institution. This therefore means that 5 out of 6 Section 54/56 positions have been filled. The geographical location of the municipality has been a contributing factor to the challenge of filling the positions within the Municipality. This results in a low grading which adversely affects the Salary packages which are informed by the category of the municipality.

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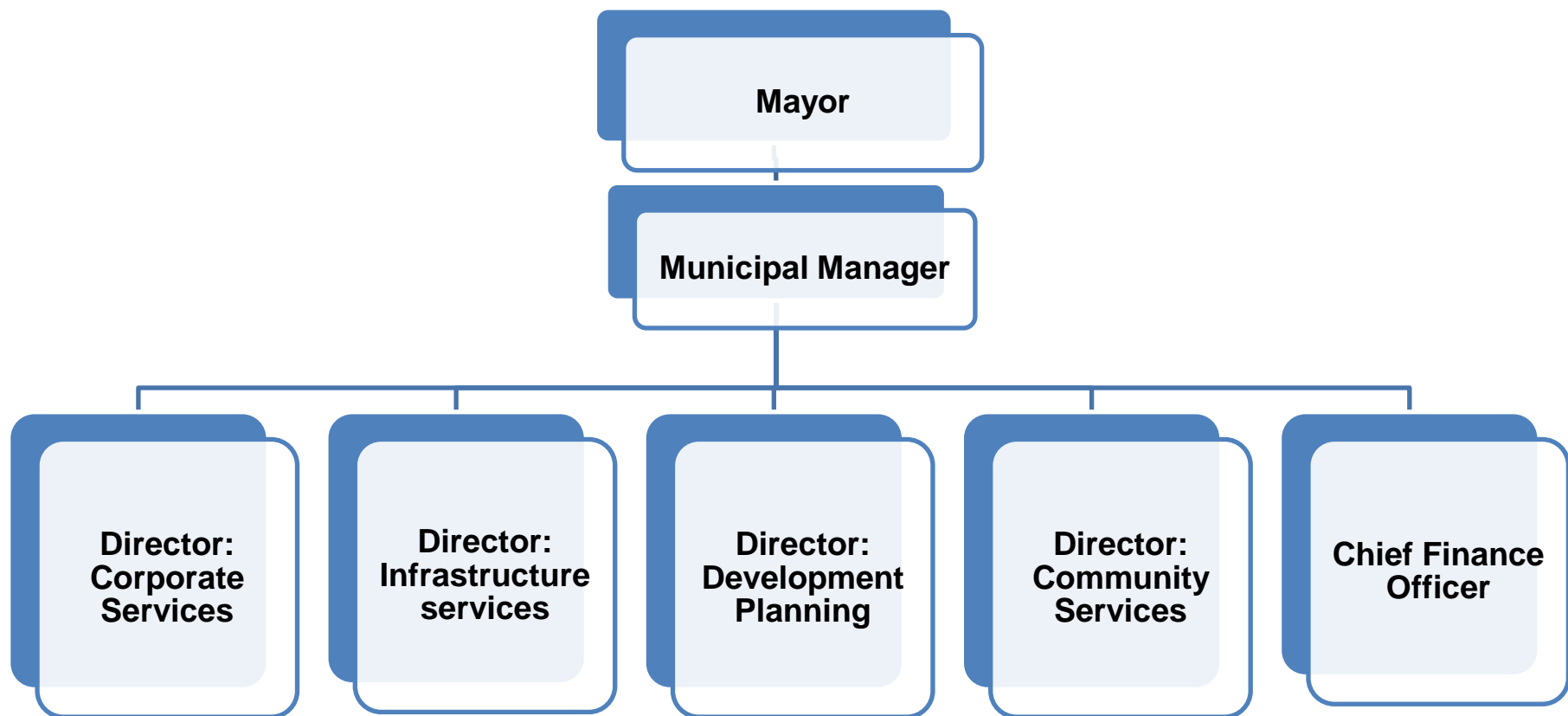
#### **C4.4 POWERS AND FUNCTIONS OF MUNICIPALITY**

The following are the powers and functions of our municipality:

- To provide community & citizen services;
- To provide & maintain existing municipal infrastructure to enable service delivery;
- The efficient management of the finances of the municipality based on the MFMA;
- To coordinate strategic planning & governance within the municipality;
- Provide corporate services auxiliary functions of a municipality.

OFFICE OF THE MUNICIPAL MANAGER	FINANCE	COMMUNITY SERVICES	TECHNICAL SERVICES	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
<b>PURPOSE</b>					
Provide leadership to the municipality & support council in fulfilling	The efficient management of the finances of the municipality	To provide social & citizen services	To provide capital & maintain existing infrastructure	To coordinate planning activities of the municipality	Undertake corporate & administrative services
<b>FUNCTIONS</b>					
1. Internal audit 2. Risk Management. 3. Inter-governmental Relations 4. Public Participation 5. Contracts Management 6. Communications 7. Coordination of OSS 8. Sports, Recreation, Arts & Culture 9. Undertake special programs services 10. Municipal Health Services	1. Coordination of budget 2. Expenditure, financial control & reporting 3. Credit management & revenue collection 4. Provide Supply chain management services 5. Provide support & capacity to line functions on budgeting & treasury	2. Traffic & other By-Laws regulation & enforcement 4. Coordinate disaster & Firefighting services 6. Enforcement of municipal By-Laws 7. Facilitate community involvement Refuse removal, dumps & solid waste	1. PM Unit 2. Municipal Infrastructure maintenance 3. Storm water & sanitation management 4. Coordinate electricity	1. Coordinate development of IDP 2. Conduct town & spatial development planning 3. Coordinate municipal By-Laws 4. Facilitate local economic development 5. Coordinate housing development Building regulations & enforcement 6. Organizational performance	1. Provide HR management & HRD services 2. Employee Wellness services 3. Provide Auxiliary services 4. Provide IT services 5. Provide Council support services 6. Provide support & capacity to line functions on HR functions 7. Labour Relations

#### C.4.5 TOP ORGANISATIONAL STRUCTURE OF UMUZIWABNATU MUNICIPALITY



#### C.4.6 HUMAN RESOURCE STRATEGY & HR PLANS

The Municipality has developed its Human Resource Plan and was adopted by council on the 29<sup>th</sup> May 2020. This Human Resource Plan will be reviewed annually. Furthermore, the municipality has an employment equity plan and work skills plan in place. Both these plans are being implemented and will be submitted to LGSETA in April 2020.

#### C.4.7 ICT SERVICES

Umuziwabantu Municipality has 2 IT officers, and 2 a full time cyber cadets in the Municipal libraries. The IT officers, report to the Manager administration services, within the corporate services directorate.

This position is one of the critical positions which have in the past years seen a high staff turnover. ICT services are very poor within the municipality due to the enormous burden placed on the acting personnel. The organisation experiences amongst other challenges, a high rate of cable theft in the area, which hinders with the organisational ICT. However an ICT policy framework is in place and is partially implemented.

POLICY NAME	STATUS
ICT policy	In place and implemented
Telecommunications policy	In place and is implemented
User Accounts policy	In place and is implemented
ICT Framework	Not in place
IT Master Systems Plan	Not in place

#### C4.8 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESSES
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<b>STRENGTH</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• clean audit achievement</li> <li>• Registration support for tertiary</li> <li>• Internship programmes</li> <li>• Staff bursary</li> <li>• Skills development Opportunities</li> <li>• Working relations with Traditional leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Retention of management and staff</li> <li>• Skills shortage</li> <li>• Implementation of the employment equity</li> <li>• Shortage of staff – vacancy rate</li> <li>• Filling of critical posts</li> <li>• Cascading PMS to staff below S56</li> <li>• Minimal availability of tools of trade and resources</li> <li>• Poor law enforcement on bylaws</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• New municipal offices</li> <li>• Staff development</li> <li>• Institutional growth and expansion</li> <li>• SETA Learner ships</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery protest</li> <li>• Poor service delivery resulting from lack of staff</li> <li>• Poor performance</li> </ul>

#### C.4.9 ANNUAL PERFORMANCE REPORT

The table below reflects the annual performance report for the 2019/20 financial below:

ANNUAL PERFORMANCE REPORT FOR THE YEAR ENDING 30 JUNE 2020														
UMUZIWABANTU LOCAL MUNICIPALITY														
IDP / SDBIP NO.	NK PA	STRATEGI C OBJECTIV E (AS PER IDP)	STRATEGIES (AS PER IDP)	KEY PERFORMAN CE INDICATORS	COMPARISON WITH PREVIOUS YEAR		CURRENT YEAR				Status (Achieved / Not Achieved)	Challeng es	Planned Corrective Measures	Portfolio of Evidence
					2018/2019(TA RGET)	2018/20 19 (ACTUAL )	DEMA ND	BACKLO G	2019/2020 (TARGET)	2019/202 10 (ACTUAL)				
		Promote a participati ve, facilitativ e and accountab le governanc e	Table Annual Report to Council	Table 2018/19 Annual Report by date	2017/18 Annual Report Tabled to Council by 31 January 2019	2017/18 Annual Report was Presente d to Council on the 29th January 2019	N/A	N/A	2018/19 Annual Report Tabled to Council by 31 January 2020	2018/19 Annual Report Tabled to Council on 24th January 2020	Achieved	N/A	N/A	Council resolutions and copy of the report
		Promote a participati ve, facilitativ e and accountab le governanc e	Prepare Annual Performance Information to AG & CoGTA & Treasury by 31 August 2018	Submission of the AP R to AG , CoGTA & Treasury by date	Submission of the adopted APR to AG ,CoGTA & Treasury by 31st Aug 2017	31st August 2018	N/A	N/A	Submission of the adopted APR to AG ,CoGTA & Treasury by 31st Aug 2019	31st August 2019	Achieved	N/A	N/A	Proof of submission
		Promote a participati ve, facilitativ e and accountab le governanc e	OPMS Reviews and Reporting	S56& S54 Performance Assments by date	Sec 54/56 Performance Assessments by 30 June 2018	30th May 2019	N/A	N/A	Sec 54/56 Performanc e Assessment s by 30 June 2020	5th June 2020	Achieved	N/A	N/A	Assessments report and Council Resolution



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	Promote a participative, facilitative and accountable governance	Conducting Quarterly Performance Reviews	Number of performance reviews conducted	4 Performance Reviews	4 Performance Reviews	N/A	N/A	4 Performance Reviews	4 Performance Reviews	Achieved	N/A	N/A	Minutes and registers of performance reviews
	Promote a participative, facilitative and accountable governance	Continuous monitoring of OPMS performance	Date of adoption of the reviewed PMS Policy framework by EXCO	30 September 2018	2018 October 19	N/A	N/A	30-Sep-19	27-Aug-19	Achieved	N/A	N/A	EXCO Resolution
	Promote a participative, facilitative and accountable governance	Submit Mid Term Performance Report to Mayor for assessment as per S72 of the MFMA	Date of Assessment and Submission of Mid Term Performance Report to Mayor as per S72 of the MFMA	25-Jan-19	Mid Term Assessment were conducted on the 23rd January 2019	N/A	N/A	25-Jan-20	24-Jan-20	Achieved	N/A	N/A	Signed proof of submission to Mayor and Minutes of Mid Term assessments
	Promote a participative, facilitative and accountable governance	Mayor to approve 2019/20 SDBIP within 28 days after budget adoption	Date of Mayors approval of 2019/20 SDBIP	2018/19 SDBIP Presented to the Mayor for Approval by date	The SDBIP was adopted on the 28th June 2017	N/A	N/A	within 28 days after budget adoption	The SDBIP was adopted on the 24 June 2019	Achieved	N/A	N/A	Signed SDBIP document by the Mayor.



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	Promote a participative, facilitative and accountable governance	Signing of Performance agreements for Sec 54 and 56 employees to ensure compliance with Section 57 of the Municipal Systems Act	Signing of sec 54 & 56 employees performance agreement by date	31st July 2018	31st July 2018	N/A	N/A	31st July 2019	31st July 2019	Achieved	N/A	N/A	Copies of signed Contracts
	Promote a participative, facilitative and accountable governance	Publicizing of sec 54& 56 performance contracts within 14 Days after approval of the SDBIP to ensure compliance with section 53 of the Municipal Finance Management Act	Date of Publicizing of sec 54& 56 performance agreements on local media	Within 14 Days after approval of SDBIP	Performance agreements were available on local media within 14 days	N/A	N/A	Within 14 Days after approval of SDBIP	Performance agreements were available on local media within 14 days	Achieved	N/A	N/A	signed Council Extract
	Promote a participative, facilitative and accountable governance	Submit performance contracts of S54/56 managers to Council to ensure compliance with section 53 of the Municipal Finance Management Act	Date of submission of performance contracts of S54/56 managers to Council	30-Aug-18	30-Aug-18	N/A	N/A	30-Aug-19	27-Aug-19	Achieved	N/A	N/A	Council approved sc54/56 contracts



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	Promote a participative, facilitative and accountable governance	Ensure compliance with section 28 of the Municipal Systems Act	Adoption of Process Plan by Council by date	30-Aug-18	29-Aug-18	N/A	N/A	30 August 2019	27-Aug-19	Achieved	N/A	N/A	Council resolution of process plan
	Promote a participative, facilitative and accountable governance	Ensure compliance with section 34 of the Municipal Systems Act	Review of the Municipal Integrated Development Plan by date	Ensure council adopts 2018-2019 Reviewed IDP by 30 June 2019	Council adopted the 2018/19 Reviewed IDP on the 20th June 2019	N/A	N/A	30-Jun-20	26-May-20	Achieved	N/A	N/A	Council resolution/reviewed IDP
	Plan towards the development of human capital	Work Skills Plan Implementation	Percentage of budget spent on implementing the WSP.	100%	27%	N/A	N/A	100%	100%	Achieved	N/A	N/A	Financial Report
	Plan towards the development of human capital	Review of the organogram	adoption of reviewed Staff Establishment/organisational Structure by date	30-Jun-19	29-Mar-19	N/A	N/A	30-Jun-20	29 May 2020.	Achieved	N/A	N/A	Copy of the approved Municipal organogram



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	Plan towards the development of human capital	Approval of a of Task Job evaluation policy by date	Approval of a of Task Job evaluation policy by date	N/A	N/A	N/A	N/A	Review task job evaluation policy by 30 September 2019	27-Aug-19	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Review of the Training and Development Policy by date	Review of the Training and Development Policy by date	N/A	N/A	N/A	N/A	Review training and development policy by 30 December 2019	30-Oct-19	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Review of Subsistancy and Travel policy by date	Review of Subsistancy and Travel policy by date	N/A	N/A	N/A	N/A	Review of Subsistancy and travel policy by 30 December 2019	30-Oct-19	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Development of a car allowance policy by date	Development of a car allowance policy by date	N/A	N/A	N/A	N/A	Develop a Car allowance policy by 30 March 2020	23-Jan-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Review of a leave management policy by date	Review of a leave management policy by date	N/A	N/A	N/A	N/A	Review leave management policy by 30 June 2020	24-Jun-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Review of the OHS and compliance policy by date	Review of the OHS and compliance policy by date	N/A	N/A	N/A	N/A	Review OHS and compliance policy by 30 June 2020	24-Jun-20	Achieved	N/A	N/A	Council resolution



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	Plan towards the development of human capital	Development of an Acting appointments policy by date	Development of an Acting appointments policy by date	N/A	N/A	N/A	N/A	Develop an acting appointments policy by 30 June 2020.	24-Jun-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Development of an Employee assistance and wellness program policy by date	Development of an Employee assistance and wellness program policy by date	N/A	N/A	N/A	N/A	Develop an employee assistance and wellness program policy by 30 June 2020	24-Jun-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Development of a leave encashment policy by date	Development of a leave encashment policy by date	N/A	N/A	N/A	N/A	Develop a leave encashment policy by 30 June 2020	24-Jun-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Development of a shift and night allowance policy	Development of a shift and night allowance policy	N/A	N/A	N/A	N/A	Develop a shift and night allowance policy by 30 June 2020	24-Jun-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Development of a standby allowance policy by date	Development of a standby allowance policy by date	N/A	N/A	N/A	N/A	Develop a standby allowance policy by 30 June 2020	24-Jun-20	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Development of Integrated HR Strategy by date	Development of Integrated HR Strategy by date	N/A	N/A	N/A	N/A	Develop an Integrated HR Strategy by 30 June 2020	29-May-20	Achieved	N/A	N/A	Council resolution



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	Plan towards the development of human capital	Number of HR SOPs developed & approved by date	Number of HR SOPs developed & approved by date	N/A	N/A	N/A	N/A	3 SOPs developed and adopted by 30 June 2020.	3 SOPs	Achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Date of adoption of the HR Strategy by date	Submission of 2019/2020 Employment Equity Report to Department of Labour by set date.	15-Jan-19	30-Apr-20	N/A	N/A	30-Apr-20	Submission of EER to the Department of Labour	Achieved	Nothing was planned for the period under review. However, a Five - year EE Plan was developed and adopted by Council on 29 May 2020.	N/A	Proof of submission
	Plan towards the development of human capital	Submission of 2019/2020 Employment Equity Report to Department of Labour by set date.	Number of Employee Wellness programs conducted by June	N/A	N/A	N/A	N/A	Conduct two (2) wellness programmes by 30 June 2020	Nothing was planned for the period under review. However, due to the Pandemic in the world, a number of compliance interventions were done, including	Achieved	Risks associated with the implementation and compliance of Risk adjusted strategy - COVID 19.	Risk Management. Compliance Register & Compliance check list, as well as Workplace readiness plan were developed, implemented and monitored during Q4.	Report/Attendance Register/program



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									the procurem ent of PPE (COVID) .				
	Plan towards the developm ent of human capital	Number of Council meetings held as per approved Council schedule.	Number of Council meetings held as per approved Council schedule.	N/A	N/A	N/A	N/A	7 meetings	14	Achieved	N/A	N/A	Attendance Register/program
	Plan towards the developm ent of human capital	Number of Exco meetings held by 30 June 2020	Number of Exco meetings held by 30 June 2020	N/A	N/A	N/A	N/A	14 meetings	14	Achieved	N/A	N/A	Attendance Register/program
	Plan towards the developm ent of human capital	Number of Audit Committee meetings held by 30 June 2020	Convene Audit Committee meetings as per approved Council schedule	N/A	N/A	N/A	N/A	4 meetings	4	achieved	N/A	N/A	Attendance Register/program
	Plan towards the developm ent of human capital	Number of MPAC meetings held by 30 June 2020	Convene MPAC meetings as per approved Council Schedule	N/A	N/A	N/A	N/A	4 meetings	4	achieved	N/A	N/A	Attendance Register/program



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	Plan towards the development of human capital	Place S75 (1) documents on municipal website within 5 days after tabling in council	S75(1) documents placed on municipal website not later than five days after its tabling in the council or on the date on which it must be made public, whichever occurs first.	N/A	N/A	N/A	N/A	Within 5 days	within 5 days	achieved	N/A	N/A	Report
	Plan towards the development of human capital	Number of Admin SOPs developed & approved a	Number of Admin SOPs developed & approved	N/A	N/A	N/A	N/A	4 SOPs adopted by the 30 June 2020	4	achieved	N/A	N/A	Copy of SOPs
	Plan towards the development of human capital	Adoption of the ICT strategy by date	Develop an ICT strategy by 30 June 2020	N/A	N/A	N/A	N/A	Adopt ICT Strategy by the 30th June 2020	ICT Strategy & MSP adopted by Council on 27 August 2019.	achieved	N/A	N/A	Council resolution
	Plan towards the development of human capital	Adoption of Service Commitment Charter by date	Service Delivery Commitment Charter adopted by date	N/A	N/A	N/A	N/A	Adopted Service Delivery Commitment Charter by the 30th June 2019	Service Delivery is still at a Draft	Not Achieved	Awaiting to incorporate comments from all internal departments	Expedite process of gathering information from internal departments	Council resolution



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	Plan towards the development of human capital	Submission of the Employment Equity Report to Department of labour	Submission of 2019/2020 Employment Equity Report to Department of Labour by date.	15-Jan-18	15-Jan-18	N/A	N/A	15-Jan-19	15-Jan-19	Achieved	N/A	N/A	Proof of submission and WSP
	Plan towards the development of human capital	Establishment of an employment equity forum	Date of the establishment of Employment equity forum	N/A	N/A	N/A	N/A	Establish Employment Equity Forum by the 30th March 2019	Not Achieved	Not Achieved	HR Manager was suspended and there was no Head of Department	Target to be Improved on due to the return of HR Manager and the appointment of HOD	appointment letters /and acceptance letters
	Plan towards the development of human capital	Development of an HR Strategy	Date of adoption of the HR Strategy	N/A	N/A	N/A	N/A	Adopt HR Strategy by the 30th June 2019	HR Strategy is at a Draft	Not Achieved	Insufficient internal HR capacity to develop the strategy	Avail more funding in order for the Municipality to outsource the Strategy	Council Resolution
	To Promote participative, facilitative and accountable governance	Conduct risk assessments for the municipality.	Risk assessment conducted by date	N/A	N/A	N/A	N/A	Risk Assessment conducted by 30 July 2019	1 Assessment	Achieved	N/A	N/A	Risk and control assessment report/ Risk register



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	To Promote participative, facilitative and accountable governance	Prepare a risk based audit plan	Review and approval of operational internal audit plan by date	Approval of audit plan By 30 June 2018	13 December 2017.	N/A	N/A	Approved operational internal audit plan by 30 August 2019	Audit Plan was approved by the audit committee on the 23rd June 2019	Achieved	N/A	N/A	Resolution of approval by Audit committee
	To Promote participative, facilitative and accountable governance	Conduct risk assessments for the municipality	Number of risk committee meetings held	4 meetings planned	4 meetings planned	N/A	N/A	4	4	Achieved	N/A	N/A	Minutes of risk committee meetings and attendance register
	To Promote participative, facilitative and accountable governance	Performance of risk assessment	Number of Risk Report submitted to Audit Committee	4 risk reports submitted to the audit committee	4 risk reports submitted to the audit committee	N/A	N/A	4	2	Not Achieved	the incumbent risk management officer relocated	Expedite the appointment of a Risk Management official	Copies of risk reports submitted to Audit committee.
	To Promote participative, facilitative and accountable governance	Attend all Audit Committee Recommendations	% of Audit Committee recommendations attended to.	100%	100%	100%	23%	100%	100%	Achieved	N/A	N/A	Quarterly performance reports (highlighting findings)/Progress report addressing the AC Action plan



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	To Promote participative, facilitative and accountable governance	Produce Quarterly Internal Audit reports submitted to Audit Committee	Number of internal audit reports for submission to Audit Committee	4 reports	4 reports	N/A	N/A	4 reports	4 reports	Achieved	N/A	N/A	Internal audit reports
	To Promote participative, facilitative and accountable governance	Internal Audit to produce performance reports and submitted to Audit Committee	Number of internal audit reports on performance to be submitted to AG	4 Reports	4 Reports	N/A	N/A	4 Reports	4 Reports	Achieved	N/A	N/A	Internal Audit reports
	Strengthen Inter-Governmental Relations	Development / Review of Communications Strategy.	Date of adoption of a reviewed communication strategy	30-Jun-18	Not Achieved	N/A	N/A	30-Jun-20	None	Not Achieved	Target not achieved due to Covid19 National lock down	Target to be set for the next financial year	Copy of Council Resolution
	Strengthen Inter-Governmental Relations	Public participation strategy	Public Participation Strategy adoption by date	30-Jun-18	Not Achieved	N/A	N/A	30-Jun-20	None	Not Achieved	Target not achieved due to Covid19 National lock down	Target to be set for the next financial year	Copy of resolution/copy of the approved communication strategy
	Strengthen Inter-Governmental Relations	Customer care plan	adoption of Service Delivery Charter by date	30-Jun-18	Not Achieved	N/A	N/A	30-Jun-20	24-Jun-20	Achieved	N/A	N/A	Council Resolution



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	Strengthen Inter-Governmental Relations	development of municipal newsletter	Number of quarterly municipal newsletter developed by 30 June 2020	N/A	N/A	N/A	N/A	2 newsletters	2	Achieved	N/A	N/A	Copy if municipal Newsletter
	Strengthen Inter-Governmental Relations	organising Mayoral radio slots	Number of Mayoral radio slots conducted by 30 June 2020	4 Radio Slots	N/A	N/A	N/A	4	4	Achieved	N/A	N/A	Copy of signed report on mayoral radio slots
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	To ensure investment on infrastructure development and service delivery	Electrification of Mazakhele Phase 3 low cost households	Number of Mazakhele Phase 3 low cost households electrified	400	0	1071	1071	478	500	Achieved	N/A	N/A	Progress Report/ happy letters/ clouseout report/s completion certificates
	To ensure investment on infrastructure development and service delivery	Upgrading of aging electrical cables	Length of electrical cables in Kms installed	2Km	5km	N/A	N/A	2 Km	2 Km	Achieved	N/A	N/A	Portfolio Reports / Job cards



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	To ensure investment on infrastructure development and service delivery	Maintenance of electrical transformers and Substations	Number of electrical transformers and Substations maintained	46	51	N/A	N/A	46	46	Achieved	N/A	N/A	Report for the maintained electrical transformers and substations/ Inspection sheet
	To ensure investment on infrastructure development and service delivery	Upgrade of Kirk Street	Construction progress percentage of the upgrade of Kirk Street	40%	5%	N/A	N/A	100% Completion	100% Completion	Achieved	Practical Completion stage with Snag list	Rectification of snag list	Close out Report/completion certificate
	To ensure investment on infrastructure development and service delivery	Construction of Qwarhu access road	Construction progress percentage of Qwarhu access road	N/A	N/A	N/A	N/A	70% Complete	75% Complete	Achieved	Delayed on Procurement of Plant Hire	Completion of Storm-water Catchpit	Progress Report
	To ensure investment on infrastructure development and service delivery	Construction of traffic lights on Corner of Hawkins and Livingstone Street	Construction progress percentage of traffic lights on corner of hawkins and Livingstone street	N/A	N/A	N/A	N/A	100% completion	100% completion	Achieved	N/A	N/A	Close out / completion certificate



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	To ensure investment on infrastructure development and service delivery	Beautification of Harding Informal Traders Market Square	Construction progress percentage of the beautification of Harding Informal Traders Market Square	N/A	N/A	N/A	N/A	100% Completion	0%	Not Achieved	Delays in concluding advertisement	to be advertised in the next financial year	Close out / completion certificate
	To ensure investment of infrastructure development and service delivery	Construction of Magwala Access Road	Construction progress percentage of Magwala Access Road	80%	0%	N/A	N/A	100 % completion	100% Completion	Achieved	N/A	N/A	Close out / completion certificate
	To ensure investment of infrastructure development and service delivery	Construction of Municipal Offices	Construction progress percentage of Municipal Offices	80%	40%	N/A	N/A	75% completion	75% Completion	Achieved	National Lockdown, Slow Performance of Sub-contractors, Project Cash-flows	Expedite progress on remaining works until project hand-over	Progress Report
	To ensure investment on infrastructure development and service delivery	Completion of Phumza sportsfield design	date of completion of phumza sportsfield design	N/A	N/A	N/A	N/A	Completion of Phumza sportsfield design by 30 June 2020	Completed on the 30th April 2020	Achieved	N/A	N/A	Design completion report



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	To ensure investment on infrastructure development and service delivery	Completion of Mdulashe access road design	date of completion of Mdulashe access road design	N/A	N/A	N/A	N/A	Completion of Mdulashe access road design by 30 June 2020	Completed on the 30th April 2020	Achieved	N/A	N/A	Design completion report
	To ensure investment on infrastructure development and service delivery	Completion of Nogumbe access road design	date of completion of Nogumbe access road design	N/A	N/A	N/A	N/A	Completion of Nogumbe access road design by 30 June 2020	Completed on the 26th June 2020	Achieved	N/A	N/A	Design completion report
	To ensure investment on infrastructure development and service delivery	Construction of Mazakhele access roads	Construction progress percentage of Mazakhele access roads	N/A	N/A	N/A	N/A	100 % completion	70 % completion	Not Achieved	N/A	N/A	Close out / completion certificate
	To ensure investment on infrastructure development and service delivery	Construction of Santombe Community Hall	Construction progress percentage of Santombe Community Hall	N/A	N/A	N/A	N/A	60 % completion	0%	Not Achieved	Objection from a bidder	Follow Municipal Bids Tribunal of Appeals processes	Progress report



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	To ensure investment on infrastructure development and service delivery	Construction of Endlovini sportsfield	Construction progress percentage of Endlovini sportsfield	100%	0%	N/A	N/A	60 % completion	0%	Not Achieved	The Court Ordered to Reconsider the Bid Adjudication process	Finalise the appointment	Progress Report
	To ensure investment on infrastructure development and service delivery	Completion of Emazibukweni access bridge design	date completion of Emazibukweni access bridge design	N/A	N/A	N/A	N/A	Completion of Emazibukweni access bridge design by 30 June 2020	Completed on the 2nd April 2020	Achieved	N/A	N/A	Design completion report
	To ensure investment on infrastructure development and service delivery	Maintenance of rural access roads	KM's of rural access roads maintained	Maintain 80 kms	146 kms	N/A	N/A	80 Km's	80 Km's	Achieved	Plant breakdown and burnt down, Quarry	Allocate budget for a new Plant	Job Cards/ Portfolio Reports
	To ensure investment on infrastructure development and service delivery	Maintenance of Ward 3 Storm water drainage	length of storm water drainage maintained in Km's	2 km	0 km	N/A	N/A	2 km	2 Km's	Achieved	N/A	N/A	Job Cards/ Portfolio Reports



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IDP17-18/21-22/C.4/99-124		Improve, expand and maintain existing infrastructure	Maintenance of cemeteries	Number of grass cuts in the cemetery	4	4	N/A	N/A	4	2	Not Achieved	Due to the dry season there has been less grass. The toilets are not working and there is no running water	Install new abulution facility for both staff and community	Report to portfolio committee & Cemetery Grass Cutting register
		Facilitate access to basic service delivery	Verge maintenance on open spaces	Number of verge cuts on open spaces	16	52	N/A	N/A	16	6	Not Achieved	Dry season and Covid-19	Establish a safe work plan to prevent contraction of covid-19	Report to portfolio committee & Verge Maintenance Cutting register
		Facilitate access to basic service delivery	Street cleaning	Number of days teams are utilised to clean streets	365 days	365 days	N/A	N/A	365 days	365 days	Achieved	N/A	N/A	Schedules, registers, weekly reports
		Facilitate access to basic service delivery	Access to Basic Refuse Removal	% of households with access to Basic refuse removal	15%	15%	100%	85%	15%	15%	Achieved	N/A	N/A	Report to portfolio committee/waste truck collection sheet



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	To create sustainable and socially cohesive communities	Provide Vehicle licensing	Number of vehicles tested for COR	552	328	N/A	N/A	552	268	Not Achieved	The Licence office closed due to lockdown	N/A	Report to portfolio committee
		Issuing of Learners Licences	Number of Learner licenses issued	960	667	N/A	N/A	960	593	Not Achieved	The Licence office closed due to lockdown	N/A	Report to portfolio committee
		Issue Drivers licences and renewals	Number of new and Renewed Drivers licenses issued	3120	3654	N/A	N/A	3120	3484	Achieved	The Licence office closed due to lockdown	N/A	Report to portfolio committee/system generated report
	Improve, expand and maintain existing infrastructure	Conduct improvement interventions to community facilities	Number of improvement interventions to community facilities conducted	N/A	N/A	N/A	N/A	16	9	Not Achieved	Delay in SCM Processes due to Covid 19	Create methods to expedite SCM processes and move targets to the next financial year	Report to portfolio committee and a resolution / Close Report
		Maintenance of community facilities	Number of days teams are utilised to clean community Facilities	N/A	N/A	N/A	N/A	365	349	Not achieved	Due to covid19 National lockdown	N/A	Clock cards and Roasters



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			Provision of bookings for community facilities	Number of reports on the number of bookings attained	N/A	N/A	N/A	N/A	4	4	Achieved	N/A	N/A	Report to portfolio committee
		Povision of low cost housing	Mazakhele phase 3	Number of units tbuilt at kwa Mazakhele phase3 housing	500	468.	N/A	N/A	200	0..	Not achieved	approval of stage 3 delays from the departm ent	expedite the process for approval	Progress Report/completi on certificates
		Povision of low cost housing	KwaMachi & KWaJali phase 2	Project planning completion by date	N/A	N/A	N/A	N/A	2020/06/30	Not achieved	Not Achieved	approval of stage 1 delays from the departm ent	expedite the process for approval	Portfolio report
		Provision of low cost housing	KwaMbotho rural housing	Number of units built at KwaMbotho rural housing	375	370.	N/A	N/A	120	0..	Not achieved	Stage 3 contract approval by the departm ent and quantum agreeme nt issues not resolved	expedite the process for approval and authorisati on by the national departmen t on the old specificatio n	Progress Report/completi on certificates
IDP17-18/21-22/C.5/125-139	LOCAL ECONOMIC DEVELOPMENT	Create an enabling environm ent for Economic Developm ent	Ensure Development of an LED strategy	Developmen t and approval of an LED Strategy review by date	N/A	N/A	N/A	N/A	30 June 2019	26-Jun-20	Not Achieved	N/A	N/A	Concill Extract and Copy of LED Strategy



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				30-Jun-18	Draft in Place	N/A	N/A	Reviewed Street trading policy by 30 June 2019	Draft in place	Not Achieved	There are deadlocks with regards to tariffs which are proposed in the policy, as these are being disputed by the informal traders association.	Review of tariffs, and engagements with the informal economy to discuss the tariffs.	Copy of the Informal trading Policy as adopted by Council
		Develop and Adopt an Informal Trading Policy	Development and approval of an Informal Trading Policy by date										
		Conduct formal meetings with the informal traders association	Number of informal trader Association meetings held with the Municipality	4 meetings	9 meetings	N/A	N/A	4 meetings	4 meetings	Achieved	N/A	N/A	Copies of Attendance Registers/program
		Conduct capacity building workshops for informal traders	Number of informal traders Capacity building workshop conducted	4 Capacity Building Workshops	2 Capacity buildings	N/A	N/A	1	0	Not Achieved	Lack of cooperation of the committee	resolve issues pertaining to informal trading policy and management	Attendance Register/program



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			Provide support to SMMEs and Cooperatives (LED projects)	Number of LED projects provided with support	3	3	N/A	N/A	6	0	Not Achieved	The process was interrupted by Covid 19	Move targets to the following financial year	Council approval/list of council approved projects
			Establishment of an LED Forum	Establishment of an LED Forum by date	N/A	N/A	N/A	N/A	Establish LED Forum by 30 September 2019	Terms of Reference in place	Not Achieved	Staff capacity within the Municipality	Manager LED has been appointed	Registers and program
			Report on the Progress of CWP	Number of CWP Reports produced on Umuziwanthu site	4	4 reports	N/A	N/A	4	3	Not Achieved	Covid19 lockdown	Nil	Copies of Reports
			EPWP	Number of Job opportunities created	50	50	N/A	N/A	50	50	Achieved	N/A	N/A	HR Report
IDP17-18/21-22/E.2/181-192	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Maximize Citizen Participation	Conducting trainings on computer literacy skills	Number of beneficiaries trained on computer literacy skills	80	187	N/A	N/A	100	102	Achieved	N/A	N/A	Approved list of Beneficiaries/attendance registers



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		Conducting library services outreach programmes	Number of library services outreach programmes conducted	N/A	N/A	N/A	N/A	8	4	Not Achieved	Early closure due to the National Lockdown	Outreach programs to resume in the next financial year.	Attendance registers
		Circulate reports of the reading material and visual content	number of reports of the reading material and visual content circulated	4	4	N/A	N/A	4	3	Not Achieved	Due to covid19 National lockdown	N/A	Reports to portfolio committee
		Submit grant reports to the Department of Arts and Culture	Number of grant submission reports submitted to DAC	8	8	N/A	N/A	8	2	Not Achieved	Due to covid19 National lockdown	N/A	Acknowledgement of receipt
		Ensure functional of Ward committees	Number of ward committee seatings	N/A	N/A	N/A	N/A	120 seatings	95	Not Achieved	Participation of some ward councillors	Encourage Ward Councillors to participate in Ward committee meetings	Attendance registers
		Development of Ward Based Plans	Number of Ward based plans reviewed	10	10	N/A	N/A	10	10	Achieved	N/A	N/A	Copies of Ward plans
	Create sustainable and socially cohesive communities	Organise sports development programmes	Conduct Mayoral Cup Games by date	30-Jun-18	Not Achieved	N/A	N/A	30-Mar-20	N/A	Not Achieved	N/A	N/A	Portfolio committee reports



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			Support of young people through Provision of tertiary registration/ bursaries.	Number of beneficiaries for registration/ bursaries	40	40	N/A	N/A	40	40	Achieved	N/A	N/A	Approved List of beneficiaries and proof of payment
			Host Matric Achievers Awards	Hosting of the Matric Achievers Awards by date	N/A	N/A	N/A	N/A	30-Sep-19	Not Achieved	Not Achieved	Home of Success had a challenge hosting Matric Achievers Awards which gave the municipality a challenge in participating	Participate in the planning phase of the Matric Achievers awards	Portfolio committee report/ Program
				Number of Schools Attending Career Exhibition	28-Feb-18	08-Feb-18	N/A	N/A	15 High Schools	15 High Schools attended the Career Exhibition	Achieved	N/A	N/A	Portfolio committee report
			To plan for your development initiatives	Develop youth development policy by date	N/A	N/A	N/A	N/A	Adopt youth development policy by the 30th June 2019	Not Achieved	Not Achieved	Insufficient HR capacity	Expedite the appointment of HR Manager and additional funding into youth vote if the municipality seeks the outsourcing route	Portfolio committee report/ Youth development policy



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			Initiate quarterly behavioral change programmes and working together sector department and community stakeholders	Number of planned programmes on behavioral change	4 programmes	4 Programmes	N/A	N/A	4 programmes	2	Not Achieved	N/A	N/A	Attendance registers/Program
			Facilitate and coordinate Disability Programmes	Number of planned disability programmes	3 Programmes	3 Programmes	N/A	N/A	3 Programmes	2	Not Achieved	N/A	N/A	Attendance registers/program
			Facilitate and coordinate Gender Programme	Number of gender programs planned	3 Programmes	3 Programmes	N/A	N/A	3 Programmes	2	Not Achieved	N/A	N/A	Attendance registers/program
			Organise campaigns to fight the scourge of HIV and AIDS	Number of planned campaigns (HIV and AIDS)	4 programmes	4 Programmes	N/A	N/A	4 programmes	3	Not Achieved	N/A	N/A	Attendance registers/program
			Coordinate Senior citizens programmes	Number of senior citizens programs planned	3 Programmes	3 Programmes	N/A	N/A	3 Programmes	2	Not Achieved	N/A	N/A	Attendance registers/program
			Ensure functionality of Operation Sukuma Sakhe through the LTT	Number of LTT seatings conducted	4 seatings	4 seatings	N/A	N/A	4 seatings	3	Not Achieved	N/A	N/A	LTT Attendance registers & Agenda



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			Coordinate ROC Program	Number of ROC Programmes Implemented	4 programmes	4 programmes	N/A	N/A	4 programmes	3	Not Achieved	N/A	N/A	Portfolio Committee Reports
			Arts and Culture Programmes	Number of the A&C programs planned	4 programmes	4 programmes	N/A	N/A	4 programmes	3	Not Achieved	N/A	N/A	Portfolio committee reports
IDP17-18/21-22/D.1/156-173	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	To ensure that the organizations finances are managed sustainably	Creditors Payments and Management	Percentage of valid invoices paid within 30 days from the receipt by creditors	100% of all valid invoices to be paid within 30 days from receipt	0,96	N/A	N/A	100% of all valid invoices to be paid within 30 days from receipt	100%	Achieved	N/A	N/A	Invoice with receipt date Monthly expenditure reports Creditors Reconciliations
			Withdrawal Report in terms of S11 of the MFMA	Number of Withdrawal reports prepared	4 withdrawal reports	Prepared 3 Withdrawal reports on a Quarterly basis	N/A	N/A	4 withdrawal reports	100% Compliance	Achieved	N/A	N/A	Withdrawal report
			Payroll management	Date of completion of payroll	Timeous payment of salaries by the 25th of every month	100% compliance with payroll processes and procedures in 2017/18	N/A	N/A	Timeous payment of salaries by the 25th of every month	3 Payment Vouchers	Achieved	N/A	N/A	Payroll Calendar Emp201 Emp501 Payroll Recon.



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		<b>Payroll management</b>	<b>The number of payment vouchers paid to third parties</b>	3 Payment vouchers paid to third parties	3 payment vouchers paid to third parties	N/A	N/A	3 Payment vouchers paid to third parties	3 payment vouchers paid to third parties	Achieved	N/A	N/A	Third party payment vouchers)
		<b>Indigent Households receiving free basic electricity</b>	<b>No of registered indigent households receiving free basic electricity</b>	6000 of registered indigent households receiving free basic electricity by 30 June 2018	6287 of registered indigent households receiving free basic electricity	N/A	N/A	6000 of registered indigent households receiving free basic electricity by 30 June 2019	6476	Achieved	N/A	N/A	Approved indigent Register on free basic Services
		<b>Indigent Household receiving free basic refuse removal</b>	<b>No of registered indigent households receiving free basic refuse removal</b>	200 of registered indigent households receiving free basic refuse removal by June 2018	178 of registered indigent households receiving free basic refuse removal	N/A	N/A	200 of registered indigent households receiving free basic refuse removal by June 2019	214 households	Achieved	N/A	N/A	Approved indigent Register on free basic Services
		<b>Indigent Household receiving free basic rates</b>	<b>No of registered indigent households receiving free basic rates</b>	80 of registered indigent households receiving free basic rates	63 of registered indigent households receiving free basic rates	N/A	N/A	80 of registered indigent households receiving free basic rates	87 households	Achieved	N/A	N/A	Approved indigent Register on free basic Services



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		Monthly Billing reports	Number of Monthly Billing Report included in the Section 71 report	Include 12 Monthly Billing Reports in the Section 71 reports	Generate d monthly billing Reports	N/A	N/A	Include 12 Monthly Billing Reports in the Section 71 reports	12 Monthly Billing Reports in the Section 71 reports	Achieved	N/A	N/A	Billing reports
		Debt Collection (revenue enhancement)	% Reduction of the debtors book by date	30% Reduction of the debtors book by 30 June 2018		N/A	N/A	30% Reduction of the debtors book by 30 June 2019	42%	Achieved	N/A	N/A	Debtors age analysis Report
		Effective and Efficient Quotation Tenders	Turnaround Time (in working days ) to finalise Bid Processing for each quotation	Finalise Bid processing within 14 days of closure for each Quotation	Turnarou nd Time (in working days) to finalise Bid Processi ng not adhered to	N/A	N/A	Finalise Bid processing within 14 days of closure for each Quotation	Bid processing finalised within 14 days of closure for each Quotation	Achieved	N/A	N/A	Purchased Order Minutes log of dates when tenders were advertised
		Effective and Efficient Bid processing	Turnaround Time (in working days ) to finalise Bid Processing	Finalise Bid processing within 90 working days of closure	Turnarou nd Time (in working days) to finalise Bid Processi ng not adhered to	N/A	N/A	Finalise Bid processing within 90 working days of closure	Not Achieved	Not Achieved	Appeals delayed the finalising of Bid Processin g		Appointment letter. Minutes log of dates when tenders were advertised
		Contract Management	Number of Contracts Register updated with relevant information	4 updates to Contract register	Updated contract Register	N/A	N/A	4 updates to Contract register	4 updates to Contract register	Achieved	N/A	N/A	Contract Register Quarterly performance reports



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		<b>Update of Fixed Asset register</b>	<b>Number of Assets Reconciliations</b>	12 Asset Reconciliations	Reconciliations of Asset Register performed quarterly	N/A	N/A	12 Asset Reconciliations	Reconciliations of Asset Register performed quarterly	Achieved	N/A	N/A	Asset Register Asset Reconciliation
		<b>Maintenance and compliance Asset register</b>	<b>No. of asset verification conducted</b>	Conduct 4 Asset Verification on Quarterly Basis	Conducted 4 asset Verification on in 2017/18	N/A	N/A	Conduct 4 Asset Verification on Quarterly Basis	Conducted 4 asset Verification in 2018/19	Achieved	N/A	N/A	Signed Verification Report
		<b>Cash Flow Management</b>	<b>No. of cash Flow statements submitted to Treasury within turnaround time</b>	Submit 12 cash flow statement to treasury through Section 71 reports	Submit 12 Cash Flow statement on the 10th day of every month	N/A	N/A	Submit 12 cash flow statement to treasury through Section 71 reports	Submit 12 Cash Flow statement on the 10th day of every month	Achieved	N/A	N/A	Monthly Cash Flow Statement
		<b>Budget management and Reporting</b>	<b>No. of Section 71 reports submitted to the standing committee per quarter</b>	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	S71 returns submitted to NT and Standing Committee	N/A	N/A	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	12 Section 71 returns Submitted	Achieved	N/A	N/A	Sec 71 reports to council
		<b>Budget management and Reporting</b>	<b>Date of submission Section 72 reports to Council</b>	Submit section 72 report to council not later than the 31st January 2018	30-Jan-18	N/A	N/A	Submit section 72 report to council not later than the 31st January 2019	31-Jan-19	Achieved	N/A	N/A	S72 Report, standing Committee minutes and Council resolution



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		Preparation of the Adjustment budget for 2018/19 financial this year	Date of approval of the Adjusted Budget for 2018/19 financial year	Table and Adopt Adjustment budget in respect of Mid-Term Assessment for 2017/18 financial year.	Feb-18	N/A	N/A	Table and Adopt Adjustment budget in respect of Mid-Term Assessment for 2018/19 financial year.	Feb-19	Achieved	N/A	N/A	Adjustment Budget and Council Resolution
		Prepare and compilation of Budget for 2019/20 financial this year	Date of approval of final 2019/20 annual Budget by Council	Preparation and Adoption of the Annual Budget for the financial year	30-May-18	N/A	N/A	Preparation and Adoption of the Annual Budget for the financial year	Budget for 2019/2020 financial year was approved by Council on the 28th May 2019	Achieved	N/A	N/A	Proof of Submission and confirmation of Receipt Draft Budget Annual Budget
	To ensure maximization of the municipality's resources in a sustainable manner	Maximum implementation of the municipality's capital budget	Percentage of the Municipality's capital budget spent on capital projects in terms of the IDP	100%	100%	N/A	N/A	100% expenditure	61%	Not Achieved	Delays in implementation of some projects which were budgeted for.	The appointment of other projects	Financial Report
	To ensure maximization of the municipality's resources in a sustainable manner	Maximum implementation of the Municipality MIG	Percentage of the Municipality's MIG grant spent	100%	100%	N/A	N/A	100% expenditure	100%	Achieved	N/A	N/A	Financial Report



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		To ensure that the organizations finances are managed sustainably	Monthlt Reviewed general ledger	No. of prepared reviewed general ledger	n/a	n/a	N/A	N/A	Prepare 12 reviews of general ledger	12 reviews	Achieved	N/A	N/A	General ledger and Trial Balance signed by the CFO
			Preparation and submission of annual financial statements to auditor general	Date of submission of Financial statements to COGTA and AG	Submission of annual financial statements toCOGTA and the AG by 31 August 2018	AFS Submitted to AG on time	N/A	N/A	Submission of annual financial statements toCOGTA and the AG by 31 August 2019	31-Aug-19	Achieved	N/A	N/A	AFS Copy and proof of submission AFS Project Plan
	CROSS CUTTING INTERVENTIONS	Responsive, accountable, effective and efficient local government	Implementation of the SDF	Percentage of applications processed in terms of the SDF	30-Jun-18	20-Jun-18	N/A	N/A	50% of applications processed in terms of SDF Quarterly	100% of applications processed in terms of SDF Quarterly	Achieved	N/A	N/A	Planners Report
			Development of municipal Wall to Wall LUM SCHEME	Date of completion of Wall to Wall LUMS	30-Jun-18	Scheme Maps and Clause Complete	N/A	N/A	30-Jun-20	24-Jun-20	Achieved	N/A	N/A	Council Resolution and Gazette number
			Serving contravention letters to all non complying land uses	Number of contravention letters served to non complying land users.	N/A	N/A	N/A	N/A	20	19	Not Achieved	lack of Enforcement support	Appointment of peace officers as per approved organogram.	Occurance Book / Number



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			Serving contravention letters to all non complying buildings	Number of reports on contravention letters issued to non complying building standards	N/A	N/A	N/A	N/A	20	2	Not Achieved	staff turnover	Expedite appointment processes	Occurance Book / Number
			Ensure SPLUMA Implementation	Number of JMPT seatings attended to attend to SPLUMA implementation.	N/A	N/A	N/A	N/A	10	9	Not achieved	None	N/A	Agendas and Attendande registers
			Conduct capacity building on disaster management	Number of disaster awareness campaigns conducted	N/A	N/A	N/A	N/A	4 disaster awareness campaigns	15 Awareness Campaigns	Achieved	N/A	N/A	Attendance registers
			Conduct Fire Awareness campaigns	Number of fire awareness campaigns conducted	N/A	N/A	N/A	N/A	6 fire awareness campaigns	15 Awareness Campaigns	Achieved	N/A	N/A	Reports to portfolio committee/program/registers
			Conduct fire awareness campaigns in schools	Number of awareness campaigns on fire related incidents @ schools	N/A	N/A	N/A	N/A	4 fire awareness campaigns in schools	5 Awareness Campaigns	Achieved	N/A	N/A	Report to portfolio committee/program/registers



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			Environment al awareness	Number of environment al awareness campaigns conducted	4	10	N/A	N/A	4	5	Achieved	N/A	N/A	Attendance Register/program
			Conduct fire inspections	Number of inspections conducted	N/A	N/A	N/A	N/A	60 inspections conducted	86 fire inspection s	Achieved	N/A	N/A	Report to portfolio committee

### C.4.10 AG ACTION PLAN

The action below, illustrates planned corrective actions to be effected as a means to address AG concerns.

No.	Classification	Audit Finding	Management action	Responsible person	Targeted completion Date	Status	Audit Committee Comments ( Ashley Gonzalves)
MISSTATEMENTS IN FINANCIAL STATEMENTS							



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1	Misstatements in financial statements	Misstated cash flow statement	Management to ensure correctness of the Cash Flow Statement upon submission to AG. By allowing review of AFS by the Management, Internal Audit Manager and Audit Committee.	CFO & Internal Audit Manager	16-Aug-21	Not yet completed	A separate cash flow working paper should be created and must disclose all non cash flow items such as amortisation, depreciation, transfers, revaluations and impairments. The working paper must be independently reviewed and verified against the AFS to ensure that the non cash flow items have been excluded from the cash flow statement. IA must test the mechanical accuracy of the W/P and verify that the amounts agree to the Cash Flow Statement. Any exceptions detected should be reported to the CFO for correction and followed up by internal audit to ensure that the corrections have been made.
2	Misstatements in financial statements	No roll-over approval had been produced relating to sports and recreation grant	Ensure timeous applications of all grant rollovers due for the year by no later than the 31st of August 2021	CFO & Internal Audit Manager	31-Aug-21	Not yet completed	The working paper file should include relevant and valid documentary evidence of all approved roll-overs. The working paper should be verified independently against a register of grant roll overs. The register should be updated in a timely manner. Any gaps should be followed up by Management. IA must test the mechanical accuracy of the W/P and report exceptions to the CFO. A subsequent review by Internal Audit must be made to ensure that corrective action by the CFO has been satisfactorily undertaken.



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3	Misstatements in financial statements	No evidence to support restated opening balance	All supporting evidence for Opening Balances were submitted to AG on time. AG withdrew this finding				<p>BTO should prepare a separate W/P on restated opening balances. Supporting docs for all adjustments should be maintained in the W/P file. All jnls must disclose the nature of the adjustments. The W/P should be signed off by the preparer and the reviewer. The CFO should perform a review on the notes in the AFS to ensure that this agrees to the W/P. Internal audit should review the W/P to verify that it was signed off by the preparer and the the CFO. It must review the W/P to determine if all jnl adjustments are supported by supporting documents. Internal Audit must review the W/P to test the mechanical accuracy of the W/P and verify that the amounts agree to the Cash Flow Statement. IA must review the GL to identify journal entries made and inspect journals to verify that these disclose adequate explanations. Internal audit must review the note disclosure in the AFS to determine if the amounts are in agreement with the W/P. Any exceptions identified by Internal Audit must be communicated to the CFO for correction. Internal Audit must review the adjusted W/P, GL, journals and AFS note disclosure to verify that the corrections are made.</p>
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4	Misstatements in financial statements	Opening balance relating to Payables from exchange transactions per the statement of financial position does not agree to restated amount per the prior year adjustment	Management to ensure correctness of all opening balances upon submission to AG. By allowing review of AFS by CFO, Internal Audit Manager and Audit Committee.		16-Aug-21	Not yet completed	The CFO should review the opening balance amounts in the general ledger are in agreement with the prior year audited annual financial statements. Differences should be investigated with approved adjustments being made. Internal Audit should implement procedures to verify the that prior year comparitives in the draft AFS agree to the prior year audited AFS. The CFO and internal audit should implement adequate review procedures to ensure that the note agrees to the face of the financial statements to ensure that that any errors identified are corrected in a timely manner. Any exceptions identified by Internal Audit must be communicated to the CFO for correction. Internal Audit must review the adjusted W/P, GL, journals and AFS note disclosure to verify that the corrections are made.
				CFO & Internal Audit Manager			



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5	Misstatements in financial statements	Restatement of prior year amounts in the prior period error note.	Management to ensure correctness in the disclosure of prior year amounts before submitting the AFS to AG. By ensuring that CFO do thorough review followed by Internal Audit Manager and Audit Committee.		16-Aug-21	Not yet completed	The W/P file should include all supporting documents with respect to any restatements of prior year amounts. The CFO should perform adequate reviews on the W/P file to ensure that all supporting documents are included and that adjusting journals disclose adequate explanations for the correction of the error or reclassification. The W/P should be signed off by the preparer and the CFO. Internal audit should review the W/P to verify that it was signed off by the preparer and the CFO. It must review the W/P to determine if all jnl adjustments are supported by supporting documents. It must review the GL to identify journal entries made and inspect journals to verify that these disclose adequate explanations. Internal audit must review the note disclosure in the AFS to determine if the amounts are in agreement with the W/P. Any exceptions identified by Internal Audit must be communicated to the CFO for correction. Internal Audit must review the adjusted W/P, GL, journals and AFS note disclosure to verify that the corrections are made.
				CFO & Internal Audit Manager			



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6	Misstatements in financial statements	Non-compliance with GRAP 19 (Provisions)	Management to ensure Compliance with the Grap 19 standard by doing review of the note prior to submitting to AG. By ensuring that Management reviews followed by Internal Audit Manager and Audit Committee.	CFO & Internal Audit Manager	16-Aug-21	Not yet completed	The CFO should review the AFS using the GRAP compliance checklist. The CFO should sign the GRAP Compliance checklist as evidence of her review. The signed checklist should be included in the AFS W/P. Internal Audit should independently review the AFS using the GRAP compliance checklist. Any exceptions noted by Internal Audit should be communicated to the CFO in a timely manner. Internal Audit should perform a subsequent review to determine if their recommendations have been implemented and ,must submit its report to the Accounting Officer and the Audit Committee.
7	Misstatements in financial statements	Incorrect treatment of debtors with credit balance	The municipality used a correct treatment of debtors with credit balances. AG withdrew this finding.				The CFO should review a listing of all debtors to determine all credit balances. CFO should implement procedures to ensure that all payments received from debtors have been correctly allocated W/P should be created listing all credit balances associated with debtors. Where it is identified that payments have been made in excess of the outstanding debtors balance, this should be disclosed as income received in advance and disclosed under current liabilities. The note in the AFS should be reviewed by the CFO to ensure that debtors with credit balances are disclosed accordingly. IA must test the mechanical accuracy of the W/P and verify that the amounts agrees to the note of the AFS..



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8	Misstatements in financial statements	Overstatement of debt impairment	Management to ensure correctness of Debt impairment calculations in terms of the note and the face of SFP(AFS) at year end prior to submission to AG. By ensuring thorough review of calculations agrees with the AFS, to be done by CFO, Internal Audit Manager and Audit Committee.	CFO & Internal Audit Manager	16-Aug-21	Not yet completed	The mechanical accuracy of the movement of balance sheet items as disclosed in the notes should be reviewed by the CFO to ensure that it agrees to the amount in the Income statement. IA must include tests to verify the mechanical accuracy of the amount of movements of balance sheet items as disclosed in the notes to determine if these are accurately disclosed in the income statement. Any exceptions noted by I. A must be communicated to the CFO for correction. Any exceptions noted by Internal Audit should be communicated to the CFO in a timely manner. I.A should perform a subsequent review to determine if their recommendations have been implemented and must submit its report to the Accounting Officer and the Audit Committee.
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9	Misstatements in financial statements	Incomplete disclosure to related party note.	Management to ensure completeness of the note by doing a review of the note/AFS prior to submitting to AG. Reviews to be done by CFO, followed by Internal Audit Manager and Audit Committee.	CFO & Internal Audit Manager	16-Aug-21	Not yet completed	The CFO should review the AFS using the GRAP compliance checklist. The CFO should sign the GRAP Compliance checklist as evidence of her review. The signed checklist should be included in the AFS W/P. Internal Audit should independently review the AFS using the GRAP compliance checklist. Any exceptions noted by Internal Audit should be communicated to the CFO in a timely manner. Internal Audit should perform a subsequent review to determine if their recommendations have been implemented and must submit its report to the Accounting Officer and the Audit Committee.
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10	Misstatements in financial statements	Incomplete disclosure of the prior period error note.	Management to ensure completeness of the note by doing thorough reviews of the note prior to submitting to AG. Reviews to be done by the CFO followed by Internal Audit Manager and Audit Committee.	CFO & Internal Audit Manager	16-Aug-21	Not yet completed	The W/P file should include all supporting documents with respect to any restatements of prior year amounts. The CFO should perform adequate reviews on the W/P file to ensure that all supporting documents are included and that adjusting journals disclose adequate explanations for the correction of the error or reclassification. The W/P should be signed off by the preparer and the CFO. Internal audit should review the W/P to verify that it was signed off by the preparer and the CFO. It must review the W/P to determine if all jnl adjustments are supported by supporting documents. It must review the GL to identify journal entries made and inspect journals to verify that these disclose adequate explanations. Internal audit must review the note disclosure in the AFS to determine if the amounts are in agreement with the W/P. Any exceptions identified by Internal Audit must be communicated to the CFO for correction. Internal Audit must review the adjusted W/P, GL, journals and AFS note disclosure to verify that the corrections are made.
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11	Matters affecting the auditor's report.	Assets inappropriately impaired	Management to ensure accurateness of the asset impairment calculations upon submission to AG. By ensuring Appendix B/ Asset Register and AFS are reviewed upon submission to AG and ensuring that the Asset monthly reconciliations are prepared by the Officer, reviewed by the Manager and Approved by the CFO by the 15th of every month.	<b>Asset Officer, Manager: Budget &amp; Treasury &amp; CFO</b>	Monthly	In progress	Agreed with Management corrective action. The listing of assets that were impaired should be adequately recorded and should disclose the location of each asset. These should be isolated from other assets in a safe and secure environment of the municipal until disposed off.
12	Misstatements in financial statements	Expenses recorded in the statement of financial performance including VAT	Management to ensure reasonable care is applied when capturing invoices into the system and allocate accordingly. By doing a Creditors monthly reconciliation outside of the system to ensure proper and correct capturing of invoices and amounts. Reconciliations will be prepared by the Officer, reviewed by the Manager and	<b>Expenditure Officer, Manager: Expenditure &amp; CFO</b>	Monthly	In progress	Agreed with Management corrective action.



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			Approved by the CFO on the 15th of every month				
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13	Misstatements in financial statements	Restatement of prior year amounts	Management to ensure correctness in the disclosure of prior year amounts before submitting the AFS to AG. By ensuring that CFO do thorough review followed by Internal Audit Manager and Audit Committee.		16-Aug-21	Not yet completed	The W/P file should include all supporting documents with respect to any restatements of prior year amounts. The CFO should perform adequate reviews on the W/P file to ensure that all supporting documents are included and that adjusting journals disclose adequate explanations for the correctio of the error or reclassification. The W/P should be signed off by the preparer and the CFO. Internal audit should review the W/P to verify that it was signed off by the preparer and the the CFO. It must review the W/P to determine if all jnl adjustments are supported by supporting documents. It must review the GL to identify journal entries made and inspect journals to verify that these disclose adequate explanations. Internal audit must review the note disclosure in the AFS to determine if the amounts are in agreement with the W/P. Any exceptions identified by Internal Audit must be communicated to the CFO for correction. Internal Audit must review the adjusted W/P, GL, journals and AFS note disclosure to verify that the corrections are made.
NON-COMPLIANCE WITH LEGISLATION							
14	Non-compliance with legislation	No rotation of the Audit Committee members	The term of office all audit committee members will continously be monitored on	Accounting Officer			Agreed with Management corrective action.



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			yearly basis.				
15	Non-compliance with legislation	Composition of bid committees	Bid Committee Members to be appointed annually by the Accounting Officer.				Agreed with Management corrective action. Any payments in respect of awards made during the interim by the Bid Adjudication Committee being non-compliant with respect to its composition for the current financial year must be recorded in the register of irregular expenditure and the note to the AFS. The IE must be dealt with in terms of Section 32 of the MFMA. The SCM compliance register should be updated to ensure that the adjudication committee is duly composed in terms of the SCM regulations. At each sitting of the Adjudication Committee, the Chairperson of the Committee must determine if the committee comprises of 4 senior managers as required by the SCM regulations
CFO/Accounting Officer							
MISSTATEMENTS IN ANNUAL PERFORMANCE REPORT							



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16	Misstatements in annual performance report	Reported strategic objectives in the APR are not consistent with planned strategic objectives as SDBIP and IDP	Management to thorough review of the APR prior to submitting to AG.				<p>The SDBIP must be formatted to include a column where the page number of the IDP is referenced for each strategic objective. Internal audit should be independently review the SDBIP to verify that the reported planned strategic objectives are consistent with the IDP. The PMS section review the APR to verify that the reported planned strategic objectives are consistent with the IDP and the SDBIP. The annual performance report should be submitted in a timely manner to the IA unit to allow them to perform an independent review to test alignment between the APR, SDBIP and IDP. Any exceptions identified by Internal Audit must be communicated to the the PMS unit for correction. Internal Audit must review the adjusted APR to verify that the corrections have been made and submit its report to the Accounting Officer and the Audit Committee.</p>
				Manager Strategic Planning			



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17	Misstatements in annual performance report	Disagreement between APR and inspection report	Management to ensure thorough review of APR and portfolios of evidence prior to submission to AG.	Manager Strategic Planning	The PMS section must on a quarterly basis review reported performance as contained in the SDBIP against supporting documents. Any inconsistencies must be followed up by PMS with the respective H.OD. Corrections should be made where applicable. The annual performance report should be submitted in a timely manner to the IA unit to allow them to perform an independent review to test the accuracy of performance information against supporting documents and portfolios of evidence. Any exceptions identified by Internal Audit must be communicated to the PMS unit for correction. Internal Audit must review the adjusted APR to verify that the corrections have been made and submit its report to the Accounting Officer and the Audit Committee.
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## Legends

	In-progress
	Achieved/Done
	Not yet done/Not achieved

## C.5 BASIC SERVICE DELIVERY ANALYSIS

### C.5.1 WATER AND SANITATION

In terms of delegated powers and functions, the function of water and sanitation service delivery rests with UGU District Municipality. As the Water Service Authority (WSA), UGU DM is responsible for the provision of water and sanitation access, planning of projects, regulation of projects, and overseeing water provision both effectively and efficiently, maintaining customer relations, and billing.

Ugu District Municipality as the Water Services Authority for its area of jurisdiction developed its first Water Services Development Plan (WSDP) in October 2008 and thereafter, a new WSDP which was developed annually until 2013/2014.

The Municipality has now developed another WSDP in 2015 which outlines water and sanitation infrastructure plans for the period 2015/2020 and further provides information on the status quo as well as future demands and projects.

Umuziwabantu Municipality is serviced by the Harding/Weza supply zone of UGU DM as it includes the town of Harding as well as the rural areas of Kwajali, KwaMachi, Mthimude, Kwafodo, KwaMbotho and KwaNyuswa. There are four existing schemes within the supply area, namely the Weza, Harding, Kwafodo and Kuze water supply systems. The future planning is to incorporate the schemes into a single Harding/Weza regional supply system.



Ugu WSDP (2015)

Although water provision is in the UGU DM competency, planning of projects is done jointly with local municipalities and budgeted for by the district. Based on the status quo, all urban residents have water in their houses or within the RDP standards in

case of Winterton (KwaMazakhele) where residents get their water from the public water stand pipes, however, the phase 3 low cost housing project in Winterton will include running water and flushing toilets within the households.

The UGu District's IDP indicates that all urban areas within the municipality have a supply that meets the minimum national requirements for water service provision. In the rural areas, bulk water reticulation is in place across sub-regions, however, a backlog of service provision still remains.

A full-scale water crisis has however hit KwaZulu-Natal, with restrictions now being enforced on the North and South coasts.

The worst-hit areas are in the UGu District Municipality and iLembe District Municipality (KwaDukuza-Stanger) which incorporates the Zimbali residential and resort development.

UGu District has issued warnings and saving measures within the Harding area, and water saving strategies have been conveyed to community members.

UGu District GDS Strategic Objective 4.5 Ensures Effective Water Resource Management and Awareness, identifies water access as a key to the spatial development patterns throughout the district. A demand assessment undertaken within the UGu Infrastructure Audit identifies a need for an upgrade to current infrastructure in order to address future capacity requirements, with the cost of backlog eradication alone estimated at R3.4 billion.

3 Strategic programmes identified by UGu District GDS is as follows:

- Strategic Programme 4.5.1 Ensuring Effective Water Resource Management.
- Strategic Programme 4.5.2 Increase Water Infrastructure Capacity
- Strategic Programme 4.5.3 Promote Awareness of Water Efficiency

(Source: UGu District Municipality Growth and Strategic Development)

<b>Area</b>	<b>Estimated Population with Adequate Water Services</b>	<b>Estimated Population with a Backlog of Water Services</b>
Bashaweni	982	0
KwaMachi/Isibonda	22867	27879
KwaFodo	5496	3023
KwaMmbotho	5030	2552
KwaJali/Nhlangano i	8069	6230
Dumisa/Thokozani	0	1838
<b>TOTAL</b>	<b>42444</b>	<b>41522</b>

**Table 09: Estimated backlog per tribal authority:** Adapted from UGU WSDP

### **Public Inputs on Water Services**

- **Water backlog in rural areas:** all rural wards raised access to clean water as one of the key priorities. This problem is reflected on the backlog table above. In areas where the water reticulation has been implemented it is still very far from meeting the RDP standard of all households being at most 200m away from the standpipe. In many communities people still walk long distances to fetch water from the stand pipe or unsafe source.
- **Partially working water systems:** this problem is mainly experienced in rural areas where because of low pressure, it is said, certain areas end up having no water.
- **More resources needed for temporary water supply methods systems:** this refers to spring protection, borehole and water tanks.

UGu District Municipality acknowledges a single Waste Water Treatment Works Plant within the Umuziwabantu Municipality, at Harding. (Source: UGu Infrastructure Audit 2011). Table 10 below portrays access to sanitation figures, as indicated within the UGu District IDP and identified by Statistics SA Census 2011.

Currently there are three operational Water Treatment plants within Umuziwabantu Municipality namely:

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- KwaMbhoto Water Treatment
- Umuziwabantu Water Treatment
- Mbonwa Water Treatment

Water challenges and backlogs in Umuziwabantu Municipality are as follows:

<b>UMUZIWABANTU WATER CHALLENGES AND BACKLOGS</b>		
<b>WARD</b>	<b>AREA</b>	<b>SECTOR/SUB AREA</b>
<b>01</b>	Mkangala	<ul style="list-style-type: none"> <li>▪ Elamonti</li> <li>▪ Ezitendeni</li> <li>▪ Esie</li> </ul>
	Enkoneni	<ul style="list-style-type: none"> <li>▪ Esitholeni (Nyoni yandiza)</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Emthini onkhulu</li> </ul>
	Ebozana	<ul style="list-style-type: none"> <li>▪ Ezitendeni ngaka Dlamini</li> </ul>
	Sihoqo	<ul style="list-style-type: none"> <li>▪ Emzokhanyayo</li> </ul>
	Mthintanyoni	<ul style="list-style-type: none"> <li>▪ Epholaphola</li> <li>▪ Wilton</li> </ul>
	Sigodini	<ul style="list-style-type: none"> <li>▪ SwaHofi</li> <li>▪ Emasimini</li> <li>▪ KwaSilahla</li> <li>▪ KwaNyoni</li> </ul>
<b>02</b>	Skhulu	<ul style="list-style-type: none"> <li>▪ Ezinkawini</li> <li>▪ Ekhuze</li> <li>▪ KeaMboyisa</li> <li>▪ Emagusheni</li> </ul>
	Mpeshu	<ul style="list-style-type: none"> <li>▪ Xambu</li> <li>▪ Sabelweni</li> <li>▪ Mbangweni</li> <li>▪ Ekuzameni</li> <li>▪ KwaMdleko</li> <li>▪ Emagusheni</li> </ul>
	Ebashaweni	<ul style="list-style-type: none"> <li>▪ Shayamoya</li> </ul>
	Ezitendeni ezintsha	<ul style="list-style-type: none"> <li>▪ Marshmount</li> <li>▪ E9</li> </ul>
	Ndlovini	<ul style="list-style-type: none"> <li>▪ Mhlahlane</li> </ul>
	Sganseni	<ul style="list-style-type: none"> <li>▪ Mabhungwini</li> </ul>
<b>03</b>	Sutton Primary School	

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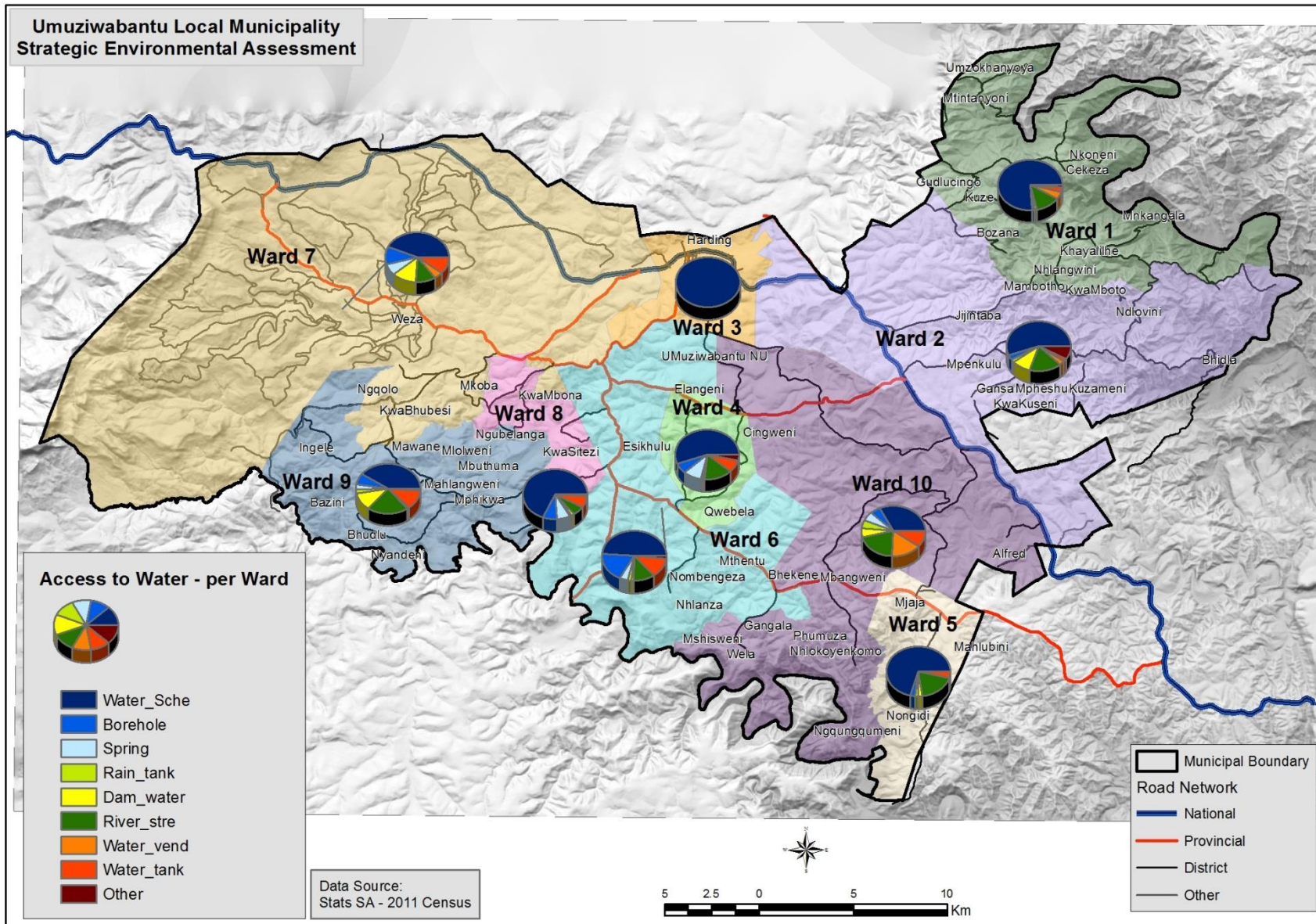
04	Nyanisweni	<ul style="list-style-type: none"> <li>▪ Zwelisha</li> <li>▪ Wela (Nkondwana)</li> <li>▪ Exhinihagu</li> <li>▪ Mdulashe</li> <li>▪ Qwebela</li> <li>▪ KwaMvununo / Mangashuza</li> </ul>
05	KwaMachi	<ul style="list-style-type: none"> <li>▪ Mgonyeni Area</li> <li>▪ New Ezitendini Area</li> <li>▪ Mzukela Area</li> </ul>
06	Nombengeza	<ul style="list-style-type: none"> <li>▪ Magwala</li> <li>▪ Estolo kukaNhleko</li> </ul>
	Nhlanza	<ul style="list-style-type: none"> <li>▪ KwaNzimande to Nhlanza (phansi)</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Thaveli to Emagwala</li> </ul>
	Gangala	<ul style="list-style-type: none"> <li>▪ Ezimbuzini</li> <li>▪ Helem</li> <li>▪ Emakewini</li> </ul>
	Mthentu	<ul style="list-style-type: none"> <li>▪ KwaKheswa to Nciki</li> </ul>
	Wela	<ul style="list-style-type: none"> <li>▪ Ezimbovini</li> </ul>
	Emshisweni	<ul style="list-style-type: none"> <li>▪ Emagrawundini</li> <li>▪ Ekuthuleni</li> <li>▪ Ncama to Sigwebela</li> <li>▪ Enkukhwini to Phondo</li> </ul>
07	Endakeni	<ul style="list-style-type: none"> <li>▪ Ehlathini and Phepheni</li> <li>▪</li> </ul>
	Ngqolo	<ul style="list-style-type: none"> <li>▪ Qwarhu</li> <li>▪ Nkaleni</li> <li>▪ Esontweni</li> <li>▪ Xhathisa</li> <li>▪ Mthwazi ka Ndlangisa</li> </ul>
	Nkungwini	<ul style="list-style-type: none"> <li>▪ Disane June</li> <li>▪ Cele, Masuku &amp; Shange</li> </ul>
	Mkhoba	<ul style="list-style-type: none"> <li>▪ KwaMdunjana to KwaNdobe</li> <li>▪ KwaCwele (Sishwe) to Ezitandeni ezintsha</li> <li>▪ Behind Mkhoba primary school.</li> </ul>
08	Esitezi	<ul style="list-style-type: none"> <li>▪ Erawini &amp; Mpofini</li> </ul>
	Ndakeni	<ul style="list-style-type: none"> <li>▪ Mpeshu &amp; Dipini</li> </ul>
	Mkhoba	<ul style="list-style-type: none"> <li>▪ Soweto</li> </ul>

**MUNICIPAL VISION: TO BE A PREFERRED INVESTMENT DESTINATION WITH SUPERIOR  
AND SUSTAINABLE SERVICE DELIVERY**

**REVIEW 2021/22**

	Mbuthuma	▪ Eringini
	Ngubelanga	▪ Exopo
<b>09</b>	Nyandeni	▪ Emantulini & Msizazwe ▪ Mjika ▪ Gubhungwini ▪ Mbelinane
		▪ Mlolweni
		▪ Mbizweni
<b>10</b>	Madwaleni	▪ Bho Street ▪ Mdlazi Store ▪ Mangafi
	Phumza	▪ MaXamini and Dipini
	Ngqugqumeni	▪ Matsheketshekeni ▪ Mapei ▪ Mambeni ▪ Mazambaneni
	Nhlokoyenkomo	▪ Somsewu and Mzenga
	Gangala	▪ Mangashuza
	Nqabeni	▪ Bheyela

The map on the next page shows the access to water according to the 2016 Community Survey by Stats SA. This survey states that Umuziwabantu is currently at 20% in terms of access to piped water backlogs.



Ugu District Municipality has done reasonably well in terms of Access to Piped Water backlog eradication, reducing backlog from 67% in 1996 to 13% in 2016. A key challenge for the district will be eradicating household water backlogs while at the same time ensuring that sufficient water is made available for expansion of economic activities. The ability of the district to change its current spatial development patterns will depend to a large extent on addressing water access, rights and management within rural communities. The impact of climate change on the district's water resources must be addressed, particularly on vulnerable communities within the district. For example, the provision of water services and access to the least accessible and scattered communities within Ugu is a priority concern and innovative solutions such as water harvesting units are being explored. Sufficient water for both household and agricultural use is necessary in order to facilitate sustainable livelihoods.

Main source of drinking water	Umdoni	Umzumbe	Umuziwabantu	Ray Nkonyeni	Ugu
Piped (tap) water inside dwelling	8 311	440	1 367	27 001	37 119
Piped water inside yard	4 792	4 874	1 182	10 930	21 77
Piped water on community stand	15 335	7 835	7 345	35 880	66 412
Borehole in the yard	138	151	275	362	926
Rain water in tank	381	776	573	351	2079
Neighbours tap	301	314	60	301	975
Public or communal Tap	2 680	5 595	7 122	12 488	27 844
Water-carrier/Tank	675	1 070	1 100	1 130	3 975
Borehole	319	684	363	229	1 593

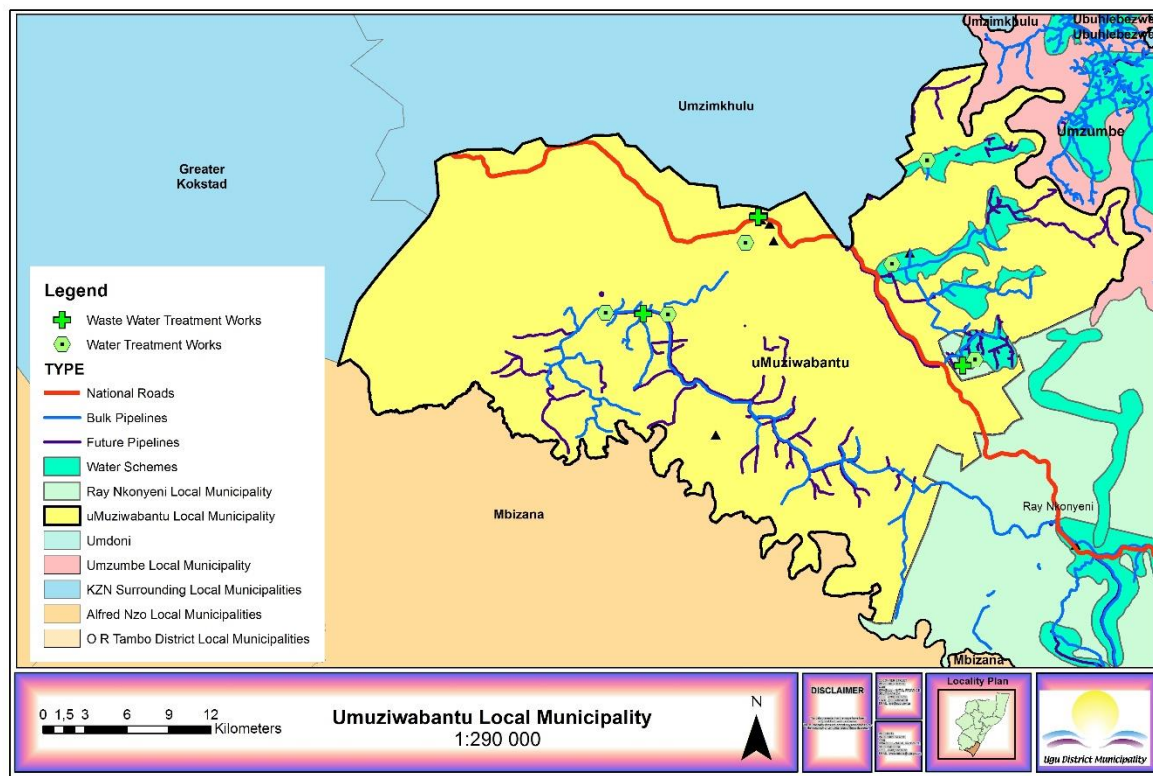
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outside the yard					
Flowing water/ river/ stream	2 403	6 146	<b>1 732</b>	1 381	11 662
Well	0	71	<b>0</b>	136	206
Spring	62	76	<b>0</b>	23	160
Other	38	82	<b>54</b>	237	411
Total	35 433	28 132	<b>21 172</b>	90 409	175 146
% Access to piped water	88	67	<b>80</b>	95	87
% Backlog	12	33	<b>20</b>	5	13

Stats SA Community Survey 2016

The figure below is extracted from the Ugu District Municipality IDP, and shows a basic map of planned bulk water infrastructure through the municipality. (Ugu District Municipality WSDP 2015-2020)



(Ugu District Municipality WSDP 2015-2020)

### **Sanitation services**

Many households in Harding town are using septic tanks and conservancy tanks with Winterton Township using the VIP system, which is a very inappropriate system in an urban setting. These systems are not the best for both the users and the environment. A full waterborne system is required to ensure sustainable and environmentally healthy development. A big problem with conservancy tanks are sewage overflows. It is not uncommon to have sewage overflows into the storm water drainage, more especially during the rainy seasons. The table on the next page highlights that Umuziwabantu Municipality has a backlog of 21% in terms of access to sanitation.

Sanitation Service Level	Ugu	Umdoni	Umzumbe	Ray Nkonyeni	Umuziwabantu
Flush toilet (connected to sewerage system)	36 356	8 312	315	25 965	<b>1 728</b>
Flush toilet	6 044	1 636	428	3 774	<b>206</b>
Chemical toilet	14 590	5 615	4 309	2 328	<b>2 338</b>
Pit toilet with ventilation (VIP)	63 201	6 940	13 643	31 212	<b>11 406</b>
Pit toilet without ventilation	28 637	4 602	3 868	18 564	<b>1 603</b>
Bucket toilet (collected by Municipality)	3 613	2 737	850	26	<b>0</b>
Bucket Toilet (Emptied by Household)	2 147	504	471	736	<b>436</b>
None	7 565	1 771	689	4 787	<b>318</b>
Ecological toilet	3 853	10	1 046	1 825	<b>972</b>
Other	9 141	3 305	2 478	1 193	<b>2 165</b>
Total	175 146	35 433	28 132	90 409	<b>21 172</b>
Backlog	29	36	30	28	<b>21</b>

Statistics SA Community Survey 2016

### **C.5.2 SOLID WASTE MANAGEMENT**

Solid Waste Management is responsible for waste collection, cleaning and disposal of waste in the Umuziwabantu Municipal Area. The objective of waste management for the Municipality is to integrate waste management services in order to provide basic services to the community and to minimise the effects of waste on humans and the overall health of the environment.

An estimated 95% of the Umuziwabantu population uses their own dump to dispose of their refuse. An estimated number of 21 172 households (estimated 5% of the total population) which benefit from the provision of municipal services of whom are the residents in and around the Harding Town. The table below depicts the access to refuse removal regards.

<b>Refuse Removal</b>	<b>Ugu</b>	<b>Umdoni</b>	<b>Umzumbe</b>	<b>Umuziwabantu</b>	<b>Ray Nkonyeni</b>
<b>Removed by local authority at least once a week</b>	34 454	7 375	21	<b>3 007</b>	24 053
<b>Removed by local authority less often than once a week</b>	1 532	475	10	<b>102</b>	946
<b>Communal refuse dump</b>	8 565	4 243	1 056	<b>470</b>	2 797
<b>Communal container /central collection point</b>	5 220	2 166	0	<b>0</b>	305
<b>Own refuse dump</b>	11 6354	20 432	24 765	<b>16 460</b>	54 697
<b>Dump or leave rubbish anywhere (no rubbish disposal)</b>	8 468	590	2 251	<b>1 092</b>	4 535
<b>Other</b>	550	154	28	<b>41</b>	327
<b>Total</b>	<b>175 143</b>	<b>35 435</b>	<b>28 131</b>	<b>21 172</b>	<b>87 660</b>

It must be noted that Umuziwabantu Municipality was issued with the required license which permits the construction and operation of a Municipal landfill site.

The landfill site (also known as a tip, dump, rubbish dump or dumping ground), is a site for the disposal of waste material. The Municipality took the initiative of constructing a new Municipal Landfill site to which was completed in October 2017. The Landfill Site is now fully constructed, the operation side of the Landfill site will be outsourced of which the Municipality has appointed Clive Transport to assist the Municipality operate the Landfill Site for the next 5 years. Furthermore, with the recent establishment of the Community services directorate and appointment of the manager cleansing, parks and recreation, the Municipality with the assistance of the Department of Environmental Affairs has completed the development of its Municipal Integrated Waste Management Plan (IWMP).

The Umuziwabantu Municipality IWMP proposes objectives and strategies for priority issues for achieving the IWMP end state which is illustrated in the table below.

Table Proposed ULM Waste Management Objectives and Strategies for Priority Issues for achieving the IWMP desired end

state

**GOAL 1: PROMOTE INTEGRATED WASTE MANAGEMENT PLANNING AND IMPLEMENTATION**

OBJECTIVES	TARGETS (SHORT TERM = 1 YR; MEDIUM TERM = 2-3 YRS; LONG TERM = 4-10 YRS)	KEY PERFORMANCE INDICATORS	INSTRUMENTS FOR IMPLEMENTATION	RESPONSIBILITY	ESTIMATED BUDGETARY ALLOCATION
Ensure that there is sufficient institutional capacity for both human and financial resources to address integrated waste management	<b>IMMEDIATE TERM</b>  Development of an IWMP by 2018.	<ul style="list-style-type: none"> <li>Endorsement of the IWMP by the MEC by 2018.</li> </ul>	<ul style="list-style-type: none"> <li>DEA IWMP guideline</li> </ul>	ULM	R250 000
	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
OBJECTIVES	TARGETS (SHORT TERM = 1 YR; MEDIUM TERM = 2-3 YRS; LONG TERM = 4-10 YRS)	KEY PERFORMANCE INDICATORS	INSTRUMENTS FOR IMPLEMENTATION	RESPONSIBILITY	ESTIMATED BUDGETARY ALLOCATION
Ensure that there is sufficient institutional capacity for both human and financial resources to address integrated waste management	<b>IMMEDIATE TERM</b>  Development of an IWMP by 2018.	<ul style="list-style-type: none"> <li>Endorsement of the IWMP by the MEC by 2018.</li> </ul>	<ul style="list-style-type: none"> <li>DEA IWMP guideline</li> </ul>	ULM	R250 000
	<p><b>SHORT TERM:</b></p> <ul style="list-style-type: none"> <li>Appointment of waste management officers (WMOs) at ULM by 2019.</li> <li>WMO to participate in the Local and District Environmental Forum: Waste Sub-Committee quarterly meetings</li> </ul> <p><b>MEDIUM TERM:</b></p>	<ul style="list-style-type: none"> <li>Appointment letters of Municipal WMOs</li> <li>Produce reviewed IWMP by August 30<sup>th</sup> annually</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated waste management protocols</li> <li>Environmental forum: Waste Sub-committee members – use as reviewers</li> <li>Minutes of Waste Sub-Committee</li> <li>IWMP annual review report</li> <li>Annual review conducted by Waste Sub-committee</li> <li>Industry best practice for various waste streams (e.g. metal, Papers, plastic, glass etc.)</li> </ul>	<ul style="list-style-type: none"> <li>ULM</li> </ul>	



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OBJECTIVES	TARGETS (SHORT TERM = 1 YR; MEDIUM TERM = 2-3 YRS; LONG TERM = 4-10 YRS)	KEY PERFORMANCE INDICATORS	INSTRUMENTS FOR IMPLEMENTATION	RESPONSIBILITY	ESTIMATED BUDGETARY ALLOCATION
	<ul style="list-style-type: none"> <li>Conduct annual review of IWMP to monitor progress of implementation</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>		
	<b>LONG TERM:</b> <ul style="list-style-type: none"> <li>Attach Waste Management to KPAs of Councilors</li> <li>Review IWMP after every 5-year cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Produce reviewed IWMP (2023).</li> <li>Produce reviewed all dedicated waste management protocol (2023).</li> <li>Waste Management included on KPAs of New councillors</li> </ul>	<ul style="list-style-type: none"> <li>Review of IWMP every 5 years</li> </ul>	ULM	

**GOAL 2: IMPROVE THE INSTITUTIONAL FRAMEWORK FOR WASTE MANAGEMENT**



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<ul style="list-style-type: none"> <li>Ensure that roles and responsibilities are addressed, vacancy and gaps are filled and the is clarity of municipal structure</li> </ul>	<p><b>IMMEDIATE TERM</b></p> <ul style="list-style-type: none"> <li>Formally appoint a dedicated Waste Management Officer (WMO) and allocate responsibilities.</li> <li>LM Waste Committee must develop clear actions and allocate responsibilities.</li> <li>Formulate and implement a comprehensive waste management training programme for relevant LM staff and councillors.</li> <li>Ensure regular meetings of LM Waste Committee – at least quarterly where progress and challenges are addressed.</li> </ul> <p><b>SHORT TERM TARGET</b></p> <ul style="list-style-type: none"> <li>WMO to participate in waste Management Forum and attend relevant meetings in all levels/spheres of government as per invitation.</li> <li>Identify needs and gaps including vacancies in the institutional structure.</li> </ul> <p><b>MEDIUM TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Conduct annual review of IWMP implementation progress</li> </ul> <p><b>LONG TERM</b></p> <ul style="list-style-type: none"> <li>Review effectiveness of IWMP and</li> </ul>	<ul style="list-style-type: none"> <li>Confirmed appointment of WMO (Dec 2018).</li> <li>Document highlighting the KPAs and responsibilities of each member to be produced. Hold LM Waste Committee inception meeting (Nov 2018).</li> <li>Records of meeting Minutes and attendance register are kept and produced when required meetings.</li> <li>Training programme and attendance register produced</li> <li>Produce waste management organogram (Nov 2018)</li> <li>Reviewed IWMP to be produced</li> <li>Report of annual review conducted by Waste Sub-committee</li> </ul>	<ul style="list-style-type: none"> <li>Minutes of Waste Sub-Committee</li> <li>Guideline for the designation of the Waste Management Officer</li> <li>WMO duties per DEA IWMP Guidelines.</li> <li>Annual review conducted by Waste Sub-committee</li> <li>EIP</li> </ul>	<ul style="list-style-type: none"> <li>ULM WMO</li> <li>Waste Sub-Committee</li> </ul>	<p>R200 000</p>
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	implement measures to improve efficiency when necessary and at every 5-year cycle				

**GOAL 3: ESTABLISH EFFECTIVE COMPLIANCE AND REGULATORY FRAMEWORK FOR WASTE MANAGEMENT**

<ul style="list-style-type: none"> <li>• Ensure waste related legal compliance within the municipality</li> <li>• Implement and enforce by-laws</li> <li>• Integrated and coordinated waste regulatory framework</li> </ul>	<p><b>IMMEDIATE</b></p> <ul style="list-style-type: none"> <li>• Review and implement waste by-laws</li> <li>• Identify and appoint a Peace Officer certified to enforce Waste By-laws.</li> <li>• Develop Waste Legal Register and initiate an internal legal compliance monitoring programme by Waste Sub-Committee</li> <li>• Clarify responsibility for enforcement of by-laws</li> </ul> <p><b>SHORT TERM</b></p> <ul style="list-style-type: none"> <li>• Develop communication materials for informing and enforcing of waste management by-laws.</li> <li>• Conduct annual legal compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Gazette waste related by-laws (Dec.2019)</li> <li>• Appointment of Waste By-law Peace Officer (Dec 2019)</li> <li>• Develop Waste related legal register and legal compliance audit programme (Dec 2019)</li> <li>• Communication of by-laws</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of draft waste by-laws</li> <li>• CSIR Municipal Waste Management Good Practice</li> <li>• Waste Sub-Committee</li> <li>• EIP</li> </ul>	ULM WMO	N/A
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	monitoring by Waste Sub -Committee				
	<b>MEDIUM TERM TARGET</b> <ul style="list-style-type: none"> <li>Monitor effectiveness of by-law implementation</li> <li>Continue to build enforcement and law-making capacity</li> </ul>	<ul style="list-style-type: none"> <li>Annual legal compliance review conducted by Waste Sub-committee</li> </ul>	<ul style="list-style-type: none"> <li>Legal register</li> </ul>	<ul style="list-style-type: none"> <li>ULM WMO</li> <li>Waste Sub-Committee</li> </ul>	N/A
	<b>LONG TERM TARGET</b> <ul style="list-style-type: none"> <li>Review effectiveness of by-law implementation after every 5-year cycle</li> <li>Review effectiveness of legal compliance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Annual legal compliance review conducted by Waste Sub-committee</li> <li>Produce reviewed waste by-laws (2023).</li> <li>Produce reviewed legal register (2023).</li> </ul>	N/A	<ul style="list-style-type: none"> <li>ULM WMO</li> </ul>	N/A
<b>GOAL 4: PROMOTE WASTE MINIMIZATION, REUSE, RECYCLING &amp; RECOVERY</b>					
Promote waste minimization and recycling within ULM.	<b>IMMEDIATE TARGET</b> <ul style="list-style-type: none"> <li>Identify and create a database of all existing recycling initiative (formal and informal) in ULM</li> <li>recording types and quantities of waste recycled and the buyers.</li> </ul> <b>SHORT TERM</b> <ul style="list-style-type: none"> <li>Identify opportunities to expand or replicate formal recycling initiatives.</li> <li>Establish a Waste Recycling Forum (WRF) within the LM to promote recycling awareness and potential business opportunities.</li> <li>Investigate recycling programmes in other DMs and LMs in the province and identify recycling business opportunities by</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of an LM Waste Recycling Forum (WRF)</li> <li>Minutes of inception meeting (Dec. 2019)</li> <li>Evidence of having visited or making contact with other successful DM and LM initiatives (at least one by Dec 2018)</li> <li>Database of existing recyclers (Dec 2018)</li> </ul>	<ul style="list-style-type: none"> <li>Lessons from other existing recycling programmes within the district (e.g. scrap metal, used oils, etc.)</li> <li>DEA / KZN DEDTEA Waste Forum</li> </ul>	ULM WMO	N/A



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	<p>engaging with recyclable waste producers and purchasers of scrap metal, paper, waste oil and other waste towards developing a business plan.</p> <ul style="list-style-type: none"> <li>Collaborate with Extended Public Works Programme opportunities</li> </ul>				
	<p><b>MEDIUM TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Annual update of recycling database</li> <li>Identify new recycling opportunities and document.</li> <li>Establish waste buy-back centres and recyclables collection points within the municipality.</li> <li>Conduct annual review and report on waste buy-back centres including challenges and success factors.</li> <li>Recycling target – increase recycling by 20% per annum.</li> </ul>	<ul style="list-style-type: none"> <li>Database of existing recyclers updated annually</li> <li>Evidence of the establishment of new or expansion of existing recycling initiatives</li> <li>Buy-back centre annual report</li> <li>Appointment of SMME contract recyclers and collectors</li> <li>Recycling growth by 20% per annum.</li> </ul>	<ul style="list-style-type: none"> <li>Ugu District Municipality IWMP</li> </ul>	ULM WMO	N/A
	<p><b>LONG TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Review recycling initiatives in the LM after every 5-year cycle</li> <li>Review Waste Information System after every 5-year cycle</li> <li>Recycling target– double recycling by end of 2023</li> </ul>	<ul style="list-style-type: none"> <li>Produce Waste Information System review report (2023).</li> <li>Recycling progress report</li> <li>Double recycling by end of 2023</li> </ul>	<ul style="list-style-type: none"> <li>DEA Extended Public Works Programme (EPWP)</li> </ul>	LM WMO	N/A
<b>GOAL 5: PROMOTE CAPACITY AND AWARENESS RELEVANT TO WASTE MANAGEMENT</b>					
<ul style="list-style-type: none"> <li>Promote general awareness on waste</li> </ul>	<p><b>IMMEDIATE TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Promote awareness concerning waste</li> </ul>	<ul style="list-style-type: none"> <li>Waste management training and awareness</li> </ul>	<ul style="list-style-type: none"> <li>DEA waste training materials</li> <li>Waste training Toolkit</li> </ul>	ULM WMO	R200 000



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<p>related matters among ULM officials</p> <ul style="list-style-type: none"> <li>Promote public awareness concerning waste management, recycling and littering</li> <li>Promote clean and healthy environment</li> <li>Implement anti-littering by-laws and enforcement</li> </ul>	<p>management, recycling and littering</p> <ul style="list-style-type: none"> <li>Develop waste management related training and awareness materials for LM officials and councillors.</li> <li>Initiate waste management training and awareness programmes for LM officials and councillors.</li> </ul>	<p>materials and programme developed for LM officials and councillors (Feb 2019)</p> <ul style="list-style-type: none"> <li>Record of training and public awareness events (Jun 2019).</li> </ul>			
	<p><b>MEDIUM TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Develop waste management related awareness materials for communities.</li> <li>Initiate waste management awareness programmes for wider communities.</li> <li>Provide ongoing training and awareness.</li> <li>Investigate whether anti-littering by-laws are adequate and properly enforced.</li> </ul>	<ul style="list-style-type: none"> <li>Material developed for community awareness (Jan 2019)</li> <li>Commencement of community awareness programme (Jun 2019)</li> <li>Ensure Waste By-law Peace Officer addresses anti-littering by-laws</li> </ul>	<ul style="list-style-type: none"> <li>DEA waste training materials</li> <li>DEA model by-laws on waste management</li> <li>Waste training Toolkit</li> </ul>	ULM WMO	R150 000
	<p><b>LONG TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Review training and awareness programme after every 5-year cycle</li> <li>Review anti-littering by-laws after every 5-year cycle</li> </ul>	<ul style="list-style-type: none"> <li>Produce reviewed programme (2023)</li> <li>Produce reviewed by-laws (2023)</li> </ul>	<ul style="list-style-type: none"> <li>Financing Elected Municipal officials and Ward council for training</li> <li>Develop Information packages, posters, sign-boards, videos</li> </ul>	ULM WMO	N/A
<b>GOAL 6: PROMOTE EFFECTIVE AND EFFICIENT MUNICIPAL WASTE SERVICES</b>					
<ul style="list-style-type: none"> <li>Efficient and effective services to all areas within the municipality.</li> <li>Expand waste collection services in un-serviced areas</li> <li>Ensure waste management equipment</li> </ul>	<p><b>IMMEDIATE TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Develop programme to expand services to other areas within the municipality.</li> <li>Development and adoption of a waste service level in line with National Domestic Waste Collection Standards (2019)</li> <li>Identify all existing illegal dumps within the municipality and draw up a clean-up</li> </ul>	<ul style="list-style-type: none"> <li>Compile municipal service levels in line with National Standards (Dec 2019)</li> <li>Develop service expansion programme (Dec 2019)</li> <li>Develop an asset database and profile</li> </ul>	<ul style="list-style-type: none"> <li>CSIR Municipal Waste Management Good Practice</li> </ul>	LM WMO	N/A



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<p>and assets are adequate and functional</p> <ul style="list-style-type: none"> <li>• Ensure there are no illegal dumps</li> </ul>	<p>programme</p> <ul style="list-style-type: none"> <li>• Different service levels for different areas must be considered, and may vary between:                             <ul style="list-style-type: none"> <li>○ Kerbside collection</li> <li>○ Organised transport to central collection points</li> <li>○ Community transfer to central collection point (medium density settlements)</li> <li>○ On-site appropriate and regularly supervised disposal (applicable mainly areas with low density settlements and farms).</li> </ul> </li> </ul> <p><b>Assets</b></p> <ul style="list-style-type: none"> <li>• WMO to develop a database of all waste management assets and assess reliability, adequacy and functionality and remaining useful life.</li> <li>• WMO to maintain a repair log of all assets.</li> <li>• Develop an asset budget replacement plan and ensure inclusion in annual IDP budgeting process</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare asset replacement programme and budget</li> <li>• Illegal dumps clean-up programme</li> </ul>			
	<p><b>MEDIUM TERM TARGET</b></p> <ul style="list-style-type: none"> <li>• Continue to implement programme for expansion of services to rural and farm areas</li> <li>• Consider opportunities to provide an</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing implementation of service expansion programme plan</li> <li>• Development of other areas service programme</li> </ul>	<ul style="list-style-type: none"> <li>• CSIR Municipal Waste Management Good Practice</li> <li>• Expanded Public Works initiative through the appointment of service providers.</li> </ul>	<ul style="list-style-type: none"> <li>• ULM WMO</li> </ul>	<p>N/A</p>



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	appropriate level of service to all areas	<ul style="list-style-type: none"> <li>Ongoing monitoring of illegal dumps</li> </ul>			
	<b>LONG TERM TARGET</b> <ul style="list-style-type: none"> <li>Review service level agreement after every 5-year cycle</li> <li>Review extension service and tariff after every 5-year cycle</li> </ul>	<ul style="list-style-type: none"> <li>Produce reviewed service level agreement (2019)</li> <li>Produce reviewed extension service report (2019)</li> </ul>	N/A	<ul style="list-style-type: none"> <li>LM WMO</li> </ul>	N/A
<b>GOAL 7: PROMOTE WASTE MANAGEMENT AWARENESS IN ALL AREAS WITHIN THE MUNICIPALITY</b>					
<ul style="list-style-type: none"> <li>Promote general awareness of better waste management practices in all informal and rural areas</li> <li>Introduce recycling centres or depots at schools</li> <li>Promote awareness concerning risks associated with backyard burning of waste and cooking with plastic waste</li> </ul>	<b>IMMEDIATE TERM TARGET</b> <ul style="list-style-type: none"> <li>Initiate community-based waste management training and awareness programmes for rural councillors and communities.</li> </ul> <b>SHORT TERM</b> <ul style="list-style-type: none"> <li>Promote awareness concerning waste management, recycling and littering in informal areas</li> </ul>	<ul style="list-style-type: none"> <li>Develop rural waste awareness training programme and materials (Jun 2019)</li> </ul>	<ul style="list-style-type: none"> <li>Developed Information packages, posters, sign-boards, videos, etc.</li> </ul>	ULM WMO	<b>R150 000</b>
	<b>LONG TERM TARGET</b> <ul style="list-style-type: none"> <li>Implement waste training awareness programme for the LM councillors and communities.</li> </ul>	<ul style="list-style-type: none"> <li>Provide evidence of having commenced awareness programme by Dec 2019</li> </ul>	<ul style="list-style-type: none"> <li>Waste awareness toolkit</li> <li>CSIR Municipal Waste Management Good Practice</li> </ul>	ULM WMO	<b>R150 000</b>
	<b>LONG TERM TARGET</b> <ul style="list-style-type: none"> <li>Review progress in the implementation of the training and awareness programme after every 5-year cycle</li> </ul>	N/A	N/A	<ul style="list-style-type: none"> <li>ULM WMO</li> </ul>	N/A
<b>GOAL 8: PROMOTE EFFECTIVE MANAGEMENT OF MEDICAL, COMMERCIAL, INDUSTRIAL WASTE</b>					
<ul style="list-style-type: none"> <li>Promote appropriate</li> </ul>	<b>IMMEDIATE TERM TARGET</b>	<ul style="list-style-type: none"> <li>Development of</li> </ul>	<ul style="list-style-type: none"> <li>Provincial DoH initiatives</li> </ul>	ULM WMO	R275 000



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<p>disposal of medical, commercial and industrial waste and ensure adequate management by the respective waste generators and service providers</p> <ul style="list-style-type: none"> <li>Prevent medical waste (including diapers) from ending up in domestic landfill sites (i.e. from clinics, GPs and funeral parlours)</li> </ul>	<ul style="list-style-type: none"> <li>Identify and document key sources of medical, commercial and industrial wastes.</li> <li>Develop a database of all: clinics, medical facilities (GPs, pharmacies, funeral parlours, etc.), commercial wholesalers, sawmills, abattoirs, vehicle repairs, scrap yards etc.</li> <li>Develop a programme for drafting and implementation of relevant by-laws</li> <li>For medical waste, clarify status of DoH initiatives for hospitals and clinics.</li> </ul> <p><b>SHORT TERM</b></p> <ul style="list-style-type: none"> <li>Investigate feasibility of implementing a “returns” programme or policy for pharmacies, GPs, etc. This could also be incorporated into a medical waste by-law.</li> <li>Investigate opportunities for collaborating with Home Based Caregivers for promoting awareness concerning disposal of medical waste (e.g. anti-retro-viral medication, etc.) and if feasible, develop an implementation plan.</li> </ul>	<p>medical, commercial and industrial waste database (Dec 2018)</p> <ul style="list-style-type: none"> <li>Programme for development of relevant by-laws and implementation (Dec 2019)</li> <li>A report on results of engaging with GPs, Pharmacies concerning a “return” policy and programme for implementation.</li> </ul>			
	<p><b>MEDIUM TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Develop a Waste Management Plan including quantification, collection and disposal options for the following waste sources</li> <li>- Medical (GPs, pharmacies, funeral parlours, etc.),</li> <li>- Commercial (e.g. wholesalers)</li> </ul>	<ul style="list-style-type: none"> <li>Draft by-laws for important medical, commercial and industrial waste streams</li> <li>Gazette relevant by-laws</li> <li>Development of materials for communicating and</li> </ul>	<ul style="list-style-type: none"> <li>Sample by-laws from DEA</li> <li>Provincial DoH initiatives</li> </ul>	<p>ULM WMO</p>	<p>R300 000</p>



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	<ul style="list-style-type: none"> <li>- Industrial sources (e.g. mines, etc.)</li> <li>• Draft medical waste by-laws for private medical institutions (e.g. GPs and funeral parlours)</li> <li>• Draft commercial and industrial waste by-laws (e.g. wholesalers, abattoirs and mine waste, etc.)</li> <li>• Promote awareness of medical, commercial and industrial by-laws</li> <li>• Develop a programme for monitoring medical, commercial and industrial waste streams.</li> <li>• Provide ongoing training and awareness of medical, commercial and industrial by-laws (e.g. clinics, GPs, funeral parlours, pharmacies, wholesalers, sawmills, etc.)</li> <li>• Training of Peace Officer in enforcing by-laws</li> </ul>	<ul style="list-style-type: none"> <li>educating on by-laws</li> <li>• Training of Peace Officer in enforcing by-laws</li> </ul>			
	<p><b>LONG TERM TARGET</b></p> <ul style="list-style-type: none"> <li>• Review success of medical, commercial and industrial waste management programme</li> <li>• Review medical waste By-laws after every 5-year cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Review report on progress of medical, commercial and industrial waste.</li> </ul>	N/A	<ul style="list-style-type: none"> <li>• LM WMO</li> </ul>	N/A
<b>GOAL 9: ENSURE EFFECTIVE MANAGEMENT OF LANDFILL SITES</b>					
<ul style="list-style-type: none"> <li>• Ensure all landfills are permitted in terms of DWAF Minimum Requirements Landfills which comply with national and local</li> </ul>	<p><b>IMMEDIATE TERM TARGET</b></p> <ul style="list-style-type: none"> <li>• Adopt DWAF Minimum Requirements for Waste Disposal by Landfill (2005), Minimum Requirements for Water Monitoring at Waste Management Facilities and the National Norms and</li> </ul>	<ul style="list-style-type: none"> <li>• Landfill Monitoring Programme (Mar 2019)</li> <li>• First monitoring report by Waste Sub-Committee (Mar 2019)</li> <li>• Closure Plan for Old</li> </ul>	<ul style="list-style-type: none"> <li>• DWAF Minimum Requirements</li> <li>• DEA Landfill Daily Data Collection Form</li> <li>• Waste Sub-Committee</li> <li>• Landfill Compliance Monitoring Programme</li> <li>• Transfer stations compliance programme</li> </ul>	<ul style="list-style-type: none"> <li>• ULM WMO</li> </ul>	<b>R1 000 000</b>



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<p>environmental legislation.</p> <ul style="list-style-type: none"> <li>Decreased land-filled waste by 30% volume within 5 years through the 3R's (waste reduction, re-use, recycling) and alternative treatment.</li> <li>Closure of all non-permitted dump sites</li> </ul> <p>Construct transfer stations in remote and conected areas</p>	<p>Standards for the Assessment of Waste for Landfill Disposal (2005), Government Notice R635 of 2013 and develop landfill management protocol.</p> <ul style="list-style-type: none"> <li>Promote compliance of existing permitted landfill sites (e.g. Harding landfill site) and close unlicensed dump sites (e.g. Old Harding Dumpsite )</li> </ul> <p><b>SHORT TERM TARGETS</b></p> <ul style="list-style-type: none"> <li>Develop rehabilitation plans for closed dump sites</li> <li>Develop programme for the monitoring activities at existing and licenced landfill sites (i.e. New Harding Landfill)</li> <li>Promote waste minimization to achieve 20% reduction in waste land-filled target</li> <li>Identify areas in need of transfer station and Develop construction plan.</li> </ul>	<p>Harding dump site (Dec 2018)</p> <ul style="list-style-type: none"> <li>Applications for transfer stations</li> </ul>			
	<p><b>MEDIUM TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Conduct annual monitoring of licenced landfill sites as per prescribed Minimum Requirements</li> <li>Conclude closure of Harding dump site</li> </ul>	<ul style="list-style-type: none"> <li>Annual monitoring reports</li> <li>Close or license un-permitted sites</li> </ul>	<ul style="list-style-type: none"> <li>DWAF Minimum Requirements</li> <li>DEA Landfill Daily Data Collection Form</li> </ul>	<ul style="list-style-type: none"> <li>ULM WMO</li> <li>Waste Sub-Committee</li> </ul>	N/A
	<p><b>LONG TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Review monitoring of licenced landfill sites as per prescribed Minimum Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Produce reviewed report (2023)</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitation and closure plan for old sites</li> </ul>	<ul style="list-style-type: none"> <li>ULM WMO</li> <li>DEA</li> </ul>	N/A
	<b>GOAL 10: ENSURE SOUND BUDGETTING AND FINANCING OF WASTE MANAGEMENT</b>				
<ul style="list-style-type: none"> <li>Improve financial sustainability of waste management in ULM</li> </ul>	<p><b>IMMEDIATE TERM TARGET</b></p> <ul style="list-style-type: none"> <li>Develop financial planning model for waste services to include all costs</li> </ul>	<ul style="list-style-type: none"> <li>Draft financial planning model for waste services (Jun 2019)</li> </ul>	<ul style="list-style-type: none"> <li>DEA - User Guide for Solid Waste Tariff</li> <li>National Pricing Strategy for Waste Management Charges (2014).</li> </ul>	<ul style="list-style-type: none"> <li>ULM WMO</li> </ul>	N/A



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<ul style="list-style-type: none"> <li>Allocate more resources to waste management from existing budget and other sources of funding</li> <li>Ensure there is adequate budget for new and maintenance of infrastructure for waste management</li> </ul>	associated with the provision of waste services and align tariffs with costs. Complete by June 2019.  <b>SHORT TERM TARGETS</b> <ul style="list-style-type: none"> <li>Identify funding sources for capital projects (e.g. MIG) and motivation of waste projects in IDP and other budgeting processes.</li> <li>Engage with DEA / KZN DEDTEA concerning funding model.</li> </ul>				
	<b>MEDIUM TERM TARGET</b> <ul style="list-style-type: none"> <li>Initiate and explore measures to increase the revenue stream</li> <li>Ensure ongoing motivation of waste projects in IDP and other budgeting processes</li> <li>Ensure ongoing annual review of waste services financial plan</li> </ul>	<ul style="list-style-type: none"> <li>Annual reviewed IWMP Financial Plan</li> </ul>	N/A	ULM WMO	N/A
	<b>LONG TERM TARGET</b> <ul style="list-style-type: none"> <li>Ensure IWMP review includes review of waste services financial plan</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed IWMP Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>IDP Budget</li> <li>Municipality Infrastructure Grant (MIG) Funding</li> </ul>		N/A

### C.5.3 TRANSPORTATION INFRASTRUCTURE

Umuziwabantu Municipality is responsible for all local roads within Harding. The key local roads are the urban streets within Harding. Only some of the roads are surfaced and maintenance is required. This maintenance falls under local municipality responsibility.

The municipality is responsible for the construction, maintenance and upgrading of these local and access roads within its area of jurisdiction and has in place a draft infrastructure maintenance plan which will be adopted and implemented in from the 2018/2019 financial year.

- ***District and Local Roads***

A total of **283.664 km** of district road lies within the bounds of the municipality. Very little of this road network is surfaced. A total of **27.457 km** of local road lies within the bounds of the municipality.

The conditions of these roads vary widely, with the Department of Transport having budgeted a sum of R9 500 000 for periodic maintenance to the betterment and re-gravelling of the D1033, D907, D252, D908 and D120 district roads. Various district roads which have also been earmarked for routine maintenance including; Patch gravelling, drain clearing and verge maintenance are: D904, D862, D1033, D211, D149

The Municipality has also dedicated more than R30M to upgrade roads in Harding (Town and Rehabilitation). Further to this the Department has appointed a service provider to develop an urban renewal framework, which will help the municipality in the planning and implementation of beautifying the Harding town.

- ***Provincial Roads***

Historically, there are two roads which were properly constructed: Hawkins (P59) to Bizana) and Murchison Streets. The rest of the roads were gravel roads which were covered with the blacktop to reduce dust. However, given the significant increase of traffic in the last ten to fifteen years and the lack of proper maintenance, this blacktop

has deteriorated to an extent that in some roads there is more gravel surface than tar and potholes. This has resulted in the town being dusty and unpleasant to drive in. The main provincial road which proceeds through the municipality is the P61, which intersects the N2 in two locations, linking Weza to the National road. A total of **101.635 km** of provincial road runs through the Umuziwabantu Municipality, with approximately **49.8%** of these roads being surfaced. The condition of the provincial roads within the municipality varies, with the Department of Transport budgeting for small safety maintenance works in the form of asphalt patching and road studs and routine gravel patch maintenance.

- ***National Road (N2)***

A stretch of the N2 between Durban and the Eastern Cape traverses the municipality; the total distance within the Umuziwabantu Municipality is 51.91 km. It runs from the Ray Nkonyeni Municipality to the south-east and then along the northern border and into the **Umzimkhulu** Municipality. The road is single carriageway and is in good condition. The road network through the **Umuziwabantu** Municipality totals approximately **494.6 km**, of which **102.548 km** is surfaced. The complete network can be broken down as follows:

<b>ROAD</b>	<b>DISTANCE (KM)</b>	<b>TOTAL PERCENTAGE</b>	<b>PERCENTAGE SURFACED</b>
National Road network	51.91	10.49%	11.17%
Provincial Road network	101.635	20.54%	10.89%
Local Road network	57.457	11.61%	
District Road network	283.664	57.34%	
<b>Total</b>	<b>494.666</b>	<b>100.00%</b>	<b>22.06%</b>

**Table 11: Road Network**

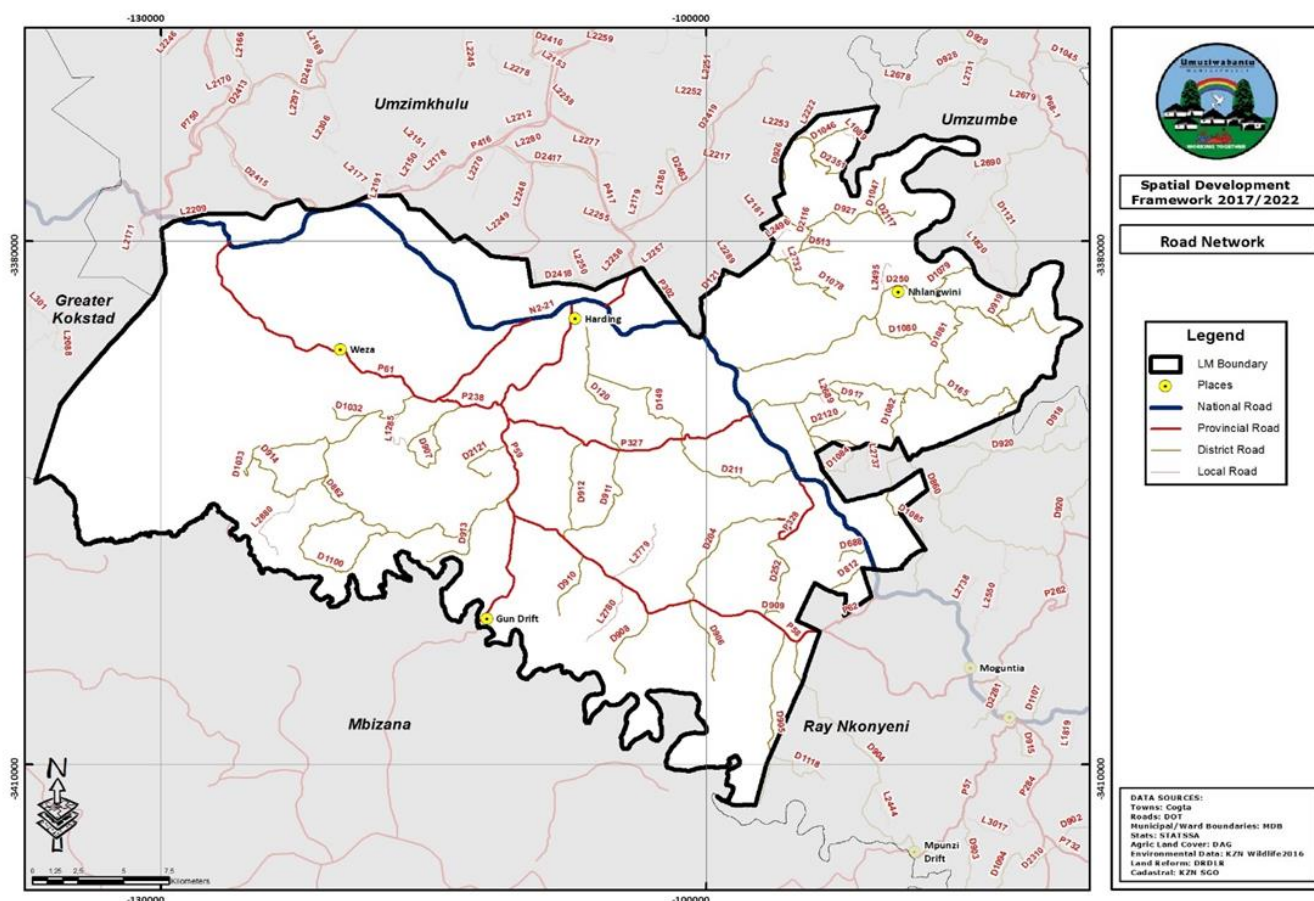
- ***Railway Line***

The inland portion of the abandoned Port Shepstone and Alfred County Railway (PSACR) runs through the municipality and for which Harding was the terminus. The line was a narrow gauge (610mm) railway used primarily for transporting agricultural produce to Port Shepstone for onward shipping. Due to actions by Transnet and the changing economics of land transport, the railway fell into disuse and operations ceased in the mid 2000's (Wikipedia, 2014).

The rail reserve is owned by Transnet Freight Rail. Though there is a moratorium on the alienation of rail reserves and associated land, the current status of this rail line remains closed with no indication of future rollout within the area. Current infrastructure is not in an operational condition.

### **Rail Infrastructure Upgrades**

Due to the rail being of the narrow gauge type installation, it is seen to have a very limited service capability and is confined to only servicing a certain type of older transport technology. Due to this narrow spectrum capability there is a limited variety of usage for this rail and/or its expansion. As such Transnet Freight Rail has taken the stance that the continued operation of this rail is no longer economically viable. Since the closing of this rail line, maintenance has ceased and the line has fallen into disrepair, resulting in a large outlay of capital being needed if the rail was ever to be opened again. It has, however, been highlighted that this portion of network could have possible heritage rail value (Ernest Kettle, Transnet Rail Infrastructure dept.)



## Infrastructure Master Plan, Current projects and Future projects

Umuziwabantu Municipality undertook a study in 2010 of Infrastructure Master Plan for Roads and Stormwater looking at the 5 year plan. This plan was used as a guide based on the findings on the situational analysis of infrastructure in Umuziwabantu. Some of the projects which were identified are being implemented.

With the National Development Plan being a guide for development of our communities, it's important for Umuziwabantu to align itself through having implementable plans to improve service delivery. Therefore there is a need to review the Infrastructure Plan.

### Current Projects

There are a few infrastructure projects currently within the Umuziwabantu jurisdiction some which are managed by the Municipality, others by UGU District and Provincial Government. The Map 16 below illustrates locations of the current projects.

The identified projects in Map 16 are as per the priority list of the 2020/2021 Service Delivery and Budget Implementation Plan, and which were requested by the

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community of Umuziwabantu. Whilst observing these projects, the municipality acknowledges challenges faced regarding the condition of our roads.

**Future Projects**

The Department of Transport is currently working on upgrading P58 which links Umuziwabantu & Ray Nkonyeni Local Municipality, this project is in phases which still continues to the next few years.

There are currently 9 capital projects funded by MIG. The status quo of these projects is as follows:

Item	Project Name	Year commitment 2020/21	Expenditure at to date	Progress
1	PMU Top-slice	R 1 167 000.00	R 1 160 350.00	On Progress
2	Endlovini Sport field	R 7 270 362.79	R 7 088 519.40	In Progress (75%)
3	Santombe Community Hall	R 9 460 008.31	R 6 086 756.11	In Progress (82%)
4	Mdulashe Access Road	R 3 053 402.61	R 1 562 141.96	In Progress (40%)
5	Upgrade of Kirk Street	R 646 754.55	R 646 754.55	100% Complete. Retention Release
6	Emazibukweni Access Bridge	R 207 885.04	R 207 885.04	Planning Phase( Tender)
7	Phumza Sportfield	R 173 163.46	R 173 163.46	Planning(Tender)
8	Nogumbe Access Road	R 1 484 113.15	R 1 484 113.15	Planning(Tender)
9	Magwala Access Road	R 182 155.71	R 184 155.71	100% Complete. Retention
	<b>TOTAL</b>	<b>R 23 644 845.62</b>	<b>R 18 593 839.38</b>	

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There are currently 6 capital projects funded by Internal funds. The status quo of these projects is as follows:

Item	Project Name	Progress
1	Construction of Municipal Offices	On Progress- 90% complete
2	Construction of Mazakhele Roads	Completed
3	Landfill Site - Operational	Completed
5	Stafford Street	On Procurement Stage
6	Qwaru Access Road at Ward 7	In Progress – Procurement challenges

The following projects have been prioritised for the 2021/2022 financial year:

Item	Project Name	MIG/ INTERNAL	AMOUNT
1	Mdulashe access road (Ward 4)	MIG	R 3 100 000. 00
2	Phumza sportfield (Ward 10)	MIG	R 6 879 625. 52
3	Nogumbe access road (Ward 5)	MIG	R 8 836 316. 19
5	Qwahrhu&hangwini Access Road	INTERNAL	R 500 000. 00
6	Hangwini access road	INTERNAL	R 300 000. 00
7	Emazibukweni Access Bridge	MIG	R 5 752 405. 38
8	Gayiga to Nyawo Access Road	MIG	R 350 000. 00
9	Mhlwazini Access Bridge	MIG	R 350 000. 00
10	Harding Sportfield	MIG	R 8 000 000.00
11	Engele Community Hall	MIG	R 7 319 352.29

## IMPLEMENTATION PLAN FOR CAPITAL PROJECTS FOR THE 4<sup>th</sup> GENERATION IDP

OBJECTIVE (AS PER IDP)	STRATEGIES (AS PER IDP)	KEY PERFORMANCE INDICATORS	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Facilitation of electricity installation	Ensure electrification of Households	Number of households electrified	0	0	500	500	500
	Repairs to electricity infrastructure breakdowns	Number of reports of infrastructure repaired	5km	5km	2 km	5Km	8 Km
Improve rural Development and Infrastructure	KwaMbotho rural housing	Number of units to be built	176	370	0		400
	MaZakhele Phase 3	Number of units to be built	170	468	0		400
	KwaJali Phase 2 rural housing	Number of units to be built			0	0	2500
	KwaMachi Phase 2	Number of units to be built			0	0	2500
To ensure proper management and maintenance of the existing infrastructure	Construction of Bhudlu Road	Construction progress	100%				
	Upgrade of municipal Land Fill site	Construction progress	100%				
	Tarring of Mazakhele Access Roads	Construction progress			100%		
	Pre-planning for Construction of Kirk Street	Construction progress			100%		
	Construction of Esikorokorweni Access Road Ward 7	Construction progress		100%			
	Construction of Endlovini sportsfeild Ward2	Construction progress		0%	70%	94%	100%
	Pre-planning for Construction of Sportsfield at five Ward8	Construction progress	98% of Progress on site	100%			
	Construction of new Municipal Offices	Construction progress	Planning	40%	75%	98%	100%
Create an enabling environment for local economic development	Construction of Informal trader market stalls	Construction progress	98% of Progress on site	100%			
To ensure investment of infrastructure development and service	Construction of Sportsfield at five Ward8	Construction progress		100%			

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delivery	Construction of Magwala Access Road	Construction progress		SCM process were done twice due to Bid appeals objection	100%		
	Construction of Hawkins and Murchison Street Traffic lights	Construction progress		100%			
	Construction of Qwarhu access road	Construction progress			75%	100%	
	Construction of traffic lights on Corner of Hawkins and Livingstone Street	Construction progress			100%		
	Completion of Phumza sportsfield	Construction progress				0%	100%
	Completion of Mdulashe access road	Construction progress				100%	
	Completion of Nogumbe access road	Construction progress				0%	100%
	Construction of Mazakhele access roads	Construction progress			100%		
	Construction of Santombe Community Hall	Construction progress			0%	96%	100%
	Completion of Emazibukweni access bridge	Construction progress			0%	25%	100%
	Extension of Harding Cemetery	Construction progress				20%	100%

**C.5.4 ENERGY**

There are currently two licensed energy supply authorities which are ESKOM and the **Umuziwabantu** Local Municipality. It is, however, known that future distributor responsibilities have been proposed to be taken over by a singular Regional Electricity Distributor (REDs) which will see both Eskom and the **Umuziwabantu** Local Municipality handover all relevant energy infrastructure responsibilities to the new supply authority. (Government Gazette, No.31741, 19 Dec. 2008).

UGu District GDS Strategic Programme 4.4.2 Promotion of Energy Efficiency is also noted. This involves various strategies regarding the reduction of energy consumption where possible, such as providing national incentive schemes and the provision of solar lighting to rural settlements (UGu District Municipality, 2013)

Electrical reticulation is undertaken by Eskom throughout the municipality, with the exception of Harding, for which Eskom supplies to the municipality who are then responsible for reticulation. The UGu IDP estimates the portion of energy responsibility covered by the municipality to be about 1%. The installed infrastructure, of which the majority responsibility lies with Eskom, is noted to be quite extensive throughout the municipality, providing most acknowledged settlements with power. The UGu IDP indicates that the municipality is served by sufficient substation capacity to connect all households, should the reticulation be fully rolled out. (UGu District Municipality, 2018/19 IDP.)

### Electrification backlog

The backlog of electrification through the municipality is only dealt with by Eskom in the form of their Rural Electrification Program, which sees the identification and rollout of infrastructure within rural settlements for their electrification. The UGu IDP estimates the backlog in the electrification process to be 21.8%, but refers to Eskom's work rate and programme having the ability to achieve a national target within the municipality of 100% household electrification by the end of 2014. (UGu District Municipality, 2018/19 IDP).

## Upgrades

Map 15 shows the existing networks within Umuziwabantu Local Municipality. The networks are currently not constrained, coupled to this there is no industry development pressure or increase in economic activities. To this end Eskom have no rollout projects or upgrades currently planned for the Umuziwabantu Municipality. (Aalia Kajee, Eskom Network planning dept.)

## Energy Sector Plan

The municipality currently does not have an energy sector plan, due to the limited staff capacity (high levels of staff turnover and no manager electricity).

The objectives of the energy sector plan would be amongst others:

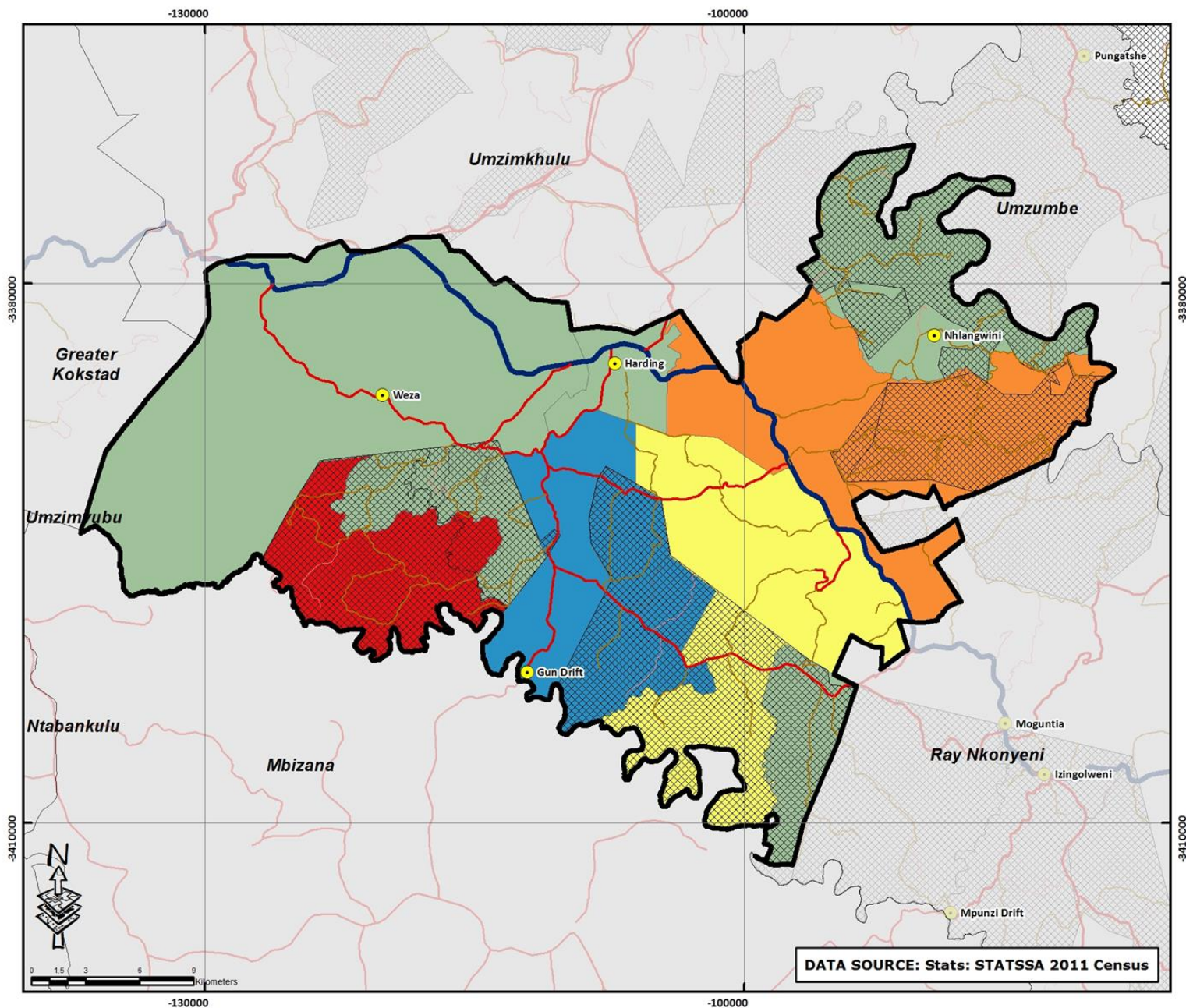
1. Provision of the status of electricity backlogs
2. Alignment with Eskom and DOE plans
3. Identification of infill's
4. Maintenance of electricity infrastructure
5. Detailed operations plan
6. Identification of electricity challenges
7. Proposed electricity saving strategies

Future and current energy projects are illustrated in the table below:

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<b>PROJECT NAME</b>	<b>IDP NO.</b>	<b>WARD</b>	<b>RESPONS IBLE DEPART MENT</b>	<b>TIMEFRAME</b>	<b>Budget</b>
KwaMazakhele electrification (Phase 3 housing project)	C.5.4.1	03	ESKOM/ Projecon	2018/19- 2019/20	R 5 000 000
Dumisa, Sihogo, cekeza & Mbotho	C.5.4.2 C.5.4.3	01 & 02	ESKOM	2019/20 – 2021/22	R4 987 986.08



### Spatial Development Framework 2017/2022

No Access to Electricity

### Legend

- LM Boundary
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Traditional Authorities

% of People / No Access to Electricity

F\_Elec

- 9,43 - 10,95
- 10,96 - 16,74
- 16,75 - 21,68
- 21,69 - 29,86
- 29,87 - 46,82

DATA SOURCES:  
Towns: Cogta  
Roads: DOT  
Municipal/Ward Boundaries: MDB  
Stats: STATSSA  
Agric Land Cover: DAG  
Environmental Data: KZN Wildlife 2016  
Land Reform: DRDLR  
Cadastral: KZN SGO

DATA SOURCE: Stats: STATSSA 2011 Census



Map 18: Bulk Electricity supply

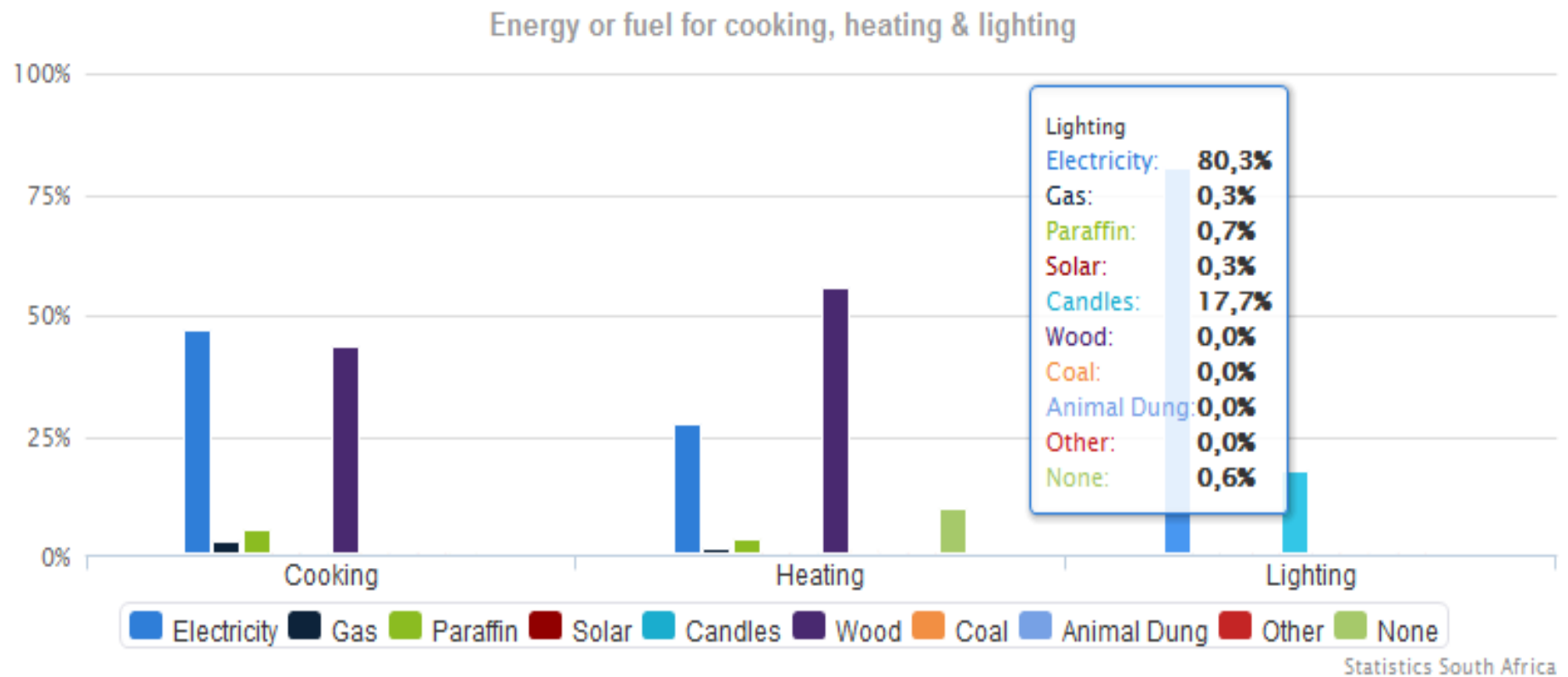


Figure 10: Energy supply

### **C.5.5 ACCESS TO COMMUNITY FACILITIES**

Umuziwabantu has constructed numerous community halls in its area of jurisdiction, and millions of rands have been invested in the construction of these facilities. Many of our community halls are however underutilised with the exception of the Harding community hall in the CBD area. Furthermore, the municipality has been faced with the challenge of vandalism and poor maintenance with regards to its public facilities. Steps have in the recent year been taken to ensure cleanliness and maintenance of the facilities through utilising participants from the community works program and ward committees to service these centres. Proper maintenance plans are yet to be developed to safe guard these properties. The municipality currently has no management structures in place to oversee and run these facilities.

With the expansion of the municipality and the establishment of the Community services directorate, the organisational structure proposes a facilities management officer and manager to improve the maintenance of public facilities.

In light of access to community facilities, there is one functional and fully fledged community library which was built by the Department of Sports, Arts and Culture. The library is located in Harding in the municipal premises. Given the increasing number of users, it has become evident that more space or extension is required in the future.

It is worth noting that the culture of learning has been instilled in Umuziwabantu, as we see the increase in numbers of new member registrations at the library.

### **C.5.5.1 STATUS AND PRIORITY OF FACILITIES**

The municipality has shown enormous progress in the provision of community facilities, with the construction of a number of community facilities within the municipal areas. : The Community Services Directorate conducted assessments and inspections of all municipal properties within the Town. These assessments were conducted with the view to develop and enhance municipal maintenance planning. Here below is the list of all inspected buildings:

<b>PROPERTY DESCRIPTION</b>	<b>STATUS</b>	<b>RECOMMENDATION</b>
Municipal Hall and Municipal Offices	Structurally strong and sound. The roof has been recently changed, however leaks still persist.	<ul style="list-style-type: none"> <li>• Painting of internal and external walls.</li> <li>• Redesigning of hall stage.</li> <li>• Changing of doors and lockers.</li> </ul>
Building behind Main municipal office.	Structure is in state of disrepair.	Demolish
Old house at the corner of Turner and Livingstone Street	Building is in a state of disrepair and currently occupied illegally by unknown persons.	Demolish
House on Turner Street (Occupied by accounting officer)	House is structurally sound	<ul style="list-style-type: none"> <li>• Internal and external painting.</li> <li>• Plumbing repairs</li> <li>• Minor roof repairs</li> </ul>
House on corner of Holman and Livingstone street (Occupied by Manager HR)	House is structurally strong and sound	<ul style="list-style-type: none"> <li>• Internal and external painting</li> </ul>
House on corner of Holman and Livingstone	Structure is solid and strong, however is it	<ul style="list-style-type: none"> <li>• Painting</li> <li>• Repair of roof</li> </ul>

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Street (Occupied by electricity personnel)	suffers the garage must be demolished.	<ul style="list-style-type: none"> <li>• Repair of plumbing</li> <li>• Garage must be demolished</li> </ul>
House below Harding secondary	House suffers serious roof leaks. Structure is solid and strong.	<ul style="list-style-type: none"> <li>• Painting</li> <li>• Roof repairs</li> </ul>
Municipal Sports Complex, the ablution facilities	Ablution facilities have been vandalised, however structure is solid.	<ul style="list-style-type: none"> <li>• Repair of structure and install security fence as well as place security guard.</li> </ul>
Building at the sport complex	Building is strong and solid	<ul style="list-style-type: none"> <li>• Building must be converted into offices as it boasts with 3 potential offices.</li> </ul>
Old swimming pool	Building is unattended. Swimming pool is filled with contaminated water that poses a health hazard.	<ul style="list-style-type: none"> <li>• Demolish building structure.</li> <li>• Swimming pool must be filled closed off and filled with sand.</li> </ul>
Old workshop next to swimming pool	Structure caught fire and burnt down.	<ul style="list-style-type: none"> <li>• Demolish and construct a new workshop on that site.</li> </ul>
Current workshop	The structure is strong and sound, however is not suitable to accommodate all municipal equipment.	<ul style="list-style-type: none"> <li>• Ablution facility and showers must be changed.</li> <li>• Painting of structure</li> </ul>
Compound behind the workshop	Structure is strong and sound, however there is a	<ul style="list-style-type: none"> <li>• Zink structure must be demolished.</li> </ul>

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	<p>Zink structure connected to is which possess health risk to staff.</p> <p>There are two structures behind the compound which are in a state of disrepair.</p>	<ul style="list-style-type: none"><li>• Structures behind the compound must be demolished.</li><li>• Plumbing needs repair.</li></ul>
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### **Taxi Rank**

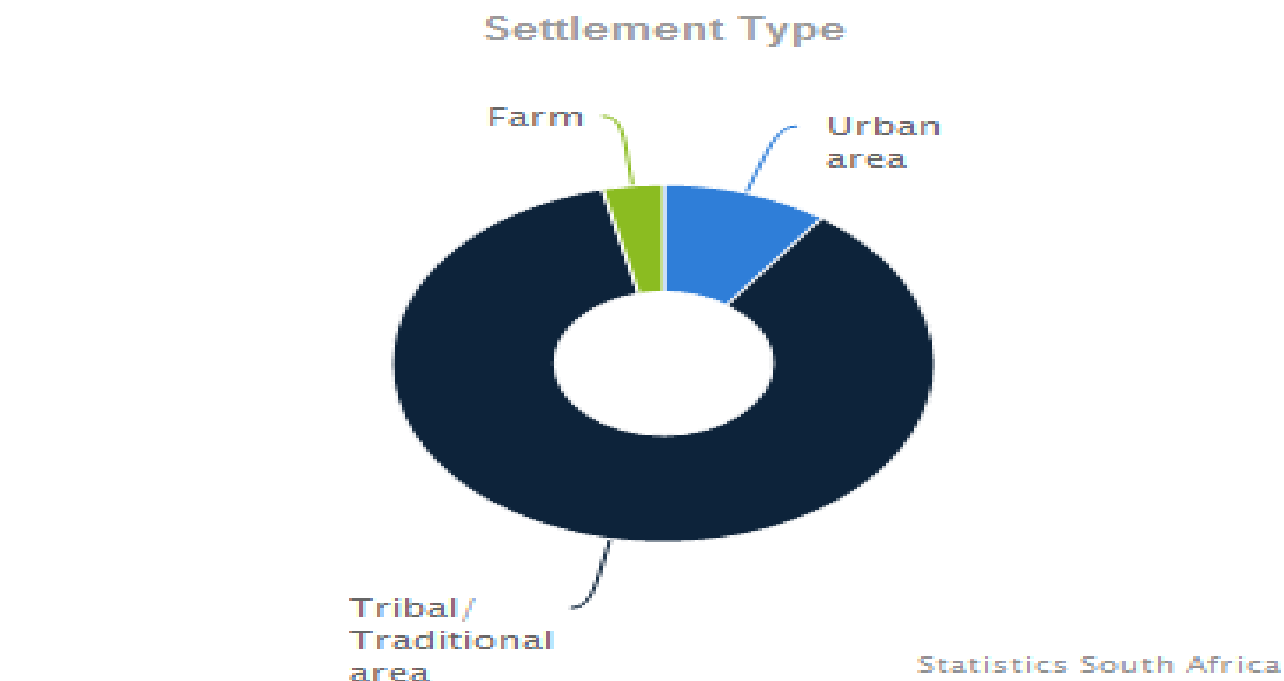
Harding currently has one taxi rank, which has become too congested and too small for the growing population of Umuziwabantu. The Municipality has begun engagements with the Harding taxi association as a platform to allow discussions to precede with regards to the public transportation services. The municipality notes that there is a need for a new and bigger taxi rank which will accommodate the current and future state of the public transport system.

### **C.5.6 HUMAN SETTLEMENTS**

Like in many rural areas most houses in rural areas of Umuziwabantu are mud houses and they have a low resistance and easily collapse during storms. KwaJali and KwaMachi are areas which are susceptible to hail storms. In December 2014 a total of 4 households collapsed during the storms leaving casualties.

As far as subsidized housing projects are concerned, there are both urban and rural housing projects.

The development of sustainable settlement is one of the methods in which local government can address the socio economic rights of community members, such as security of tenure, availability of services and infrastructure, provision of accessible and affordable housing and location where housing must be in areas which allow easy access to places of work, schooling, healthcare and potential economic opportunities.



**Figure 11: Human settlements**

The Umuziwabantu Housing Sector Plan is in line with the Department of Housing guidelines which outlines two primary objectives of the plan which are:

To ensure a strategic approach to housing that ultimately leads to a spatial rationale and sustainable housing development, addresses future growth needs in the area in an appropriate form and generates funds to address needs. To ensure that all housing plans in the Municipal IDP's meet, are of a certain minimum standards and are addressing the priorities of the Department of Housing.

## **HOUSING PROJECTS**

### **RECENTLY COMPLETED PROJECTS**

No.	Project Name	Project Type	Units
K06080007	KwaDumisa Housing	Rural	353
K06010001	Bashaweni Housing	Rural	445
K04120002	KwaJali Housing	Rural	890
K04110005	Nhlanwini/ KwaFodo	Rural	1000

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	Housing		
K04110003	Izibonda KwaMachi Housing	Rural	1000
K19970157	MazaKhele/Winterton Phase 1 & 2	Greenfields/ Urban	934
<b>TOTAL</b>			<b>4 622</b>

Umuziwabantu HSP (2012) and Umuziwabant LM Records (2017)

The past human settlement planning projects have been invested within the rural areas. This covered the projects listed above in wards 1 – 3. A total of 3 688 units were delivered which reduced the backlog that existed at the time. The total backlog was estimated based on Census 2001 which indicated that at least 12 018 units were residing in traditional, informal and backyard.

**The table here below indicates current housing projects:**

<b>Project Name</b>	<b>Project Type</b>	<b>Units</b>
KwaJali (Phase 2)	Rural	2 000
KwaMbotho	Rural	2 000
KwaMachi (Phase 2- cluster 1)	Rural	2 000
KwaMachi (Phase 2- cluster 2)	Rural	2 000
KwaMachi (Phase 2- cluster 3)	Rural	2 000
KwaMachi (Phase 2- cluster 4)	Rural	2 000
KwaMachi (Phase 2- cluster 5)	Rural	2 000
Harding (RDP)	Urban	1 057
Harding (Middle Income)	Urban	46
<b>Total</b>		<b>9 103</b>

The Municipality and the Department of Human Settlement have commenced with the process to further confront the remaining housing backlogs through the delivery of 8 000 units within the rural areas and 1 103 within the urban areas.

### **Home Builders Registration Council**

The National Home Builders Registration Council (NHBC) requires that all new houses be inspected during the building process to ensure that they comply with the relevant Act. There is currently no legal requirement for an inspection of second-hand houses before a sale takes place.

In South Africa there has been a fledgling property inspection industry for about 30 years but most South Africans still don't make use of property inspectors when buying, selling, building or altering a property.

The role of the professional property inspector is to provide common sense, factual answers regarding the actual physical condition of the property. Using his/her training, extensive knowledge and experience, the property inspector will document all significant observable defects, assess and explain the significance of each defect and, where practical, provide an informed estimate as to the cost of repair

The second-hand home inspection industry in South Africa is small and unregulated at present. Home inspections are sometimes undertaken by under-trained or inexperienced inspectors and there is no standardised operating procedure to ensure quality of service.

The municipality has seen many illegal structures being erected within the CBD and residential areas of Harding. Enforcement of bylaws has been poor on the part of the municipality due to very limited human resource. However, the municipality has appointed a building inspector who is working hand in glove with the town planning unit in identifying and working towards amongst other things enforcing bylaws, educating residence on building regulation and bylaws.

#### **C.5.7 BASIC SERVICES DELIVERY SWOT ANALYSIS**

<b><u>STRENGTHS</u></b>	<b><u>WEAKNESSES</u></b>
▪ Network tower	▪ Lack of maintenance and

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<ul style="list-style-type: none"> <li>▪ Viable housing projects</li> <li>▪ Provision of free electricity</li> <li>▪ IWMP in place</li> <li>▪ Housing sector Plan</li> <li>▪ Eradication of illegal connections.</li> <li>▪ Community facilities</li> </ul>	<p>management of community facilities.</p> <ul style="list-style-type: none"> <li>▪ Lack of infrastructure in respect of Telkom lines</li> <li>▪ Poor road conditions</li> <li>▪ Hail storms</li> <li>▪ Mud houses</li> <li>▪ Cable theft</li> <li>▪ Congested transport system</li> <li>▪ Weakness in managements</li> <li>▪ Lack of enforcement of bylaws</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>▪ Improved quality RDP houses.</li> <li>▪ Awareness campaigns of proper usage of electricity</li> <li>▪</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>▪ Vandalism of community facilities</li> <li>▪ Non- usage of facilities</li> <li>▪ Houses being destroyed by storms</li> <li>▪ Service delivery protests</li> <li>▪ Cable theft around town (Harding).</li> </ul>

## **C.6 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS.**

### **C.6.1 LOCAL ECONOMIC DEVELOPMENT**

Local Economic Development is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development, thus bringing economic benefits and improved quality of life for all residents in a local municipal area.

LED is intended to maximise the economic potential of the municipality and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. The “local” in economic development points to

the fact that the political jurisdiction at a local level is often the most appropriate place for economic intervention as it carries alongside it the accountability and legitimacy of a democratically elected body.

**The LED unit provides support in the following areas:**

- Development of a strategy and guidelines on LED and alignment to National and Provincial government imperatives and policies.
- Providing direct and hands-on support to local businesses.
- Management of the Local Economic Development Fund;
- Management and Technical Support to Nodal Economic Development Planning;
- Facilitating coordinating and monitoring of donor programmes, and
- Assisting on LED capacity building processes.

Umuziwabantu municipality has, like most predominantly rural municipalities in the province and throughout the country, high levels of poverty, unemployment and inadequate economic growth to provide good quality of life to most of its residents. The N2 between Port Shepstone and Kokstad is not much of a corridor, but rather a conduit through the region as very few vehicles stop along the route. Most travellers who travel between the Eastern Cape and Durban use the main road (N2 east and west) which passes alongside Harding. This is a great opportunity (LED) as there are two petrol stations in town and a one stop shop to accommodate these travellers.

#### **C6.1.1 LED Strategy Review**

The LED Strategy Review has been outsourced to assist in developing strategies which will enhance the local economy and improve job creation. This Strategy was adopted by Council on the 26<sup>th</sup> June 2019 to become a legal municipal document and be included in the IDP as a sector plan that informs all local based economic development strategies.

This aforementioned LED Strategy Review identifies that the Umuziwabantu area has high potential for production of maize, wheat and sugar cane, other crops and plantations. People in the community are encouraged to form groups of cooperatives in order to access these opportunities. The municipal council has decided not to

renew contracts of expiring lease of lands occupied by former advantaged counterparts, in pursuit of encouraging previously disadvantaged people to use the land in future.

### **Stakeholder Engagement**

The service provider (Gabhisa Planning & Investments) together with the Municipality had to undertake a number of stakeholder engagements to ensure that the Strategy was Participatory and spoke to the community's needs. These stakeholders included:

- Traditional Authorities
  - KwaJali TA
  - KwaMbotho TA
  - KwaDumisa TA
  - KwaZungu TA
  - KwaMachi TA
- Umuziwabantu Municipality
  - LED Office
  - Planning, LED, Housing & Infrastructure Portfolio Committee
- Government Departments
  - EDTEA
  - DOA
- Informal Traders Association
- Forestry Sector
  - Rooi Farms Harding Timber Treatment
- Farmers Association
- SMMEs
- Harding Business Forum
- Tourism Bodies
  - Ugu South Coast Tourism
  - Tourism Association

These engagements resulted in the following key findings being identified:

- Population growth rate of approximately 2,5% over 5years. It is projected that the population would be approximately 144 636 people in the next 10 years;

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- Majority of the population is black africans (98%) who speak IsiZulu (88,1%) as their main language;
- The population can be characterized is being youthful with the majority of people between the age of 15-35 years;
- Household size increased from 4,3% to 5,1% and are generally headed by females (53,6%);
- Illiteracy is high (15,3%);
- High unemployment rate;
- Higher education increased to 5,6%;
- A high number of people who do not receive an income (19%) whilst a large portion of the population earns between R 9601–R19600;
- Local roads in poor condition;
- Shortage of water supply particularly in rural areas;
- Poor sanitation;
- A good electricity supply across the municipality;
- Poor telecommunications;
- Individual refuse disposal in rural areas;
- Shortage of social facilities based on the CSIR guidelines for social facility provision;
- The youth experience high HIV death rate than adults.

**LED Strategic Objectives**

The following are strategic objectives for local economy of the municipality emanating from the challenges that have been identified:

- To develop rural economies & support the establishment and growth of SMME's
- To expand local human resource development in order to capacitate local residents to partake in local economic activities.
- To stimulate value-adding activities related to the agricultural sector
- To stimulate value-adding activities related to the mining sector
- To establish Umuziwabantu municipality as a tourism destination

- To become resourceful in creating a sustainable municipality in capacity building for all
- the sectors and providing sustainable employment opportunities
- To exploit and improve the existing facilities and infrastructure available within the municipality
- To provide implementable projects that will seek to provide job opportunities within the municipality

### **LED Goals**

Based on the above approach, the following goals are the key economic thrusts to be carried forward in the strategy:

- Create a conducive environment for agricultural expansion and beneficiation along the value chains
- Diversification of the rural economic base
- Promote a conducive environment for SMMEs to thrive
- Promote expansion of the mining sector and beneficiation along the value chains
- Promote Tourism development in the municipality.

### ***Goal 1: Create a conducive environment for agricultural expansion***

Agriculture has the potential to stimulate SMME growth and development in the rural areas. It was found during the surveys that the key aspect facing the agricultural sector in the rural areas is the large percentage of aged persons whom are currently practising agriculture and linked to this the lack of interest of youth to be involved in agriculture. It is critical that farming initiatives are sustainable and have an implementable succession plan. The following programmes are proposed in the agricultural sector:

- Develop environment control measures;
- Undertake a study to determine the feasibility of develop the agri-processing industry;
- Provide mentorship support to farmers;

- Initiate or revitalize irrigation schemes to assist with the challenge of drawing water from rivers;
- Improve access roads to farms or potential agriculture lands;
- Undertake skills audit for all the farmers to ascertain the skills that are currently needed to boost farmers;
- Undertake a feasibility study for developing abattoirs focusing on how these could benefit secondary cooperatives;
- Develop an institutional structure that will harmonize relationship between farmers and possible financial institutions;
- Create awareness on veld fires to community;
- Develop or establish markets at strategic positions or locations.
- Establish cooperatives around identified value chains

***Goal 2: Diversification of the rural economic base***

The intention of diversification of the rural economic base is that Umuziwabantu municipality is predominantly rural. The majority of the population, being youth, resides in traditional areas where there is a high reliance on subsistence farming. During the surveys, it was established that most business owners/managers did not have the necessary skills to manage their businesses. The lack of business management skills was the main challenge contributing to this situation. Even training institutions were not available in the rural areas. Therefore there is a need to create improved rural-urban linkages in order to broaden the economic base. This can be achieved through the following programmes:

- Capacity building, mentorship, skills training and youth development
- Social capital renewal and improved access to external markets
- Sustainable farming practices for emerging farmers and youth

***Goal 3: Promote a conducive environment for SMMEs to thrive***

The promotion of a conducive environment for SMMEs to thrive is premised from the realisation that SMMEs are experiencing challenges in funding, compliance with regulations and skills shortage. Small businesses need to be supported in their development and growth. The Municipality should therefore provide support in the

provision of skills training related to all of the sectors in the economy. Support should also be given to small local businesses in gaining access to capital and financial sources. Local businesses should also be supported through mentorship programmes, whereby practical knowledge can be transferred from experienced business owners to entrepreneurs.

- Capacity building, mentorship, skills training and youth development
- Access to markets
- Workshops/seminars/roadshows

***Goal 4: Promote expansion of the mining sector and beneficiation along the value chains***

The mining sector contributes a minor portion to the local economy of Umuziwabantu municipality. However the linkages with other industries in the municipality is holding the sector back in becoming one of the key drivers. There is a strong need to develop backward and forward linkages between local mining companies and other sectors of the local economy, based on the fact that none of the large mining industries in the municipality source any of their inputs locally, and due to the small contribution to employment. A thorough investigation in the mining sector in the municipality is needed. The following programmes have been identified under the mining sector expansion and promotion along value-chains thrust:

- Development of joint ventures in mining operations
- Mineral beneficiation and processing
- Mining service and product development

***Goal 5: Promote Tourism development in the municipality.***

Tourism in the municipality is underdeveloped but has huge potential. The existing tourism structures should look into ways of making Umuziwabantu the preferred tourist destination. The following programmes are proposed:

- Co-ordinating all matters related to or impacting on the tourism sector
- To introduce and manage tourism awareness workshops and programmes
- To stimulate the formation and support of tourism forums amongst all interested and involved communities

- Establish tourism information offices;
- Improve road infrastructure especially in order to access various tourism sites;
- Establish a local tourism body that will market the district and ensure tourism growth;
- Build capacity to existing accommodation entrepreneurs and ensure they are accredited by the local body;
- Develop proper signage;
- Improve safety and security to attract tourists;
- Train crafters and other tourism players in technical and business skills;
- Develop clear marketing strategies for the district;
- Improve refuse removal services to address the littering and pollution of the district;
- Develop tourism website for the district that will showcase arts and crafts products, historical sites, accommodation, and other adventure products;
- Develop craft centres in strategic places along tourism routes.

It is worth noting that the Municipality is in the process of reviewing its LED Strategy which will address the issues outlined by the Cogta IDP Assessments and will also incorporate an Investment Strategy.

#### **C6.1.2 LED Policy and regulations**

The informal economy is one of the top economic drivers of the local community. The informal trading is currently not regulated as such the municipality is busy developing a plan and policy to ensure control of this sector. The informal trader's forum has been set up and the municipality uses this structure to put in place a regulatory plan which will be accepted by all affected stakeholders. The informal Trading Policy has been drafted and Public participation has taken place and is now awaiting adoption which is envisaged to happen by the end of 30 September 2019. However this structure is yet to be revived, as it has become dysfunctional. The high influx of traders from neighbouring towns necessitated the need for control measures to be created through the establishment of informal trading policy and bylaws.

However, adherence to such is proving unsuccessful due to the lack of proper infrastructure for the Informal economy within Harding. The Department of Small Business has made an attempt to assist in this regard by providing funding for the Establishment of the Informal Traders Market Square. The Informal Traders Market Square has been completed and handed over to the community, however, it was not enough for all the informal traders in the Municipality.

Below is a table illustrating the current status and challenges of our informal economy.

Area	Status	Interventions
Regulation of municipal bylaws	Informal trading bylaw and advertisement bylaw are in place	Workshop and capacitate informal traders on the municipal bylaws.
Zoning of trading areas	Town planning in process of zoning trading areas.	Complete zoning of trading areas by 28 May 2019
Regulation of municipal bylaws	The municipal informal Trading Policy draft has been completed and is awaiting adoption	Adoption of informal trading policy by 30 July 2019.
Regulation of municipal bylaws	Lack of law enforcement on transgressors.	Liaise with the community services department (Law enforcement).
Trading in areas that are inappropriate and hazardous.	There is currently a huge challenge of traders who erect illegal semi permanent structures all over the CBD area.	The municipality has received an approval for funding to construct new trading stalls.
Informal trader's Association	Informal traders association has been elected.	Capacity building of members of the association.
Database for land ownership	In place	Due to be updated.

Database for active cooperatives and SMME's	In place	Due to be updated.
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The Municipality is in the process of developing its Investment Policy in house and it envisaged to be complete by the end of the 2019/20 financial year. It is worth noting that the LED unit is currently limited in terms of staff, however it is expected to improve once the LED Manager is appointed.

### **C6.1.3 LED UNIT CAPACITY**

The LED unit has been established with one LED officer, who reports to the Manager Local Economic Development. The unit is situated within the Planning and Development Department.

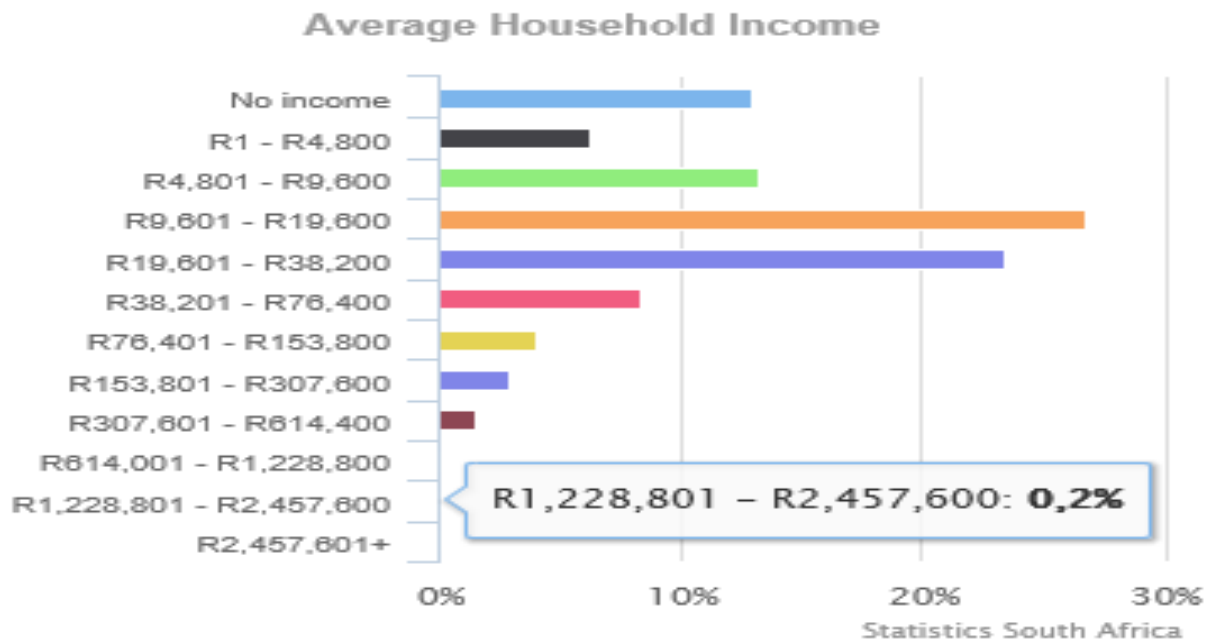
Due to the towering work load, the LED unit was unable to function to its full capacity as there was only one officer who does all the LED work. This resulted in the poor performance of some tasks and responsibilities within the unit. Umuziwabantu Municipality has appointed the Manager Local Economic Development and has identified the following backlogs in areas such as:

- Managing the Informal economy
- Managing business licensing
- Identification of illegal structures erected by vendors etc.

### **C.6.2 EMPLOYMENT AND INCOME LEVELS**

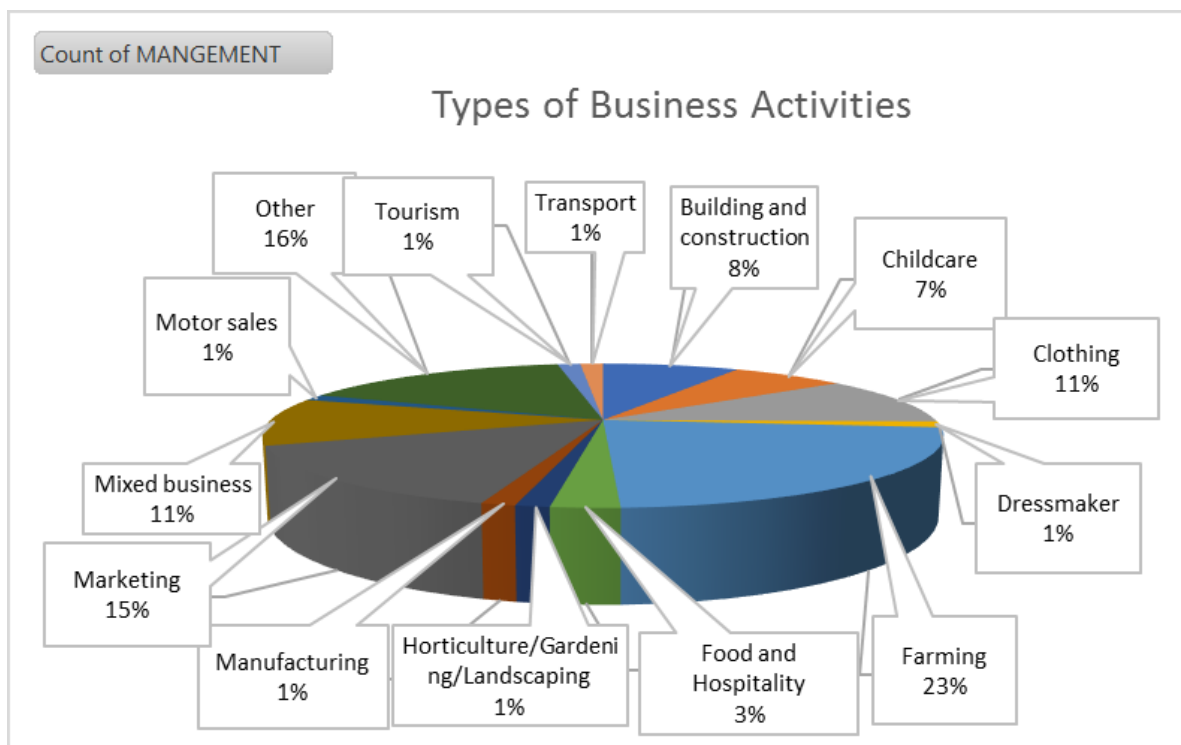
#### **Household Income**

Household income is one of the most important determinants of poverty levels in the municipal area. The ability to meet basic needs is largely determined by the level of income earned by the households. Poverty is often defined as the lack of resources to meet the basic needs.



### **C.6.3 MAIN ECONOMIC CONTRIBUTORS**

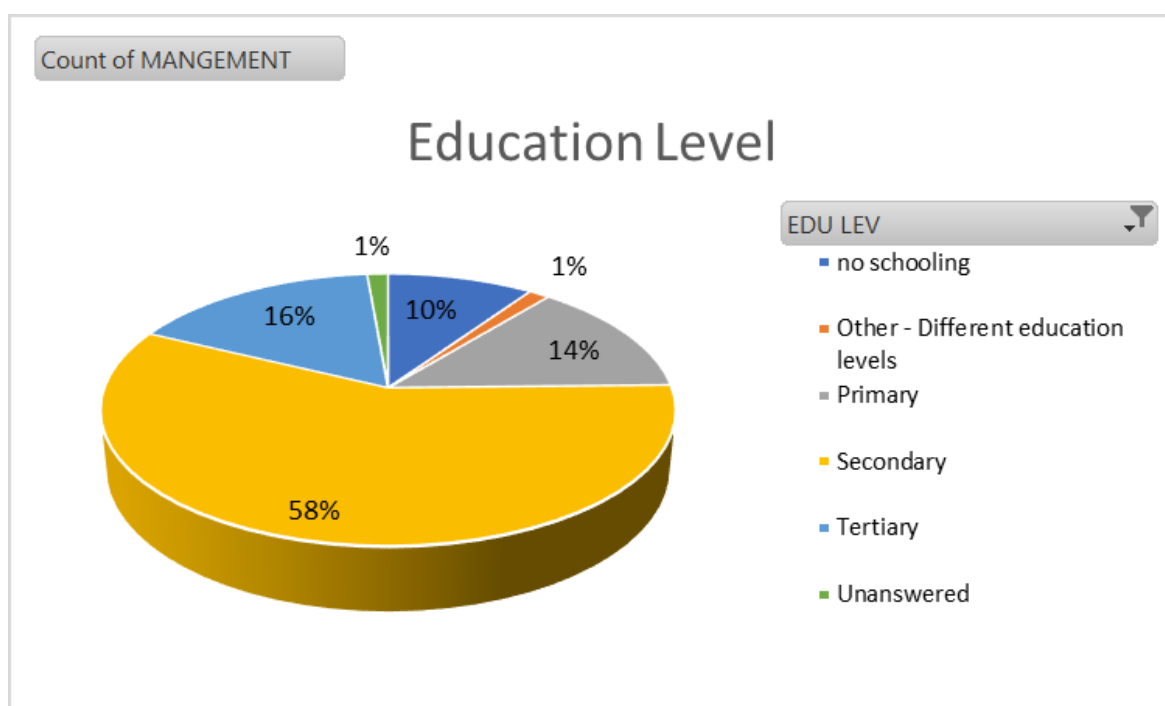
There are different business activities in the municipality and most of them are concentrated in Harding town. The majority of businesses interviewed were mainly in the farming sector (21%), followed by marketing (15%), clothing (11%) and mixed business i.e. groceries, small goods, etc. (11%) and Tourism (1%). Business activities that fall within the category of “Other” made up 16% include business activities such as mechanical, motor and repair services; bottle store; tavern; creative art; funeral service; hair and beauty salon and carpentry.



LED Strategy 2018

### **Business Management/ Ownership & Level of Education**

Approximately 58% of businesses interviewed are managed/owned/operated by people with Secondary education followed by 16% with Tertiary education, 14% with primary education and 10% with no schooling. This suggests that any training and business management programmes introduced would be received well by business owners/managers who have a fair level of education.



### **Economic Resource Profile**

The main economic activity in the Umuziwabantu Municipality is farming, subsistence farming and retail businesses. The retail business which is the core of Harding town is showing very slow growth.

### **Agriculture**

In the agricultural sector, there is a marked division between the commercial sector (first economy) and the subsistence sector (subsistence agriculture). Furthermore, the commercial sector involves both primary production and agro-processing activities.

### **Agricultural strategies**

Agricultural strategies will focus on the need to establish on training and human development programme, which will focus on small-scale agricultural development, appropriate technology, marketing and business skills. The following provides strategies that relate to agriculture:

### **Increase opportunities for commercial farming**

In areas of good agricultural potential, given the variability of conditions, it is recommended that commercial farming enterprises occur primarily on a small-scale, intensive basis.

This activity will provide a greater number of opportunities for small-scale and emergent farmers and will promote the most productive use of the natural resource base in designated areas.

### **Promote sustainable subsistence farming**

By increasing the number of community gardens to ensure food security among poorer households. Food security is a key issue for the local municipality to attend to poverty alleviation.

### **Provide necessary training for basic agricultural skills**

By teaching local youth of applicable agricultural skills so as to be able to create jobs opportunities and contributes towards local economic development.

### **Increase opportunities for Agric-industry**

To create further economic opportunities for residents, and to strengthen the inherent advantages of the area for the growth of this sector, the twin location advantages of excellent transport linkages and extensive vacant and underdeveloped land create opportunities for increased agric-industrial activity in the area.

### **Timber**

Forestry is an important crop serving the furniture and pulp industries. Large commercial plantations are located mainly in the high rainfall areas near Harding. Timber is grown for hardwoods (for poles, pulp and bark – wattle and gum), and softwood (for logs - pine). Small and medium scale growers focus on hardwood for pulp production.

The Ugu Agricultural sector plan indicated that there are various growers that are involved in Umuziwabantu Municipality and they can be summarized as private farmers (Harding), Mondi (Harding), Sappi Forests (Harding), Masonite (Harding) and NCT Forestry Co-op (Harding). Sappi and Mondi have promoted small-scale growers with access to communal traditional land but the long time period between planting and harvesting means that the benefits are not readily evident.

### **Subsistence Agriculture**

With the exception of small scale maize growing, limited small-scale woodlots, the traditional authority areas are generally characterised by subsistence agriculture. This comprises livestock raising (mainly cattle, goats and household chickens), dry land cropping and homestead gardening. Many rural people have multiple livelihood strategies. They are involved in a range of agricultural activities but also rely largely on social grants (pension and child support grants), salaries and remittance.

Inland, the density of housing is reduced and grazing land is more available for livestock. While livestock keeping is not primarily for commercial purposes, livestock do play important roles in rural communities. While generating some cash through sales in time of need, they are also a source of food (eggs, meat and milk), draught power for ploughing and a range of social benefits (e.g. *lobolo*).

### **KZN Department of Economic Development - GIJIMA Fund**

The list below summarizes some of the projects that have received funding through the Gijima Programme.

Port Shepstone – Ugu Market Depot System - Capacitate emerging rural farmers by linking them with the Ugu Fresh Produce Market Development – create infrastructure including bulk bins, forklifts and refrigeration (as a pilot collection depot is proposed to be established –one at Umuziwabantu). The LED Strategy and SMME Development.

### **Manufacturing**

#### **Agric-processing**

According to the Ugu Agric Sector Plan 2007, this sector is well-developed in Umuziwabantu most notable various timber mills and processing plants primarily in

the areas around Harding. High employment numbers in these sectors stresses the importance of the sector for Umuziwabantu. It's also anticipated that Hans Merensky will be expanding its plant in the next 5 years, the expansion will contribute positively to the economy of the municipality.

### **Timber and Timber Products**

This sector covers a whole range of activities from logging and stripping to sawing and finally the manufacture of items such as construction materials (doors, window frames and others), furniture and other household items. There is however, a lot that still needs to be done for timber beneficiation before it leaves the region.

### **Trade and Commerce**

This provides an overview of the economy for Umuziwabantu municipality. It is evident that the trade and commerce sector contributes a significant portion of the overall economy in the municipalities. It accounts for around 50% of GDP in the Umuziwabantu municipality as stated in the UGu Trade and Commerce sector plan.

### **Competitiveness**

The information provided in the above tables is by no means exhaustive as various factors impact on the profitability of businesses and industries. Amongst others, competition is influenced by the following:

**Factor endowments** – the availability of resources and their level of development.

Distance to markets – transport costs has a huge impact on unprocessed primary products such as timber, mining and other agricultural products.

**Infrastructure** – poor infrastructure impacts negatively on the profitability and viability of industries. Provision of roads and electricity and other specific infrastructure requirements are critical for the survival and growth of existing industries and growth of new ones. Within this context government action can play a strategic role in mitigating these costs.

- Rivalry of competition – competition may facilitate or inhibit the emergence of new industries. The shortage of timber supplies and scramble for new forestry resources is a good thing for economies such as Umuziwabantu. This makes it because of easy access to markets and available support and

partnerships from established forestry companies such as Mondi, SAPPI, NCT and Hans Merensky.

- Government Action – by developing appropriate support strategies for industry to invest in depressed local economies such as Umuziwabantu new businesses can emerge. Through incentives, appropriate by-laws and other support mechanisms government can play a positive or negative role in attracting new investments and the expansion of existing ones.

#### **C6.4 COMPARATIVE ADVANTAGE AND ECONOMIC PROFILE**

The table below provides a breakdown of the Municipality's Strengths, Weaknesses, Opportunities and Threats (SWOT). The Strengths and weaknesses are based on the present situation while the Opportunities and Threats consider the future implications of various factors. It should be noted that SWOT analysis leads to the understanding of strengths to be worked upon as well as weaknesses to be counteracted in the Municipality.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>✓ Gateway to Eastern Cape Province via the N2 and P58;</li> <li>✓ The location of Harding alongside the N2 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture.</li> <li>✓ Amenities within Harding town including schools, FET, shopping mall, hospital, police station etc. which is essential for investors, youth and skills development.</li> <li>✓ Timber plantations and cane farming of Umuziwabantu are among the largest of the commercial agricultural enterprises of the province and they constitute the pillars of the agriculture sector of Umuziwabantu.</li> <li>✓ The agriculture, Informal Economic and manufacturing sectors are the great contributors to the GDP of the economy of the Municipality.</li> <li>✓ The infrastructure in Harding is still relevant</li> </ul>	<ul style="list-style-type: none"> <li>✓ The area is characterised by high unemployment rates, majority of the population especially in the rural areas are without jobs.</li> <li>✓ High Illiteracy rate</li> <li>✓ Infrastructure backlogs in terms of access to clean water, electricity, sanitation and other services.</li> <li>✓ High prevalence of HIV/AIDS</li> <li>✓ Limited number of people with management and technical skills in Umuziwabantu.</li> <li>✓ Weak or almost non-existing ICT sector.</li> <li>✓ High transport cost for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed.</li> <li>✓ Tourism is underdeveloped and no tourism strategy in place.</li> <li>✓ Lack of financial support, mentorship,</li> </ul>

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<p>and available to attract new investors and to allow current formal and informal businesses to grow.</p> <ul style="list-style-type: none"> <li>✓ The bigger sawmilling of the Municipality remains Hans Merensky supplying products worldwide.</li> <li>✓ The climate is excellent for both subsistence and commercial agriculture as well as for tourism development. The area is described as the Drakensberg escarpment with warm temperatures and summer rainfall. Mean annual rainfall for Umuziwabantu ranges between 574 and 1728 mm (per quaternary catchments)</li> <li>✓ Eskom electrical installation program which includes substantial areas of Umuziwabantu is a major advantage to attract investors and to allow new and emerging enterprises.</li> <li>✓ Existence of business forum in the Municipality is a major advantage for boosting business to-business networking and access to other supports.</li> <li>✓ LED office coordinates tourism activities of the Municipality.</li> </ul>	<p>advisory services and relevant skills limit the ability of emerging farmers to succeed in agriculture and other sectors as well as to lower income groups in enter into the agricultural sector.</p> <ul style="list-style-type: none"> <li>✓ As per other areas of the country, Umuziwabantu has been also challenged by the issue of crime</li> <li>✓ People dependent on government for agriculture development</li> <li>✓ Lack of abattoirs critical for stock farmers</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>✓ The municipality is predominantly constituted with young people. This constitutes a pool of future entrepreneurs and labour.</li> <li>✓ The area has a large pool of semi-skilled people available for employment.</li> <li>✓ Vodacom and MTN cover 90% of the municipal area by cell phone signal and Telkom have introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants this constitute an opportunity for the ICT development in the area.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Youth not interested in agriculture activities</li> <li>✓ Theft of livestock</li> <li>✓ Frequent Veld fires due to negligence &amp; ignorance about environmental impact and its beauty destroyed</li> <li>✓ Pollution and improper waste disposal of both domestic and business waste</li> <li>✓ Land invasion a major problem in terms of land tenure</li> <li>✓ The level of education in Umuziwabantu local municipality is very low. This constitutes a threat to the future generations as well as to investors.</li> </ul>

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<ul style="list-style-type: none"> <li>✓ There are many opportunities for the diversification of the agricultural sector through the development of niche market products such as organic vegetables, hydroponics, aquaculture, medicinal plants, aloes, essential oils, and woodlots.</li> <li>✓ The sand and gravel pits and bauxite found within the Weza Forest are possibilities that require further investigation for the development of the mining sector in the area.</li> <li>✓ The area has a number of tourism opportunities that require establishment of a strong marketing system for the tourism product development. Opportunities vary in nature and include the Weza Forest, the Oribi Gorge nature reserve, Harding dam, Weza hiking and 4X4 trails, fishing, curio markets, tribal experience and overnight accommodation, the Somseu monument and opportunities for community-based tourism initiatives in rural environments.</li> <li>✓ The Hans Merensky Trust undertakes to use their land for tourism where possible, for the benefit of surrounding communities.</li> <li>✓ Existence of vast tracts of land lying vacant run by tribal authorities can be cultivated on a commercial scale to improve agricultural sector.</li> <li>✓ Given the manifestation of the HIV/AIDS related deaths, the rate of HIV/AIDS became stable with a tendency of decreasing in the Municipality.</li> <li>✓ Schools with agriculture and tourism subjects</li> <li>✓ New appointment of SMME &amp; Agriculture Officers</li> <li>✓ Proposed maize mill at Umuziwabantu</li> <li>✓ Furntech incubator for training and</li> </ul>	<ul style="list-style-type: none"> <li>✓ While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity economically unviable.</li> <li>✓ Businesses have not developed competitive advantages.</li> <li>✓ The extension of the Toll road along the coast from Port Edward is another negative issue. This project simply will reduce the number of tourists driving through Umuziwabantu on the N2, meaning that people will drive through without stopping and spending in the area.</li> <li>✓ There is a concern about the illegal occupation of land in some tribal areas of the municipality. This problem needs to be looked with an urgent attention since it is possible of generating conflict between land claimers.</li> <li>✓ Currently, the old Harding Municipal area is the only area controlled by a Town Planning Scheme. It is imperative that the remainder of the municipal area also be controlled in some way or another by means of land use controls. Otherwise this can generate conflicts in the near future.</li> <li>✓ Degradation of the climate limits the growing of the grass which results in lack of feed for stock during winter months.</li> <li>✓ There is a concern about the relocation of the Hans Merensky Mill from Umuziwabantu to the Eastern Cape Province. As the Hans Mill is among the pillars of the manufacturing sector of the area, its relocation will deeply impact on the employment and GDP of the Municipality.</li> </ul>
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incubation to small scale furniture manufactures	
✓ There is room for trade and business	
✓ Potential to practice agriculture;	
✓ Attract tourism/related activities.	

#### **C6.4.1 Location**

Umuziwabantu Local Municipality provides an attractive reference point and essential socio-economic amenities and facilities to its inhabitants. It's in close proximity to the Eastern Cape Province which gives the municipality an opportunity to expand its sphere of influence in terms of attracting trade and bigger thresholds for both service provision and economic development.

#### **C6.4.2 Linkages**

The spine road (N2) connects Umuziwabantu Municipality with Ezingoleni and Port Shepstone on the east and the Eastern Cape on the south east; connected to the N2 is the R56 road which passes through UMzimkhulu; Ixopo and ultimately Pietermaritzburg. P58 on the eastern side link the municipality to the Eastern Cape Province. These linkages provide a good connectivity network both for general travel and trade.

#### **C6.5 Main Economic Sectors**

This section of the report provides an analysis of the main sectors operating within Umuziwabantu which will assist in understanding the dynamics and needs of these sectors so as to plan forward. As such, the main sectors operating in Umuziwabantu include:

- Agriculture;
- Manufacturing sector;
- Tourism sector;
- Transport;
- ICT sector;
- Mining sector;

- Retail and service sector;
- SMME and Skills development; and
- Informal sector

The Umuziwabantu Municipality's economy is divided between agriculture and manufacturing as the mainstay. Both agriculture and manufacturing have a similar contribution to the GDP and employment of the Municipality. The contribution of manufacturing to the municipal GDP amount 21.1%, and that of agriculture is about 20.2%. In addition, agriculture provides 20.7% of the municipal employment while manufacturing provides 14.3%. Thus, both sectors constitute the pillars of Umuziwabantu economy.

The tourism sector is present but is under-developed to its true potential. This sector presents many opportunities for future development, which are discussed later in this section. However, the transport sector is developed in urban area mainly the in Harding than in rural areas. The ICT and mining sectors both are also underdeveloped.

### **Agriculture**

The agriculture sector is one of the key drivers for Umuziwabantu local economy. Agricultural practices are mainly subsistent for survival. There are mainly two factors that favour agriculture uMuziwabantu. Firstly the soil types mainly are favourable for different crops to be harvested. Thus the farming region ranges from extensive, semi-extensive, and semi-intensive to intensive. Secondly the climatic conditions also favour crop farming as well as tourism. The area is described as the Drakensberg escarpment with warm temperatures and summer rainfall. Mean annual rainfall for Umuziwabantu ranges between 574 and 1728mm (per quaternary catchments).

The Ugu Rural Development Plan (2015) highlights that the KZN Department of Agriculture and Rural Development (DARD) developed 5 agriculture land use categories. These are as follows:

- Category A – Irreplaceable - very high potential agricultural land that should be retained exclusively for agricultural use.
- Category B – Threatened - high potential agricultural land.
- Category C –Primary Agricultural Land Use - moderate agricultural potential
- Category D – Secondary Agricultural Land Use - low agricultural potential; and-

- Category E –Mixed Land Use - limited to very low potential for agricultural production.

The majority of the municipality is covered by Category C and D. Commercial agricultural activities in the area include livestock farming (goats, sheep and beef); crop farming (maize, irrigated crops and horticulture) and forestry (silviculture, harvesting and timber)

Manufacturing is the first and significant sector in the Umuziwabantu economy contributing with 21.1% to GDP and 14.3% to the total employment of the municipality.

### **Manufacturing**

As per agricultural sector, manufacturing in Umuziwabantu Municipality is polarised between highly developed manufacturing enterprises and subsistence manufacturers. Manufacturing in the form of timber processing is significant in Umuziwabantu. Hans Merensky (Weza) and Harding Treated Timbers (Harding) are two examples of plants operating within the municipalities which will be discussed further. the big company of the Municipality remains Hans Merensky. For its products, Hans Merensky sources timber from its own plantations which are relatively self-sufficient for the capacity of the demand.

### **Tourism**

The warm temperatures; summer rainfall; scenic beauty and environmental significance of the areas make the climate excellent for tourism in Umuziwabantu Municipality. The area is described as the Drakensberg escarpment containing a number of scenic attractions and unique experiences that require establishment and aggressive marketing. For instance, the existence of the successes of the Weza Forest and the Oribi Gorge Nature reserve are indications of the potential that the area possesses for tourism development.

The Ugu South Coast Tourism Strategy 2017-2021 refers to the Ugu South Coast Tourism (Pty) Limited (USCT) as the de facto municipal entity functioning in the main as a Destination Management Organisation/Community Tourism Organisation responsible through its mandates to grow, promote and develop tourism within the area of jurisdiction of the Ugu District Municipality (UGST, 2017: 2013). There is a local area committee affiliated to USCT comprising of members of our organization. UGST has conducted an initial product audit from which they have established that tourism markets mainly from:

- Business tourism (reps)
- Government meetings and visitation to the Hospital and law courts
- Sport/eco adventure activity in Harding (e.g. golf) and Ingeli Forest

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- Events (cultural) at Mount Nebo and Ingeli Show at Harding Country Club and peripherally the Maidens Ceremony

Other prospects are:

- Harding Dam could be developed into a recreation facility.
- Weza Hiking and 4X4 trails,
- Fishing,
- Industry tours (e.g. forestry)
- Curio markets,
- Tribal experience and Overnight Accommodation,
- The Somseu monument, and
- Other existing dams and sites of interest that could be relatively easily developed as tourism attractions.
- CSI related projects at Weza via Hans Merensky Holdings
- Kwa Fodo Cultural site (accessed through Umuziwabantu LM)
- The Old prison site as a community and cultural museum.
- Certain religious sites could be utilized as heritage attractions (e.g. St James Parish Church)
- N2 Roadside retail (e.g. Bongwana) could be established along the N2.

The Hans Merensky Trust undertakes to use their land for tourism where possible, for the benefit of surrounding communities. The strategic location of the Municipality alongside the N2 is another major advantage contributing tourism sector since the stretches from St Lukes Mission in the east to Ingeli Forest Lodge in the west. Many Bread & Breakfast (B&B) facilities in Harding are owned and operated by Historically Disadvantaged Individuals (HDI). UGST is in the process of establishing a visitor information outlet at the town's municipal library. Umuziwabantu Municipality has a LED office that coordinated tourism activities of the Municipality

### **Transport**

Transport sector in Umuziwabantu is not significant and its contribution to the GDP and employment as well is low. Both transport and communication sectors contribute with 5.9% and 1.5% respectively to the GDP and Employment.

The Umuziwabantu transport system consists of some major road system on one side. These include the primary transportation corridor, secondary transportation corridors, tertiary transportation corridors, and the East/West linkage transport corridors.

### **Information Communication & Technology**

Information Communication Technology (ICT) and its" growth in the country has been noted as one of the most significant key factors stimulating the growth of the economy. In the same light the importance of this sector has been recognised by the KwaZulu-Natal province, which has been translated into the Provincial Growth and Development Strategy and the Industrial Development Strategy. This sector has been acknowledged for its importance in the creation of a knowledge economy and as a contributor to social development and participation of the wider community through ICT enabled activities.

Experience from other parts of the world, and the country have shown that stand-alone telecentres have not had a high success rate. The approach of standardising the services and infrastructure (one size fits all) has not worked effectively. The concentration of establishing small pilot projects has not had the required impact in terms of making ICTs more widely accessible. Experience suggests that there is a need for a much broader and integrated approach, which aligns various ICT-related initiatives more effectively and explores ways in which a range of partners can be involved from the private and public sectors, as well as non-governmental organisations. As such, the KZN Department of Economic Development (DED) is presently developing a strategy for digital hubs in the province. This strategy will promote access by a wide range of KZN citizens including those from Umuziwabantu to the advantages and opportunities that access to ICT offers.

Presently, the Umuziwabantu Municipal area does not have a developed ICT sector. There is one Internet Café in the area which has a limited number of services. However, it has recently been indicated by Vodacom and MTN that 90% of the municipal area is covered by cell phone signal. Further, Telkom has also introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants within the rural areas.

### **Mining**

The mining sector in Umuziwabantu Municipality is done at a small scale and contributes with 0.7 % to the GDP and 0.4 % to the employment. The sand and gravel pits and bauxite

found within the Weza Forest constitute so far, the mineral potentialities of Umuziwabantu. These potential opportunities need further exploration and investigation. The only South African deposits of bauxite that are well developed are those found in the high rainfall areas of the KwaZulu-Natal Midlands and are all situated on high-lying and well-drained plateau underlain by Karoo dolerite.

In May 2018, it has been widely reported in the media that “gold” was discovered in the rural village of Kwa Machi. This resulted in what is termed a “gold rush” where local people spent nights and days on the local site digging the gold. This gold was discovered when a by a construction company appointed to dig up and quarry stones for paving of a gravel road in the area. The mineral that was discovered is still undergoing tests and the area has returned to normality (Mngadi, 2018).

### **Retail and Service Sector**

The retail and service sector are concentrated within Harding town. It ranges between small corner shops and supermarkets to offices and workshops. The Harding corner mall has also introduced a number of stores as well as banking facilities. Some of the retail and banking outlets in the mall include:

- Shoprite
- Debonairs
- Ackermans
- Mr Price
- IThala Bank
- Nedbank
- Absa (ATM)
- Capitec
- Standard Bank (ATM)
- Surgery
- Funeral Services
- Car Wash

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- Furniture shop
- Clothing
- Salon

The following are key findings within the SMME sector:

- Various retail activities which are concentrated in Harding town;
- Existing infrastructure in Harding town

Challenges include:

- Poor road infrastructure
- Dilapidated buildings
- Lack of clean water
- High electricity tariffs
- Poor cell phone/network coverage
- Littering in Harding town
- Lack of signage in Harding town
- Lack of marketing
- Parking
- Crime

### **SMMEs and Skills Development**

The small business sector plays a crucial role in the national economy. SMME is more vital in the developing economies providing the balance between the supply and demand on the job market, bringing the competition among the businesses that leads to the more efficient utilisation of the resources, development of skills and technology, and thus overall development of the economy. It is considered to be one of the major sources for employment creation and community growth (ULM LED, 2008). According to the IDP (2017: 139) one of the municipality's core functions is to create conducive environment for local economic development in the area. The municipality has invested over R1.5 million in the development of SMME's in the past four year, and continues to aid such as:

- Provision of machinery;
- Aid in development of business plans;
- Provision infrastructures (as per requests);
- Capacity building workshops for SMME's and Coops.

The SMME sector in the Umuziwabantu Municipality includes wholesalers and retail trade as well. Its contribution to GDP is about 15.8 % and 14.1 % to the employment of the municipality. Majority of businesses are concentrated in the town of Harding as a result of the strategic location of Harding at the intersection of a number of main roads. This makes the town an important commercial and service centre for the surrounding areas, including parts of the former Transkei.

As mentioned above, Harding is well serviced in terms of access to water, electricity, waste removal, sanitation, and roads as well; this eases the running of SMME activities in the area. The existence of shops such as Spar, PEP, and Checkout is another opportunity for the small retailers and hawkers to buy from. In addition, there are other stores to cover the basic needs of the residents such as a chemist, hardware stores, banks, corner shops, and a furniture store.

Under the initiative of the KZN department of economic development (DED) in partnership with Ugu District Municipality and the local small enterprises development agency (SEDA); the Municipal business forum was established. The intention of Business forums in the province is to organise and assist all members from formal established businesses to co-operatives within the LM to access various governments' supports including advisory, financial, skills development, mentorship, and the like.

From the land use survey organised in Umuziwabantu, it should be noted that SMMEs in this Municipality need funding institutions, information centres and training facilities.

### **Informal Economy**

The informal economy makes an important contribution to the economic and social life of most South Africans, including most residents in Umuziwabantu. It developed rapidly in the 1990s due to deregulation of the economy and the transition to a democratic political system. In the second decade of democracy government has planned to play an active role in the economy by increasing the productivity of the first economy and developing the

second economy. The gains of the first economy must be used to create quality income opportunities for the masses of people trapped in the second economy.

The informal economy in Umuziwabantu as per other Municipalities is heterogenic, ranging from street traders and shebeen owners to child carers and domestic workers. It is often characterized by its flexibility, creativity, resilience to absorb shocks, and its ability to adapt to changing external environments. However, by its very description it falls outside the regulatory environment in which all formal businesses and their workers operate, increasing the risks faced by informal economy workers and enterprises, and reducing the support and protection these workers and enterprises can receive from government. The development of the taxi rank and adjoining retail facilities in the Harding city centre play a significant role in promoting small business development and prevention of leakage of buying power to neighbouring towns. The services of the informal economy in Umuziwabantu not only address selling of food and beverages but also extend to tertiary services such as plumbing and catering. The issue of lack of finance and appropriate business skills hinder entrepreneurs from developing their businesses into fully-fledged formal operations.

The characteristics of the informal economy in Umuziwabantu have ensured that it will never disappear, but instead continues to grow in size and importance. A problem facing local government in Umuziwabantu is that informal economy activities are spread throughout the municipality, with many of its activities taking place in rural areas where monitoring is difficult. In addition, by its very nature, the informal economy is hard to manage and, more importantly, to support its development. Given that the informal economy supports the livelihoods of thousands of mostly poor, vulnerable and marginalized people in Umuziwabantu, there exists a need to develop a dedicated informal economy policy that incorporates the various characteristics of the informal economy in Umuziwabantu.

#### **C6.5.2 KEY ECONOMIC PARTNERS**

The economy of Umuziwabantu is dependent on the investors, NGOS / Community Organizations and government departments. These stakeholders have contributed to the growth and development of the municipal economy in different levels. Below is a list of economic partners that have been very active in Umuziwabantu.

<b>No.</b>	<b>Name of partner</b>	<b>Relationship</b>
1.	KZN Economic Development, Tourism & Environmental Affairs	Very Good
2.	KZN Corporative Governance & Traditional Affairs	Very Good

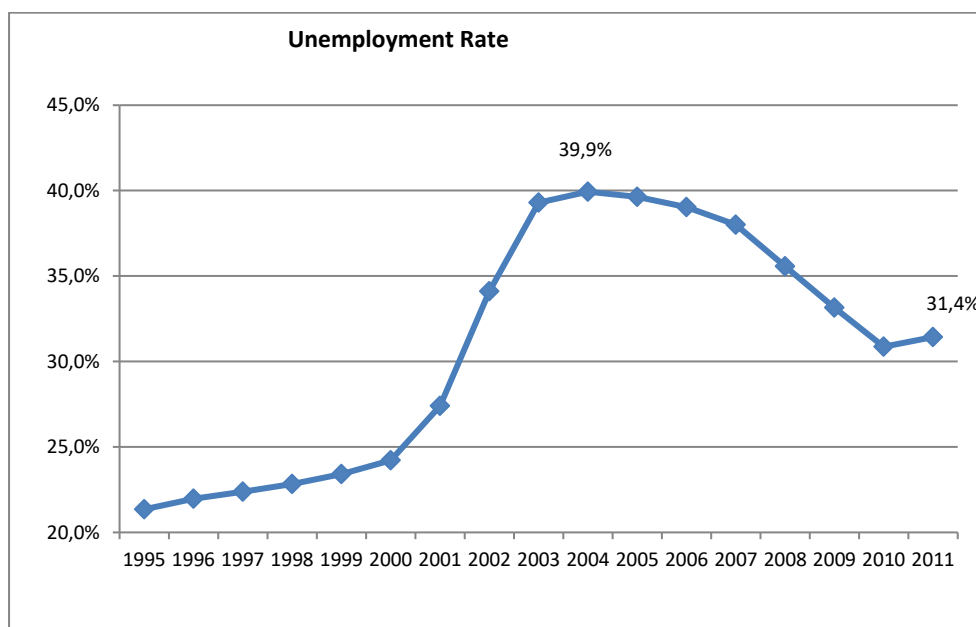
3.	Ugu Development Agency	Very Good
4.	Ugu Tourism	Very Good
5.	Harding Business Chamber	Very Good
6.	Ugu DM	Very Good
7.	Umuziwabantu Informal Traders Chamber	Very Good
8.	Department of Rural Development	Very Good
9.	Harding Farmer Association	Very Good

### C.7 Unemployment

The figure below shows the unemployment rate (According to the broad definition) in Umuziwabantu LM, between 1995 and 2011.

Unemployment in the area steadily increased between 2001 and 2004, peaking at 39.9% in 2004. Where after, unemployment steadily decreased, stabilising in 2010 at approximately 31%

**Figure 1: Unemployment rate**



The key employment sectors during have been Agriculture, Forestry and Fishing, followed by the Wholesale and Retail sector and thirdly the Manufacturing sector. In

2011 the above changed with the Government sector being the major employer in the municipality, followed by the Manufacturing sector and Wholesale and Retail.

(Data Sources: SDF status quo report)

## **C.8 SMME DEVELOPMENT**

The Umuziwabantu LED Strategy aligns to the District Strategy as far as economic development is concerned, but also align to the Provincial Strategy that is aimed at promoting prosperity and improving quality of life in a sustainable manner. The Umuziwabantu LED Strategy responds to the NSDP, the PGDS and the District LED Strategy by focusing on localities of economic growth and economic potential in order to encourage private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

One of the municipality's core functions is to create conducive environment for local economic development in the area. The municipality has invested over R1.5 million in the development of SMME's in the past four year, and continues to provide assistance such as:

- Provision of machinery
- Aid in development of business plans
- Provision infrastructures (as per requests)
- Capacity building workshops for SMME's and Coops

Through applications for assistance, walk-ins and assessments, the LED unit has identified the following prospective projects which are in need of assistance from the municipality and other sectors.

<b>Name of Co-operative</b>	<b>Production type</b>	<b>Location</b>	<b>Ward</b>
Poverty Fighters 2017	Poultry	Mshisweni	06
Mshisowela Primary Co-operative	Agricultural	Mshisweni	06

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Isibane Soluntu Pty Ltd	Poultry	Phumza	10
Manothy's Nursey	Nursery	Mbangweni	05
Mixed Farming Learnership Co-operative	Agricultural	Mkhoba	07
Smiling Club Primary Co- operative	Agricultural	Hafuleni	09
Masizithuthukise Co- operative	Arts and Culture	Nhlanjeni	09
Da King Construction	Poultry	Lot R ( D1080)	01
Ngwanelihle Trading	Toilet paper	Santombe	01
Intathakusa Agricultural Co-operative	Agricultural	Greenfields, Harding	03
Mathousand Co- operative	Piggery and Poultry	Harding	03
Yamkela Funeral Services	Funeral Services	Harding	03
Ushikishi Irrigation Scheme	Agricultural	KwaMbonwa	04
Houston Timber & Transportation Pty Ltd	Timber Manufacture	Harding	03
Kusakusa Co-operative	Agricultural Project	Mkhoba	07
Simosokhuhle Fashion Designer	Sewing and Designing	Mkhoba	07
Linda Okumnandi Co- operative		KwaDumisa	01
Sasthule Ngamabom Co- operative	Agricultural	Ward 2	02
Spatanisi Trading	Agricultural & HIV Awareness	Ward 1	01
Thembisa Poultry Production	Poultry	Ward 4	04
Amandla Ethu Honey	Agricultural	Ward 2	02

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Mzonsundu Primary Co-operative Ltd	Agricultural		
Ingadi Yokukhala Pty Ltd	Plantation	Ward 5	05
Vumane Talented Project	Carpenter	Ward 10	10
DJ Thandiwe Catering and Bakery	Catering	Ward 9	09
Mkangala Agricultural Primary Co-operative	Agricultural	Ward 2	02

### **C.6.6 Social Cohesion**

#### **C.6.6.1 Youth Development**

The Umuziwabantu Youth Development Unit was established in 2008 by Umuziwabantu Council mandated by the National Youth Development Agency (NYDA) Act No. 58 of 2008. The fundamental objective of the establishing of the unit was to champion the socio-economic interest of the young people within the jurisdiction of Umuziwabantu local municipality. The unit thus is responsible to identify socio-economic challenges affecting young people and come with possible remedies, thus creating an enabling environment for youth development.

#### **Institutional structure of the youth development unit**

The Unit is located in the Office of the Municipal Manager for administratively purpose and executively located in the office of the mayor. Thus, the office report direct to the accounting officer, with two officials responsible for daily activities of the office.

The administrative side of the unit comprise of the Manager: Youth Development and Youth Development Practitioner with a recently proposed position of the Sport Officer. The executive side of the unit consist of two political champions which are Youth Development Champion and Sport Development Champion who report direct to the Council and are full time members of the Council. The office also adhere to the principles enacted on the NYDA Act No. 58 of 2008 and Chapter four of Structures

Act which emphasis the participatory democracy. Thus, two Youth structures are in place to encourage the participation of youth people in the matters of governance which are Youth Council and Sport Council. Below is the institutional structure of the office.

### **CHALLENGES FACING YOUNG PEOPLE**

Since our municipality is 90% rural, various challenges affect young people. These challenges are socio-economic and cultural related and have a huge negative impact in youth development. Since the office was established number of socio-economic challenges had been identified which are:

- High rate of Youth unemployment
- Lack of economic opportunities for young people (economic inactive youth)
- High rate of drug and substance abuse among young people both in-school and out of school youth.
- High rate of teenage pregnancy.
- High rate of pupil drop out in secondary education.
- High rate of young people with secondary education only, then by not have enough skills to be hired in a job market.
- Most of the young people are involved in criminal activities.
- Lack of access to tertiary education and skills colleges.
- School violence as a result of factional fighting's and cultural related ceremonies based on manhood and womanhood (amaguburha)
- Forced marriages and abductions (ukuthwala).

### **MUNICIPAL INTERVENTION AND PROGRAMMES IN PLACE**

A number of activities and programmes had been implemented to deal / curb with this socio-economic stigmas. The programmes which are currently running are as a result of youth consultative sessions which include Youth Summits, Community IDP Roadshows (izimbizo) and Community inputs in government implemented consultative sessions. The programmes which are in place to address these challenges are:

- Provision of school uniforms to primary and secondary learners in every financial year.

- Provision of Tertiary Registration fees to need potential students.
- Drug and Substance abuse awareness campaigns.
- Career exhibition and school visitation programmes.
- Annual Mayoral Cup tournament
- Youth Entrepreneur skills development workshop.
- Forty (40) peer educators had been trained to deal with peer pressure.
- Assisting young people to form clubs and non-profit organisations and how to access funding (Harding Youth Society).

Formation of youth structures from ward level to municipal level with an aim of discussing and recommending programmes to deal with socio-economic related issues.

#### **C.6.6.2 Health Services**

Umuziwabantu Municipality currently has one hospital, St Andrews Hospital; nine permanent clinics, and 3 mobile clinics.

There are two newly constructed clinics at KwaMbotho and Santombe (KwaFodo), with an additional cross border clinic (because of its location in both jurisdictions of Umuziwabantu and Ray Nkonyeni municipalities), the Koneke Clinic. Weza clinic which was built in partnership with private company is subject to review of the contract between the owners and stakeholders. Given the population of Umuziwabantu this number of health service points is not sufficient; due to the big influx of patients of the neighbouring villages e.g. Umzimkhulu to the health service centres in town also adding strain to the services is the neighbouring province Eastern Cape Bizana in particular

Below are some of the projects and programmes which are currently being rolled out by the Department of health.

##### St. Andrews IDP / Capital projects:

Fencing of parking area for Govt. vehicle	R99356.70
Upgraded fencing in and around the hospital	R59650.00
Changed the heating system in female ward to heat pump	R46715.06
Renovated doctors' rooms and changed doors in pharmacy to	R14044.808

aluminium	
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**St. Andrews operational projects:**

- HIV/AIDS management programme and awareness campaigns ( Condom distribution).
- Mother and child programme
- Male medical circumcision outreach programmes
- Phila Mtwana centres
- TB awareness campaigns.

**PRIMARY HEALTH:**

The Phila Mtwana centres were established by the Department of Health as a means to overcome the devastating cases of child deaths. The main objectives of the Phila Mtwana Centres are to curb the scourge of Malnutrition, and to encourage immunisation of young children.

The table above lists all the operating Phila Mtwana Centres within Umuziwabantu jurisdiction

WARDS	CENTER	CLINIC LINKED TO
2	Mpeshu	Meadow Sweets
4	Nobantu	Pisgah
5	Ubuntabande	Elim
6	Ntlanza Bakery	Pisgah
7	Sowing center hall	Weza
8	OSS Office	Mbonwa
9	Bhudlu	KwaJali clinic
10	Bakery	Xhamini

Source: KZN Department of health – Harding PHC report

**Services offered in all primary health clinics**

- 2 School Health Teams based: KwaJali and Elim Clinics.

- 2 Tracing Team – tracing clients that default taking their monthly medication.
- 1 Multi Drug Resistant TB injection Team (MDR) Team – outreach team to households giving injections to MDR patients on daily injections that are weak to go to the nearest clinic or far away from the clinic to ensure that they do not miss their treatments.

### **UMUZIWABANTU CLINICS**

<b>WARDS</b>	<b>NAME OF CLINICS</b>	<b>HOURS OF OPERATION</b>
01	<ul style="list-style-type: none"><li>• Santombe</li><li>• Mbotho</li></ul>	8 hours, 6 days per week
02	<ul style="list-style-type: none"><li>• Meadow Sweet</li></ul>	8 hours, 6 days per week
03	<ul style="list-style-type: none"><li>• Harding PHC</li><li>• Gateway</li></ul>	
04	<ul style="list-style-type: none"><li>• Pisgah</li></ul>	8 hours, 6 days per week
05	<ul style="list-style-type: none"><li>• Elim</li></ul>	24hours, 7 days per week
06	<i>None – serviced by Mobile, Xhamini and Pisgah Clinics</i>	
07	<ul style="list-style-type: none"><li>• Weza</li></ul>	8 hours, 5 days a week
08	<ul style="list-style-type: none"><li>• Mbonwa</li></ul>	8 hours, 6 days a week
09	<ul style="list-style-type: none"><li>• Kwajali</li></ul>	8 hours, 7 days a week.
10	<ul style="list-style-type: none"><li>• Xhamini</li></ul>	8 hours, 6 days a week
<b>3 Mobile Clinics</b>		

Source: KZN Department of health – Harding PHC report

#### **C.6.6.3 Special Programs**

The Municipality currently has an operation special programs unit. The units is Managed by the Manager: Special Programs with the assistance of the newly appointed special programs clerk.

Like the Youth Development office, the Special Programs Unit is located under the Office of the Municipal Manager. The unit currently comprises of 3 persons who are, the Manager special programs, SP clerk and CLO.

The main functions of the special programs unit are:

- Facilitating elderly programs – senior citizens
- Facilitating women's programs – Gender
- Facilitating children's programs – Rights of a child
- Facilitation of HIV and AIDS programs
- Facilitation and management of OSS (Operation Sukuma Sakhe).

#### **C.6.6.4 Safety and Security**

- **South African Police Services**

There is currently one police station in the whole of Umuziwabantu jurisdiction, which is situated in town. The entire community is depending on this police station's services. In pursuit to reduce crime, the establishment of Community Police Forums (CPF) and emergency zoning of villages need to be an area of focus.

The Community Justice programme must be structured and strengthened to resolve on small cases. In addition to the inadequacy of this service, the existing Police Station lack equipment and vehicles. The municipality within the ensuing financial year will be engaging the Provincial Department of Safety Liaison and the Police Commissioner regarding the possibility to improving accessibility of this service in terms of building new police stations, equipping the existing ones and strengthening of partnership especially in terms of sharing the available resources.

The lack of or shortage of safety and security services, leads to community confusion whereby other communities e.g. Ward 5 are serviced by Ezinqoleni police station.

It was strongly felt by almost all stakeholders that decentralization of social services operations to MPCCs will be an answer to their problems. This is in line with the new thinking of the municipality to move away from provision of community halls

into building multi-purpose facilities which in terms of this plan the South African Police Service could access space from such facilities.

### **Umuziwabantu Traffic Service Department**

The municipality has one traffic services department whose main mandate is to manage the following:

- I. Learner and driver licensing processes
- II. Roads and traffic laws
- III. Bylaws law enforcement

This department currently does not have an adopted safety plan in place

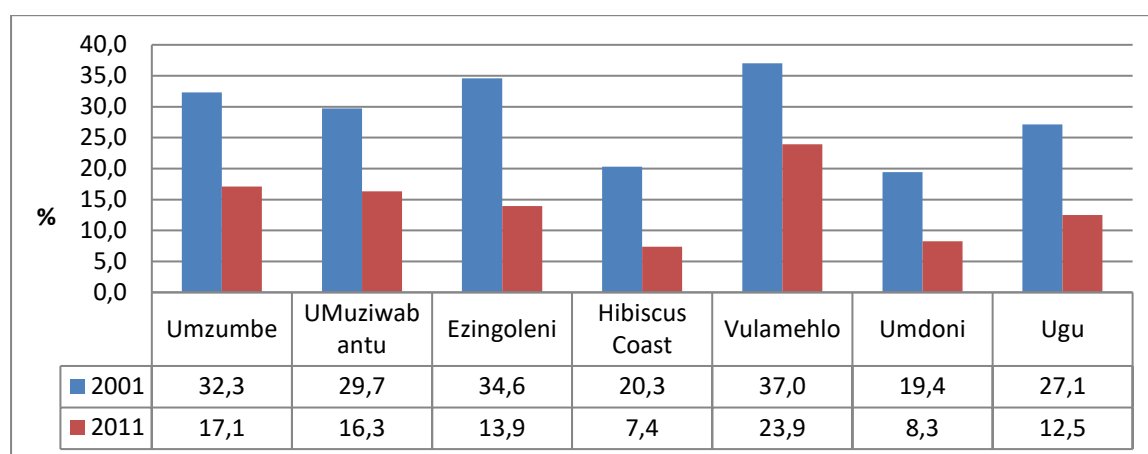
### **C.6.6.5 Education**

Access to educational opportunities is a human right. This is why Goal 2 of the Millennium Development Goals(MDGs) aims to achieve universal primary education and ensure that by 2015, children everywhere, boys and girls alike, will be able to enrol and complete a full course of primary schooling. Quality education encourages technology shifts and innovation that are necessary to solve present-day challenges.

This chapter focuses on school attendance and educational attainment in 2008, 2009, 2010, 2011 and 2012. A comparative overview of educational attainment and attendance by contributory factors such as population group, age group, sex and province are examined. The statistics of 2001 estimated that 35.8% of Umuziwabantu population was attending schools and that less than 8% of the population had completed grade 12. The Standard of Living Assessment Survey estimated that 58% of this number travel on foot to school with 10% of these taking more than an hour to get to school. There is only one library in the municipality located in municipal offices in town. Needless to say that one small library cannot cope with more than 33 000 learners. Access to libraries is still the privilege of the few that resides in town or can afford to travel to town access the services.

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Umuziwabantu currently has 60 schools. 45 of these are primary schools and 15 secondary schools. One is a special school catering for children living with disabilities. The overall Provincial achievement rate for 2012 is 73.1. In terms of the pass rate, the KwaZulu Natal Department of Education is demonstrating an increasing trend since the first NSC examination in 2008. The Province has shown an improving performance by more than 14% since 2008, reaching a historical mark of 73.1% in 2012. This is an increase of 5% compared to 2011.



Percentage of the population aged 20 and above in each Local Municipality with the UGU district with no education. [Source of information: Census KZN 2011 Municipal report No. 03-01-53](#)

The department of education has prioritised the establishment / construction of ECD (early childhood development) class rooms in schools. The table below illustrates Infrastructure projects which have been prioritised in Umuziwabantu.

Ward	School Name	Scope of Work	Implementing agent
1	Ekhuza P	1 ECD classroom and a block of 4 toilets	COEGA
1	Ghabhamanzi P	1 ECD classroom, toilet block, fencing & Jungle gym	IDT

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1	Umzokhanyayo P	Painting & repairs (door, frames, windows, roof and ceiling).	IDT
1	Mbambuya P	1 ECD classroom and block of 4 toilets.	COEGA
1	Sibutha S	Admin block, 4 store room, 1 multipurpose, 3 class rooms, 1 computer room, 1 media centre, 2 physical labs, 1 garden store, 14 girls toilets, 13 boys toilets, 1 disabled toilet.	COEGA
2	Emaweleni P	1 ECD class room, block of 4 toilets.	COEGA
2	Ekuzameni P	1 ECD class room, block of toilets, jungle gym and fencing.	COEGA
2	Marshmount P	Construction of support centre and repairs, renovation & upgrade.	COEGA
2	Mkhandi P	10 seats	
2	Siyephu P	9 seats	
3	Harding P	Replacement of septic tank	DOPW district
3	Harding P	Admin block, 4 store room, 1 counselling unit, 3 multi purpose, 25 classrooms, 1 computer room, 2 physical lab, 1 garden store, 1 SNP kitchen, 14 girls toilets, 13 boys toilets, 1 disabled toilet.	IDT
4	Emjalisweni P	17 seats	

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4	Siyaphambili	Flooring repairs	DOPW
5	Mvuyo LP	3 ECD classrooms, block of 4 toilets.	COEGA
5	Mzukela P	23 seats	
6	Mjika P	25 seats	
6	Inkanyezi KaMachi P	Double story building, 1 computer room, 1 media centre, 2 store rooms, 1 work room, 1 server, 5 standard classrooms, 3 HOD offices, 1 waiting room, 1 interview room, 3 teachers work room, 3 grade R classrooms, Admin block.	IDT
8	ST Theresa P	2 ECD class rooms and a block of 4 toilets	
9	Incabhela P	Minor repairs and renovations	DOPW
10	Enyandeni P	2 ECD classrooms, fencing, jungle gym and block of toilets. And 13 seats	IDT
10	Maqakala P	1 ECD classroom and block of 4 toilets	COEGA

#### **C.6.6.6 SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA) STATISTICS**

The South African Social Security Agency offices are currently located in the Harding CBD area, next to the taxi rank and Harding clinic. These offices are shared with the Social development department. These government departments are currently working under dreadful conditions as there is no proper infrastructure to accommodate them. The following challenges hinder with service delivery:

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<b>Challenges</b>	<b>Proposed Interventions</b>	<b>Responsible Departments</b>
No offices, currently utilising park homes.	Identification of land, leasing out and construction of Government Department offices.	SASSA, DSD, Municipality

The following table illustrates the budget expenditure of the SASSA:

<b>GRANT TYPE</b>	<b>BENEFICIARIES</b>	<b>CHILDREN</b>	<b>AMOUNT</b>
Old Age	4499		6043537
Old Age (75years +)	1810		2 476 187
War Veteran			
Permanent Disability	1942		2 618 951
Temporary Disability	232		311 779
Foster Care	1 408	2 080	1 726 400
Care Dependency	504	534	720 900
Child Support	(0-1 year)	1541	477 710
Child Support	(1-2 years)	1989	616 590
Child Support	(2-3 years)	2226	690 060
Child Support	(3-4 years)	2405	745 550
Child Support	(4-5 years)	2181	676 110
Child Support	(5-6 years)	2374	735 940
Child Support	(6-7 years)	2143	664 330
Child Support Total	(Total 0-7 years)	14 859	4 606 290
Child Support	(7-8 years)	2 272	704 320
Child Support	(8-9 years)	2 115	655 650
Child Support	(Total 7-9 years)	4 387	1 359 970
Child Support	(9-10 years)	1 960	607 600

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Child Support	(10-11 years)	1 649	511 190
Child Support	(Total 9-11 years)	3 609	1 118 790
Child Support	(11-12 years)	1 492	462 520
Child Support	(12-13 years)	1 507	467 170
Child Support	(13-14 years)	1 489	461 590
Child Support	(Total 11-14 years)	4 488	1 391 280
Child Support	(14-15 years)	1 566	485 460
Child Support	(15-16 years)	1 534	475 540
Child Support	(16-17 years)	1 400	434 000
Child Support	(17-18 years)	1 394	432 140
Child Support(Total 0-18 years)	16 235	33 237	10 303 470

## **SECTION D. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS**

### **D.1 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS**

Umuziwabantu Municipality strives to be a municipality that is financially viable by creating an environment that is resilient and has a sustainable economic base supported by reliable municipal services in all forms. The municipality's operating budget is funded mainly from the municipality's grants for the 2020/2021 financial year. Own resources income drivers of the municipality are property rates revenue, electricity revenue, refuse removal and investments.

#### **D.1.1 MODELS USED FOR PRIORITIZATION OF RESOURCES**

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial

and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

#### **D.1.2 CONSULTATION**

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation was undertaken with the local community primarily through public meetings in all wards.

Copies of the draft budget were provided to other levels of government for their comment. The budget was further presented to communities during the IDP/ Budget roadshows.

The municipality has a fully-fledged and functioning Finance department which is headed by the CFO supported by four managers, being Budget and Reporting, SCM, Expenditure and Revenue.

**Table below reflects percentage spent on Capital Budget for the last three financial years**

2019/2020		2020/2021		2021/2022	
Total Budget	Actual	Total Budget	Actual	Total Budget	Actual
74 385	n/a	56 226	n/a	63 999	n/a
RNIL Expenditure, as we have not finalised the year-end.		RNIL Expenditure		RNIL Expenditure	

NB: Capital Budget for all these three conservative years has been funded by MIG and Internal funding (cash backed reserves).

## **D.2 BUDGET FORECAST**

The five year plan reflects the municipality's ongoing effort to provide the highest quality of service in daily operations. Thus the municipality recognized that in order for the services to be provided at the best level possible the Integrated Development Plan (IDP) must be linked to a financial plan. Furthermore, it was acknowledged that without the financial plan, the IDP would be incomplete since the financial plan will give an indication of the financial viability of the municipality.

The financial plan together with the IDP is reviewed annually as per S21 of the Municipal Finance Management Act no. 32 of 2000 and in terms of S34 of the Municipal Systems Act no. 32 of 2000 taking into account the realistic revenue and expenditure projections for future years. This annual review is as a result of the relevant regulations and the financial commitments and priorities which differ from year to year.

The Umuziwabantu Municipality budget has been prepared in terms of Chapter 4, section 24 of the Municipal Finance Management Act, no 56 of 2003, as well as outcomes and outputs based on the following IDP priorities:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development and Social Development Issues
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross Cutting (Spatial Analysis, Environmental Management, Disaster Management).

### **D.2.1 OPERATING AND CAPITAL BUDGET ESTIMATES**

The five year financial plan includes an Operating Budget as well as the Capital Investment Programmes per source of funding for the Medium Term Revenue and Expenditure Framework ending June 2022 (5 years starting from 2017/2018 to 2021/2022). The estimates are guided by a National Treasury Circular 86 and 89.

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Choose name from list - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	-	27 221	26 609	25 904	25 904	25 904	-	27 187	28 437	29 745
Service charges	-	33 179	33 472	43 282	43 282	43 282	-	45 402	47 491	49 676
Investment revenue	-	11 158	13 539	13 587	13 587	13 587	(0)	14 252	14 908	15 594
Transfers recognised - operational	-	80 198	87 229	96 416	97 906	97 906	-	113 488	122 786	120 519
Other own revenue	-	4 834	5 869	5 418	15 511	15 511	-	14 245	14 900	15 585
<b>Total Revenue (excluding capital transfers and contributions)</b>	-	156 590	166 719	184 606	196 190	196 190	(0)	214 575	228 522	231 119
Employee costs	-	49 486	62 360	67 114	68 989	68 989	-	75 541	79 324	83 605
Remuneration of councillors	-	8 569	8 529	10 825	10 950	10 950	-	12 965	13 665	14 403
Depreciation & asset impairment	-	(143)	15 005	8 923	17 923	17 923	-	18 801	19 817	20 887
Finance charges	-	4	440	135	450	450	0	450	474	500
Materials and bulk purchases	-	27 470	29 494	39 138	39 582	39 582	1 891	38 980	41 061	43 278
Transfers and grants	-	6 531	100	7 692	6 455	6 455	-	3 474	3 662	3 860
Other expenditure	-	38 923	43 280	56 225	64 031	64 031	8 006	69 639	71 532	72 500
<b>Total Expenditure</b>	-	130 840	159 209	190 052	208 380	208 380	9 898	219 851	229 535	239 033
<b>Surplus/(Deficit)</b>	-	25 750	7 510	(5 446)	(12 190)	(12 190)	(9 898)	(5 276)	(1 013)	(7 914)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	36 712	28 225	23 340	23 340	23 340	-	23 207	24 914	26 163
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	-	-	4 020	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	-	62 462	39 755	17 894	11 150	11 150	(9 898)	17 931	23 901	18 249
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	-	62 462	39 755	17 894	11 150	11 150	(9 898)	17 931	23 901	18 249
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	-	(15 019)	(563)	98 562	74 385	74 385	8 699	56 226	59 262	62 462
Transfers recognised - capital	-	(12 712)	4 199	23 340	22 173	22 173	4 388	22 047	23 237	24 492
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	-	(4 339)	(9 026)	75 222	52 212	52 212	4 311	34 179	36 025	37 970
<b>Total sources of capital funds</b>	-	(17 051)	(4 827)	98 562	74 385	74 385	8 699	56 226	59 262	62 462
<b>Financial position</b>										
Total current assets	<b>758</b>	176 378	203 937	132 202	158 635	158 635	12 555	196 590	173 894	142 990
Total non current assets	<b>200 231</b>	280 661	314 219	382 496	349 319	349 319	459 105	343 460	348 689	354 060
Total current liabilities	<b>14 547</b>	9 444	40 236	18 875	18 875	18 875	(23 732)	22 683	22 466	22 701
Total non current liabilities	<b>3 673</b>	4 480	11 260	11 260	11 260	11 260	(11 260)	11 766	11 890	12 014
Community wealth/Equity	<b>218 409</b>	348 652	469 585	484 564	477 820	477 820	(476 667)	505 601	488 227	462 334
<b>Cash flows</b>										
Net cash from (used) operating	-	93 536	46 933	18 721	21 771	21 771	484 370	29 562	35 667	30 722
Net cash from (used) investing	-	(53 842)	(47 819)	(98 562)	(74 385)	(74 385)	27 134	(56 226)	(59 262)	(62 462)
Net cash from (used) financing	-	(184)	(407)	-	-	-	0	-	-	-
<b>Cash/cash equivalents at the year end</b>	<b>108 676</b>	168 981	163 059	83 698	110 926	110 926	440 525	144 235	120 640	88 900
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	-	164 352	163 529	83 698	110 926	110 926	-	144 235	120 640	88 900
Application of cash and investments	<b>13 045</b>	(6 389)	(25 441)	(47 652)	(46 662)	(46 662)	(1 605)	(46 517)	(47 774)	(48 524)
<b>Balance - surplus (shortfall)</b>	<b>(13 045)</b>	170 741	188 970	131 351	157 588	157 588	1 605	190 752	168 413	137 424
<b>Asset management</b>										
Asset register summary (WDV)	<b>170 860</b>	251 125	267 913	336 203	257 623	257 623	257 623	343 460	348 689	354 060
Depreciation	-	152	15 005	8 923	17 923	17 923	17 923	18 801	19 817	20 887
Renewal and Upgrading of Existing Assets	-	9 688	34 395	-	15 805	15 805	15 805	970	1 022	1 078
Repairs and Maintenance	-	-	392	-	8 360	8 360	8 360	5 920	7 154	7 546
<b>Free services</b>										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
<b>Households below minimum service level</b>										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

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**D.3 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS**

Description	Ref	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23	
R thousand	1										
Total Capital Expenditure - Functional	3	–	(15 019)	(563)	98 562	74 385	74 385	8 699	56 226	59 262	62 462
Funded by:											
National Government		–	(12 712)	4 199	23 340	22 173	22 173	4 388	22 047	23 237	24 492
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	–	(12 712)	4 199	23 340	22 173	22 173	4 388	22 047	23 237	24 492
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		–	(4 339)	(9 026)	75 222	52 212	52 212	4 311	34 179	36 025	37 970
Total Capital Funding	7	–	(17 051)	(4 827)	98 562	74 385	74 385	8 699	56 226	59 262	62 462

Umuziwabantu Municipality funds its capital projects from MIG and own revenue. The Overall Capital Budget for 2020/21 is R56 225 million, of which R 24 046 million is (MIG), R870 thousand is Disaster Relief grant and R 33 309 million is funded by Own revenue for the 2020/2021 financial year. The municipality has appointed a panel of consulting engineering firms over a period of 3 years to assist with the project management for all capital projects.

Expenditure on capital projects increased gradually from 2017/2018 as well as in 2018/2019 and 2019/2020 financial year. Some of the challenges faced with the spending of the capital budget in 2019/2020 included:

- Cash flow problems experienced by some of the contractors which caused delays in completion of projects;
- Delays were experienced due to Objections raised in awarding of Capital projects;
- Delays were experienced due to Covid-19 pandemic, which led to the Lockdown of the country;
- Internal delays in meeting deadlines of the procurement processes due non-availability of Bid members at all times.

The infrastructure unit is losing staff due to more attractive remuneration offered in the cities and in other municipalities. However, most of the capital projects are outsourced to consultants and contractors, monitored by the infrastructure unit. The infrastructure unit and finance unit work closely together to address any delays on

capital projects arising from outstanding procurements or outstanding payments to contractors.

The performance of all capital projects is an ongoing process and will be monitored and reported to the Planning and Finance Committees on a regular basis to intervene and take necessary action where required to ensure that all capital projects are implemented and managed efficiently and effectively.

#### **D.4 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)**

The social packages are assisting households that are poor or destitute and those that are having limited ability to pay for services. To receive these free services households are required to register in terms of the Municipality Indigent Policy. During 2020/2021 financial year the municipality reviewed indigent register as required by the indigent policy. The number of indigents on the indigent register is: **6 645**. The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

The Financial system indicated the cost for the last three financial years, the cost stratify Indigents per service.

The actual costs of free basic services for the last three years are as follows:

SERVICE CATEGORY	2019/2020	2020/2021	2021/2022
RATES	R 9 133 129.53	R 20 268 632.20	R 23 064 002.78
REFUSE	R 3 083 113.35	R 3 253 236.07	R 5 969 779.93
ELECTRICITY	R 430 038.56	R 1 110 963.31	R 1 407 123.25
<b>TOTAL</b>	<b>R 12 646 281.44</b>	<b>R 24 632 831.58</b>	<b>R 30 440 905.96</b>

NB: Indigent support is gradually increasing each year as per the above table clearly showing that increase.

## **D.5 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES**

The financial policy of Umuziwabantu Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of the municipal services for the community of Umuziwabantu. It is the goal of the Municipality to achieve a strong financial position with the ability to survive local and regional economic impacts, adjust effectively to the community's changing service requirements, and manage the municipality's budget and cash flow to the maximum benefit of the community and provide a high level of protective services to assure public health and safety.

Umuziwabantu Municipality's financial policies will address the following goals:

- To keep the municipality in a financially sound position in both long and short term.
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.
- Apply credit control policies which maximize collection while providing relief for the indigent; and recognizing the basic policy of customer care (service level standards) and convenience.
- Maintaining existing infrastructure and other capital assets.

Umuziwabantu Municipality has developed its own Revenue Enhancement Strategy. This Strategy was developed in house and was adopted by council on the 28<sup>th</sup> May 2020.

The purpose of the revenue enhancement strategy is to increase or improve the collection rate from debtors. It must be noted that implementing a revenue enhancement turnaround strategy can only be achieved by critically reviewing the current revenue management business models and processes being applied within the municipality.

To effectively deal with the current challenges, the municipality must plan and implement effective and integrated revenue enhancement strategies. Revenue enhancement is a process focused on the holistic improvement of municipal business model. To improve on the current business model it is important to identify all the critical elements that currently affect the municipality's revenue performance. This review process will provide a sound platform for effective planning. The need for an integrated approach should not be taken lightly. Isolated projects that focus on symptoms like debt and access to services, rather than the root cause further compound the current crisis.

For example, the implementation of the MPRA resulted in the further accumulation of debt from increased billing and non-payment as well as increased operational costs. In addition, debt collection in poor communities has not been successful because of the economic status of the individual debtors and the political implications of aggressive debt collection in these areas. The strategy is relatively new and began to be implemented in the 2019/20 financial year.

## **D.6 FINANCIAL MANAGEMENT POLICIES**

### **BUDGET POLICY**

The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipality's priorities in the formulation of the draft and the final budget document.

A budget, as per S71 of the MFMA, is subject to monthly control and reporting to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

## **CREDIT CONTROL POLICY**

This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts, etc. Umuziwabantu Municipality annually revises policy as well as the related bylaws and approved the revised policy together with the annual budget approval.

The principles supported in this policy are:

The administrative integrity of the municipality must be maintained at all costs. The democratically elected councilors are responsible for policy making, while it is the responsibility of the accounting officer to ensure the implementation of these policies. Consumers are required to fill in an application form, requesting the municipality to connect them to the main service supply lines.

## **INDIGENT POLICY**

The criteria for benefits under this scheme are part of the credit control policy. An indigent register is maintained in order to administer indigent support. The application forms to qualify for the indigent support must be completed annually. The Municipality may annually, as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy, but subject to principles of sustainability and affordability.

An indigent customer shall automatically be deregistered if verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request deregistration.

This process is done through SUKUMA SAKHE (War Rooms) where all the applicants are profiled.

### **RATES POLICY**

This has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy is reviewed annually when the draft budget is submitted for public comments.

### **FREE BASIC SERVICES**

Indigent households receive 50 KWH of electricity free each month. Refuse charges for these low income areas are raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

### **INVESTMENT POLICIES**

Every municipal council is required in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of to approve a Cash and Investments Policy for the council. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being immediately required. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the chief financial officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

- a) Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
- b) Securities issued by the National Government;
- c) Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
- d) A Municipality's own stock or similar type of debt;
- e) Bankers, acceptance certificates or negotiable certificates of deposits of banks; Long term securities offered by insurance companies in order to meet the redemption.

The following are some of the more significant programs that have been identified:

- a) Ensure continued compliance with GRAP
- b) Audit /inspection of electricity meters
- c) Replacement of faulty meters
- d) Maintain and update valuation roll
- e) Management of prepaid data base
- f) Efficient vending of prepaid electricity
- g) Annual Reviewing of budget related policies
- h) Updating of Fixed Assets Register
- i) Enable a greater awareness of the Municipal Property Rates Act
- j) Accurately Billing customers on a regular basis(Data Cleansing exercise, Indigent register maintenance, Improved Debt Collection procedures, Affordable Tariff Setting, disconnections)
- k) Expenditure analysis and reduction

## **D.7 MUNICIPAL CONSUMER DEBT POSITION**

The data cleansing exercise has assisted the municipality in improving its debt collecting through easing the ability to trace debtors to initiate credit control procedures.

### **CREDIT CONTROL AND DEBT COLLECTION**

#### **2017/2018 Debtors Age Analysis summary by service**

TYPE_OF_SERVICE	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	Total
RATES	1054571.49	867202.8	580389.97	510262.73	465393.37	8976536.51	12454356.87
INTEREST	160 429.74	159 060.82	155 502.46	154 609.34	149 775.71	2 469 737.53	3249115.6
ELECTRICITY	1 875 360.26	737 748.02	283 523.11	149 915.83	118 739.91	647 236.12	3 812 523.24
REFUSE	232 546.66	153 278.67	82 818.92	59 825.46	51 257.99	424 997.57	1 004 725.28
<b>TOTAL</b>	<b>3 322 908.15</b>	<b>1 917 290.31</b>	<b>1 102 234.46</b>	<b>874 613.36</b>	<b>785 166.98</b>	<b>12 518 507.73</b>	<b>20 520 720.99</b>

#### **2018/2019 Debtor Age analysis summary by service**

TYPE_OF_SERVICE	Current	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	Total
RATES	1 024 423.46	679 975.09	557 880.90	462 671.44	461 689.17	457 735.26	11 107 319.43	14 751 694.75
INTEREST	199 680.63	196 949.80	192 683.70	187 286.39	182 549.37	179 889.17	3 371 750.16	4 510 789.22
ELECTRICITY	1 911 800.08	758 455.73	300 473.56	137 933.30	151 932.41	111 058.10	990 821.94	4 362 475.11
REFUSE	259 324.83	137 593.75	90 023.43	71 399.52	64 764.97	57 073.36	612 998.27	1 293 178.14
<b>TOTAL</b>	<b>3 395 229.00</b>	<b>1 772 974.37</b>	<b>1 141 061.59</b>	<b>859 290.65</b>	<b>860 935.92</b>	<b>805 755.89</b>	<b>16 082 889.80</b>	<b>24 918 137.22</b>

#### **2019/2020 Debtor Age analysis summary by service**

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TYPE_OF_SERVICE	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	Total
RATES	917 106.01	893 001.43	726 804.84	641 070.03	446 273.08	13 220 561.30	16 844 816.69
INTEREST	231 425.32	229 539.60	224 191.05	220 399.41	218 933.30	4 492 684.47	5 617 173.15
ELECTRICITY	1 739 109.00	1 279 431.92	859 323.45	359 953.94	256 025.36	1 833 187.78	6 327 031.46
REFUSE	247 417.41	192 979.79	133 482.68	104 020.95	89 837.81	936 794.91	1 704 533.54
<b>TOTAL</b>	<b>3 135 057.74</b>	<b>2 594 952.74</b>	<b>1 943 802.02</b>	<b>1 325 444.33</b>	<b>1 011 069.55</b>	<b>20 483 228.46</b>	<b>30 493 554.84</b>

## D.8 GRANTS AND SUBSIDIES

For financial year 2021/2022 this municipality will receive R140 695 000 for Government grants and subsidies.

Choose name from list - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<b>RECEIPTS:</b>	1, 2									
<b>Operating Transfers and Grants</b>										
<b>National Government:</b>		76 693	79 670	86 763	94 330	92 320	92 320	115 320	120 027	118 169
Local Government Equitable Share		73 739	79 670	83 650	91 211	87 711	87 711	96 882	108 127	108 269
Finance Management		1 825	–	–	–	–	–	4 000	–	–
Integrated National Electrification Programme		1 129	–	1 900	1 900	1 900	1 900	1 900	1 900	1 900
Municipal Systems Improvement		–	–	–	–	–	–	10 000	10 000	8 000
Other transfers/grants [insert description]		–	–	–	–	1 490	1 490	1 490	–	–
Provincial Government:		738	771	1 153	1 686	1 686	1 686	1 768	2 783	2 939
Community Library Services Grant		–	–	–	–	–	–	863	924	989
Provincialisation of Libraries		559	–	–	–	–	–	905	1 859	1 950
Other transfers/grants [insert description]		179	–	–	–	–	–	–	–	–
District Municipality:		–	528	–	400	400	400	400	400	400
[insert description]		–	–	–	–	–	–	–	–	–
Ugu District Municipality		–	528	–	400	400	400	400	400	400
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	77 431	80 969	87 916	96 416	94 406	94 406	117 488	123 210	121 508
<b>Capital Transfers and Grants</b>										
<b>National Government:</b>		22 275	33 810	27 564	23 340	23 340	23 340	23 207	24 914	26 163
Municipal Infrastructure Grant (MIG)		22 275	33 810	27 564	23 340	23 340	23 340	23 207	24 914	26 163
<b>Total Capital Transfers and Grants</b>	5	22 275	33 810	27 564	23 340	23 340	23 340	23 207	24 914	26 163
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		99 706	114 779	115 480	119 756	117 746	117 746	140 695	148 124	147 671

Grants as at May 2021

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GRANT	GRANTS REGISTER						BALANCE PER GL	%SPENT YTD
	OPENING BALANCE	RESTATED BALANCE	AMOUNT RECEIVED	TOTAL RECEIVED	AMOUNT SPENT	BALANCE		
Small Town Rehabilitation Grant	1 805 465,94	1 805 465,94	-	1 805 465,94	-	1 805 465,94	1 805 465,94	0%
Land Use Management Systems Grant	73 000,00	73 000,00	-	73 000,00	-	73 000,00	73 000,00	0%
Electrification Grant	954,18	954,18	5 000 000,00	5 000 954,18	(2 729 444,26)	2 271 509,92	2 271 509,92	55%
Disaster Management Grant	400 000,00	400 000,00	-	400 000,00	-	400 000,00	400 000,00	0%
Financial Management Grant	-	-	1 900 000,00	1 900 000,00	(1 207 723,74)	692 276,26	692 276,26	64%
Covid - 19 Disaster Grant	286 328,00	286 328,00	-	286 328,00	(286 328,00)	-	-	100%
Library Subsidy Grant	-	-	1 768 000,00	1 768 000,00	(1 581 962,30)	186 037,70	186 037,70	89%
EPWP Grant	-	-	1 048 000,00	1 048 000,00	(1 048 000,00)	-	-	100%
MIG	2 373 577,91	2 373 577,91	22 922 000,00	25 295 577,91	(21 584 397,40)	3 953 970,43	3 953 970,43	85%
sports & recreation	24 080,00	24 080,00	-	24 080,00	-	24 080,00	24 080,00	0%
Housing Grant	2 498 905,64	2 498 905,64	-	2 498 905,64	-	2 498 905,64	2 498 905,64	0%
	<b>7 462 311,67</b>	<b>7 462 311,67</b>	<b>32 638 000,00</b>	<b>40 100 311,67</b>	<b>(28 437 855,70)</b>	<b>11 905 245,89</b>	<b>11 905 245,89</b>	<b>71%</b>

Most of the grants will be 100% spent at the end of June 2021.

**DETAILED SCHEDULE OF INVESTMENTS AS AT MAY 2021**

Investments by maturity Name of institution & investment ID	Ref	Period of Investment	Type of Investment	Expiry date of investment	ACRUED INTEREST	Received interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
		Yrs/Months								
<b>R thousands</b>										
<b>Municipality</b>										
FNB-61240006266	N/A		UNSPECIFIED	NO MATURITY DATE		1 658.36	3.7%	545 577.17	-17.50	547 218.03
FNB-62618238655	N/A		UNSPECIFIED	NO MATURITY DATE		3 478.52	6.4%	657 529.95	-17.50	660 990.97
FNB-62605479767	N/A		UNSPECIFIED	NO MATURITY DATE		125 485.00	6.4%	23 719 330.82		23 844 815.82
FNB-62766746542	N/A		UNSPECIFIED	NO MATURITY DATE		39.67	6.6%	7 513.89	-17.50	7 536.06
STANDARD BANK-258884908-001	N/A		CALL ACCOUNT	NO MATURITY DATE				-0.00		-0.00
STANDARD BANK-258884908-003	N/A		NOTICE DEPOSIT	NO MATURITY DATE		728 035.07		17 400 000.00		18 128 035.07
NEDBANK-037165015337/01	N/A		CALL DEPOSIT	NO MATURITY DATE	2 051.05	2 079.50	6.6%	385 600.46		387 679.96
NEDBANK-037165014802/01	N/A		CALL DEPOSIT	NO MATURITY DATE	51 349.09	52 065.45	6.6%	9 654 008.27		9 706 073.72
NEDBANK-037165014802/16	N/A		CALL DEPOSIT	NO MATURITY DATE	2 461.29	2 495.50	6.6%	462 727.44		465 222.94
NEDBANK-037165018956/01	N/A		CALL DEPOSIT	NO MATURITY DATE	70.26	71.01	6.6%	13 183.40		13 254.41
NEDBANK-037165018956/18	N/A		CALL DEPOSIT	NO MATURITY DATE	3 993.99	4 049.82	6.6%	750 897.48		754 947.30
NEDBANK-037165013008/77	N/A		CALL DEPOSIT	NO MATURITY DATE	379.22	384.69	6.6%	71 318.14		71 702.83
NEDBANK-037165013415/03	N/A		CALL DEPOSIT	NO MATURITY DATE	893.38	905.84	6.6%	167 980.97		168 886.81
NEDBANK-037165026169/01	N/A		CALL DEPOSIT	NO MATURITY DATE	35 947.00	59 981.73	6.6%	6 734 748.59		6 794 730.32
NEDBANK -037165026169/13	N/A		FIXED DEPOSIT	18/03/2020	204 954.65			31 177 980.15		31 177 980.15
NEDBANK-037165013008/78	N/A		FIXED DEPOSIT	06/03/2020	254 794.52		7.9%	40 000 000.00		40 000 000.00
INVESTEC-1100529803452	N/A		FIXED DEPOSIT (YIELD)	2019/04/12			8.1%	-		-
INVESTEC-1100529803500	N/A		CALL DEPOSIT	NO MATURITY DATE		181 228.22	6.6%	34 255 982.17		34 437 210.39
						1 161 958.38		R 166 004 378.90	-52.50	167 166 284.78
<b>Entities sub-total</b>						-		-	-	-
<b>TOTAL INVESTMENTS AND INTEREST</b>	<b>2</b>					<b>1 161 958.38</b>		<b>166 004 378.90</b>	<b>-52.50</b>	<b>167 166 284.78</b>

NB: Cash and cash equivalents for 2017/2018 was R164 834 205 and for 2018/2019 was R164 627 811 and currently as at January 2020 our cash and cash equivalents

amounts to R167 166 284.78 million. Investments do generate interest how ever the municipality also spends money in rendering service delivery.

## **D.9 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE**

The Municipality must ensure that the asset management system is fully implemented and functional. There is a need for the municipality to identify all the unutilized assets so that they can be disposed of. The status of the asset register review process and asset verification starts towards the end of January every financial year. This is an ongoing process that is now done in-house by Umuziwabantu Municipality and consultants are only called in for a review to ensure we comply with required standards. The municipality has an asset clerk and has advertised a vacancy for an asset officer.

The Municipality is utilizing computerized asset management software and is already in the process of investigation, identification and implementation of suitable integrated asset management system. This will also include the capture of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.

All assets are maintained through repairs and maintenance budget. Also we have insured all municipal Infrastructural assets. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. During the compilation of the 2019/2020 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure. Repairs and Maintenance is sitting at 4% percent in the 2020/2021 financial year whereas the norm is 8%. This is due to scarce resources that we have, however the municipality is working towards achieving the 8% . Again the municipality has capitalized in buying Plant & Equipment so that more repairs and maintenance will be facilitated internal than outsourcing the services. So as much as the percentage is below the norm of 8% but more of our infrastructure assets

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especially roads and sports fields maintenance will be done internal through the purchasing of the Plant and Equipment. The budget allocated for repairs and maintenance is R 11 346 854. 00 for 2021/22 financial year.

<b>2019/20 MEDUIM TERM EXPENDITURE AND REVENUE FRAMEWORK</b>			
<b>DESCRIPTION</b>	<b>BUDGET YEAR 1</b>	<b>BUDGET YEAR 2</b>	<b>BUDGET YEAR 3</b>
<b>R '000</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>
<b>REPAIRS AND MAINTENANCE</b>			
ROADS	R 1 998 800.00	R 350 000.00	R 1 088 000.00
ELECTRICITY	R 647 494.00	R 350 000.00	R 343 000.00
LANDFILL SITE	R 3 000 000.00	R 3 012 000.00	R 3 920 000.00
OTHER ASSETS	R 2 714 151.00	R 2 839 040.00	R 5 995 854.00
TOTAL	R 8 360 445.00	R 6 551 040.00	R 11 346 854

**D.10 CURRENT AND PLANNED BORROWINGS**

None

**D.11 EMPLOYEE RELATED COSTS (INCLUDING COUNCIL ALLOWANCES)**

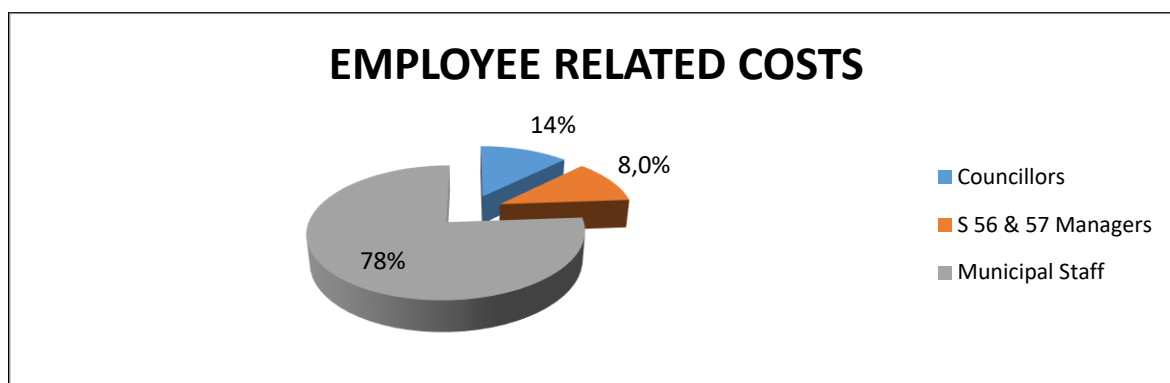
The Employee related costs for 2021 financial year is estimated at R 88 510 million, which the remuneration of councilors accounts for R 12 964 million of the total budget.

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**COUNCILLOR ALLOWANCES AND EMPLOYEE BENEFITS FOR 2020/2021  
FINANCIAL YEAR**

Summary of Employee and Councillor remuneration R thousand	Ref	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
		B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1								
Basic Salaries and Wages		6 623	6 578	8 226	8 351	8 351	10 215	10 766	11 347
Pension and UIF Contributions		–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–
Motor Vehicle Allowance		944	856	1 038	1 038	1 038	1 107	1 167	1 230
Cellphone Allowance		901	885	934	934	934	1 017	1 072	1 129
Housing Allowances		–	–	–	–	–	–	–	–
Other benefits and allowances		99	211	626	626	626	626	660	696
<b>Sub Total - Councillors</b>		<b>8 569</b>	<b>8 529</b>	<b>10 825</b>	<b>10 950</b>	<b>10 950</b>	<b>12 965</b>	<b>13 665</b>	<b>14 403</b>
<b>% increase</b>	4	<b>–</b>	<b>(0.5%)</b>	<b>26.9%</b>	<b>1.2%</b>	<b>–</b>	<b>18.4%</b>	<b>5.4%</b>	<b>5.4%</b>
<b>Senior Managers of the Municipality</b>	2								
Basic Salaries and Wages		616	271	5 866	5 991	5 991	4 184	4 409	4 648
Pension and UIF Contributions		0	0	11	11	11	9	9	10
Medical Aid Contributions		–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	45	15	477	477	477	996	1 049	1 106
Cellphone Allowance	3	6	2	107	107	107	127	134	142
Housing Allowances	3	–	–	–	–	–	–	–	–
Other benefits and allowances	3	0	–	1	1	1	1	1	1
Payments in lieu of leave		–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–
<b>Sub Total - Senior Managers of Municipality</b>		<b>668</b>	<b>287</b>	<b>6 461</b>	<b>6 586</b>	<b>6 586</b>	<b>5 316</b>	<b>5 603</b>	<b>5 906</b>
<b>% increase</b>	4	<b>–</b>	<b>(57.0%)</b>	<b>2 148.7%</b>	<b>1.9%</b>	<b>–</b>	<b>(19.3%)</b>	<b>5.4%</b>	<b>5.4%</b>
<b>Other Municipal Staff</b>									
Basic Salaries and Wages		30 868	40 170	37 691	39 441	39 441	43 226	45 560	48 020
Pension and UIF Contributions		5 695	6 512	4 856	4 856	4 856	9 140	9 588	10 106
Medical Aid Contributions		2 295	2 511	7 185	7 185	7 185	4 862	5 122	5 395
Overtime		–	–	–	–	–	–	–	–
Performance Bonus		1 404	333	2 741	2 741	2 741	6 160	6 245	6 582
Motor Vehicle Allowance	3	2 072	2 415	2 514	2 514	2 514	2 071	2 183	2 301
Cellphone Allowance	3	379	319	354	354	354	350	369	389
Housing Allowances	3	536	517	1 829	1 829	1 829	522	550	579
Other benefits and allowances	3	4 054	5 483	2 822	2 822	2 822	3 233	3 408	3 592
Payments in lieu of leave		889	1 427	662	662	662	662	697	735
Long service awards		156	609	–	–	–	–	–	–
Post-retirement benefit obligations	6	470	1 776	–	–	–	–	–	–
<b>Sub Total - Other Municipal Staff</b>		<b>48 819</b>	<b>62 072</b>	<b>60 653</b>	<b>62 403</b>	<b>62 403</b>	<b>70 225</b>	<b>73 721</b>	<b>77 699</b>
<b>% increase</b>	4	<b>–</b>	<b>27.1%</b>	<b>(2.3%)</b>	<b>2.9%</b>	<b>–</b>	<b>12.5%</b>	<b>5.0%</b>	<b>5.4%</b>
<b>Total Parent Municipality</b>		<b>58 055</b>	<b>70 889</b>	<b>77 939</b>	<b>79 939</b>	<b>79 939</b>	<b>88 506</b>	<b>92 989</b>	<b>98 008</b>
		<b>–</b>	<b>22.1%</b>	<b>9.9%</b>	<b>2.6%</b>	<b>–</b>	<b>10.7%</b>	<b>5.1%</b>	<b>5.4%</b>



**Figure: Employee related costs**

## **D.12 BUDGETS**

National Treasury has published budget and reporting regulations in accordance with the relevant provisions of the MFMA. This resulted in the organogram changes of finance directorate in order to effectively deal with those budget regulations. Umuziwabantu Municipality has comply in terms of MSCOA and we are currently transacting in all seven segment as per the regulations.

mSCOA as part of the mSCOA classification process perfect alignment between the Municipal Budget and Reporting Regulations and specimen annual financial statements will facilitate the compilation of an appropriation statement and ensure compliance to the Standards of GRAP 24.

The following are additional benefits of mSCOA

Improve LG sphere's ability to deliver basic services to all through:

- a) Improved financial sustainability
- b) Facilitation of medium term planning and policy choices on service delivery

The SCOA shall achieve this by formalizing financial classification norms and standards.

This shall, in turn, improve:

- a) Credibility, Sustainability, Transparency, Reliability, Relevance; and
- b) Comparability of budgets and in year reports of municipalities and municipal

## Entities

Forms part of MFMA financial management reforms and is directly aligned to the MBRR and in-year reporting framework (Section 71 and 72 reporting)

- a) Contributes to evidence-based financial management and decision-making
- b) More predictable financial classification system for financial practitioners

## D.13 AUDITOR-GENERAL'S REPORTS

For any investor that wants to invest, they need to see that the municipality is financially disciplined. They want assurance that their investments will be protected and then obviously profitable. In order to achieve this, the municipality strives to demonstrate adherence to statutory requirements, to ensure that the financial statements are prepared timeously and good overall administration is maintained.

In the 2019/2020 financial year, Umuziwabantu Municipality received an unqualified audit opinion. However the municipality is working towards improving the 2021/2021 audit opinion. The audit action plan attached (Annexure 1) details how the municipality will address issues that arose from the auditor general in the previous financial year.

No.	Audit Query	Audit Finding	Root cause	Management action	Responsible person
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1	Restatement of corresponding figures]	As disclosed in note 53 to the financial statements, the corresponding figures for 30 June 2018 were restates as a result of an error in the financial statements of the municipality at, and for the year ended 30 June 2019.	Inadequate of review of Annual Financial Statements; - Late completion of Annual Financial Statement.	Management will ensure that the draft financial statements are reviewed by: 1. Setting up mini task team internally to for reviewal prior to submitting to Internal Audit for review. 2. Submitting AFS on time for reviewal by internal audit unit prior to the reviewal by Audit Committee. 3. Submitting of AFS for a Full review by audit committee.	CFO; Internal Audit; and Audit Committee
2	MATERIAL IMPAIRMENTS:	As disclosed in note 8 to the financial statements, the municipality recognized an impairment of receivables of R3, 08 million (2018 R2, 61 million) on receivables from exchange transactions and R12, 52 million (2018: R10, 58million) of receivables from non-exchange transactions as the recoverability of these amounts was doubtful.	Lack of review of debtors reconciliations and impairments; - None implementation of debtors policy	Management will ensure that the 1. Debtors' reconciliations and Impairment calculations are reviewed. 2. Credit control policy clearly defines the methodology applied to impairment of receivables aligned with the accounting policy and GRAP standards. 3. The existing Debt collection strategy aligned to the credit control and debt collection policy is implemented.	CFO; Internal Audit; and Audit Committee

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3	UNDERSPENDING OF GRANTS:	As disclosed in note 23 to the financial statements, the municipality had surrendered grant funding 1.78 million relate to Integrated National Electrification Programme due to the delays in the appointment of contractors.	Inadequate sitting of Bid Committees; - Delays in appointing the service provider	1. Develop an improved plan for sitting of Bid Committees to be aligned with the approved procurement plan. 2. Monitor progress on the above developed Plan on a monthly basis. 3. Contractual appointments to be fast tracked through the plan on point no.1. 4. Monthly monitoring of Spending of conditional grants against SDBIP & Approved Annual Budget. 5. Ensuring that Bid Documents and Adverts for all Bids are checked and approved by relevant HOD's before the final approval by the Accounting Officer.	CFO
4	IRREGULAR EXPENDITURE:	As disclosed in note 23 to the financial statement the municipality incurred irregular expenditure of R33, 99 million (2018 R34, 78 million) as it did not follow procurement processes.	Established Bid Adjudication Committee and Bid Evaluation committee not line with the SCM regulations;	Management to put in place proper mechanisms to fully comply with all prescribed regulations in terms of SCM by : 1. Monitoring the Contracts Register on a monthly basis, 2. Enforce compliance checklist in respect of SCM regulations, prior to finalization of the Purchase Order. 3. Reviewing and implementing Policies in relation to S32 of the MFMA	CFO &MM

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5	ACHIEVEMENT OF PLANNED TARGETS	The annual performance report on page....to.... set out information on the achievement of planned targets for the year and explanations provided for the under and over-achievement of a number of targets.	Lack of review of Annual Performance Report; - Lack of corporation from user departments.	1. Review the alignment on the SDBIP and Performance management report to confirm accuracy and completeness. 2. Review performance targets and implementation on a quarterly basis to ensure that actual information is linked to the planned targets. 3. Review POE's and reported information on quarterly basis. 4. Fully comply with target implementation and adjustments if necessary or as applicable. 5. IA to conduct an attest work on the performance management reports on quarterly basis. 6. Report to Council on performance management	Manager: Strategic Planning & Internal Audit
6	ADJUSTMENT OF MATERIAL MIS-STATEMENTS:	Identified material misstatement in the annual performance report submitted for auditing. These material misstatement were on the reported performance information of basic service delivery. As management subsequently corrected the misstatement.	Lack of review of Annual Performance Report; - Lack of corporation from user departments.	1. Review performance targets and implementation on a quarterly basis. 2. Review POE's and reported information on quarterly basis. 3. Fully comply with target implementation and adjustments if necessary or as applicable. 4. IA conduct an attest work on the performance management reports on quarterly basis. 5. Audit Committee review the quarterly	Manager: Strategic Planning

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				performance report and annual performance report before submission to AG. 6. Report to Council on performance management.	
7	NON-COMPLIANCE-ANNUAL FINANCIAL STATEMENTS:	The financial statement submitted for auditing were not prepared in all material respect in accordance with the requirements of section 122 (1) of the MFMA. Material misstatement of current assets, non-current assets, and expenditure and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, resulting in the financial statement receiving an unqualified.	Inadequate of review of Annual Financial Statements; - Late completion of Annual Financial Statement.	Management will ensure that the draft financial statements are reviewed by: 1. Setting up mini task team internally to for reviewal prior to submitting to Internal Audit for review. 2. Submitting AFS on time for reviewal by internal audit unit prior to the reviewal by Audit Committee. 3. Submitting of AFS for a Full review by audit committee. 4. Conduct an audit readiness exercise to confirm completeness, accuracy and fair presentation of financial information and compliance with relevant legislations.	CFO; Internal Audit; and Audit Committee

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8	PROCUREMENT AND CONTRACT MANAGEMENT:	Competitive bids were adjudicated by a adjudication committee that was not composed in accordance with SCM regulation 29(2).	The post of Chief Financial Officer was vacant	Internal Audit to review appointments of Bid Committee members on regular basis.	Internal Audit
12	EXPENDITURE MANAGEMENT:	Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R491, 423, as disclosed in note 44 to the annual financial statement, in contravention of section 62(1) (d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest and penalties incurred due to late payments and losses incurred on expenditure transactions.	Submission of incomplete invoices by service providers; -Loss of supporting documents within the municipality; - Non availability of key personnel for signatory purposes	1. Review process on voucher control and ensure compliance with creditors' payment days. 2. Negotiate supplier invoicing timelines. 3. Fully implement consequence management through S32 (MFMA) 4. Comply with MFMA Circular 68. 4. To ensure that all our suppliers are notified to use centralized email to submit invoices.	CFO &MM

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13	CONSEQUENCE MANAGEMENT:	<p>Irregular expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.</p> <p>Losses resulting from irregular expenditure were certified by council as irrecoverable without having conducted an investigation to determine the recoverability of the expenditure in contravention of section 32(2)(b) of the MFMA.</p>	There was no Disciplinary Board to investigate the cases of irregular expenditure and make recommendations	1. Fully implement consequence management through S32 (MFMA) and comply with MFMA Circular 68.	MM
14	INTERNAL CONTROL DEFICIENCIES	Management did not implement adequate oversight over daily and monthly controls to support significant areas of financial reporting. Procurement processes were initiated without the adequate oversight to ensure adherence with the legislative prescripts.	Lack of review of internal controls	Management will ensure improved and adequate oversight to ensure adherence with legislative prescripts by: <ol style="list-style-type: none"> <li>1. Preparing and reviewing monthly financial reconciliations.</li> <li>2. Reviewing SCM policy and developing SCM SOPs.</li> <li>3. Reviewing the SCM Compliance checklist and monitoring implementation thereof.</li> </ol>	MM

## **D.14 SWOT ANALYSIS**

### **Supply Chain Management (SCM)**

The municipality has established all three SCM Bid committees and is fully functional. However there are slight challenges in frequency of sittings in order to facilitate the procurement processes timorously, as there is a limitation in number of personnel. SCM Policy has been reviewed and approved by Council.

### **Financial Viability and Management: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>▪ Fully established and functional Supply Chain Management Committees</li><li>▪ Political Stability</li><li>▪ Unqualified audit reports</li><li>▪ Implementation of free basic services(refuse, electricity)</li><li>▪ Sound reserves and liquidity</li><li>▪ Adoption of financial related policies</li><li>▪ Availability of a Audit Committee and Internal Audit unit</li><li>▪ Availability of the Revenue Enhancement Strategy</li></ul>	<ul style="list-style-type: none"><li>▪ Shortage of staff</li><li>▪ Limited sources of funding and revenue</li><li>▪ Delayed implementation of SCM Processes due to the shortages of staff.</li><li>▪ Slow turn-around time with SCM Bid Committees.</li><li>▪ Inability to attract and retain adequately skilled and experienced staff due to non-availability of funds.</li><li>▪ Dependency on government grant funding</li><li>▪ Non-payment of rates and service charges (Low debt recovery rate)</li></ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>▪ Implementation of Municipal Property Rates Act</li><li>▪ Internship program made available through funding from Financial Management Grant(FMG).</li><li>▪ Implementation of enabling legislation (Municipal Systems Act, National Credit Act)</li></ul>	<ul style="list-style-type: none"><li>▪ Unfunded mandate (e.g. library, landfill site &amp; Disaster management )(note to strategy: In terms of Constitution library functions does not fall within the ambit of local municipalities)</li><li>▪ High staff turnover</li><li>▪ Economic Recession</li></ul>

### **Details of Budget and Treasury staffing**

- The total number of staff in BTO (Finance department) is 22 competent employees (including 5 interns).
- There is Quartex and Dashing Solutions (joint venture) financial consultant which is used under Asset section due to the shortage of capacity and staff under asset section. They have a 3 year contract with the municipality, which stipulates that consultants should transfer skills on a daily basis, so that after a period of 3 years, the municipality can take over the full management of assets without relying on consultants. Should they fail to do so the contract will be terminated
- Challenges with retaining the current staff mainly is due to the fact that Umuziwabantu salary scales are not market compatible.
- Impact of vacancies put a lot of pressure in the Finance Department in terms of timeous execution of duties.
- Skills shortages remains a challenge within finance department due to salary scales that are not market compatible, as well as not having enough funds to retain more people.

- Under line communication there is monthly finance, Budget control and Corporate Services Committee meeting where all directors are presented in those meeting. The purpose of the meeting is to discuss financial performance, projects etc.

## **ASSET AND INFRASTRUCTURE**

- Asset policy and maintenance plan is in place however the municipality is in a process of finalizing the asset renewal plan.
- Calculation for repairs= Total Repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100  
=R 6 551 040/227 673 380\*100  
= 3%

sets are maintained through repairs and maintenance budget. Also we have insured all municipal Infrastructural assets. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. During the compilation of the 2018/2019 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure. Repairs and Maintenance is sitting at 4% percent in the 2019/2020 financial year whereas the norm is 8%. This is due to scarce resources that we have, however the municipality is working towards achieving the 8% . Again the municipality has capitalized in buying Plant & Equipment so that more repairs and maintenance will be facilitated internal than outsourcing the services. So as much as the percentage is below the norm of 8% but more of our infrastructure assets especially roads and sports fields maintenance will be done internal through the purchasing of the Plant and Equipment. The budget allocated for repairs and maintenance is R6, 551 million for 2020/21 financial year.

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**TOTAL MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK**

<u>Description</u>	<u>Approved Adjusted Budget</u>	<u>Approved Adjusted Budget</u>	<u>Approved budget</u>
		<u>Budget</u>	
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
<b>Overall Budget</b>	253 037 935	200 969 958	289 569 972
<b>Total operating Expenditure</b>	217 216 285	236791608	237 979 172. 67
<b>Total Capital Expenditure</b>	35 821 650	35821650	51 590 800. 86

**OPERATING REVENUE**

<u>Description</u>	<u>Budget Year+1</u>		<u>Budget Year+2</u>		<u>Budget Year+3</u>	
<u>R'000</u>	<u>2020/2021</u>		<u>2021/2022</u>		<u>2022/2023</u>	
<b>Financial Performance</b>						
Property Rates	27 187	11%	28 437	11%	29 745	12%
Service Charges	45 402	19%	47 491	19%	49 676	19%
Investment Revenue	14 252	6%	14 908	6%	15 594	6%
Transfer Recognised Operational	117 488	49%	123 210	49%	121 508	47%
Other Own Revenue	33 453	14%	39 390	16%	40 759	16%
<b>Total Revenue (Excluding Capital)</b>	<b>237 782</b>		<b>253 436</b>		<b>257 282</b>	

<b>TOTAL BUDGET</b>	<b>R 289 569 972</b>
DETAILS	AMOUNT
Rates	R24 086 616
Refuse removal fees	R 2 736 098
Interest on Investment	R 7 549 825
Electricity	R35 774 000
Testing centre income	R 2 369 240
Other revenue	R 2 089 364
Equitable share	R100 390 000
Municipal Infrastructure Grant	R 32 464 000
Finance Management Grant	R 1 850 000

- Revenue to be generated from property rates is R27 187 mil in the 2020/2021 financial year and increase to R 28 437 mil by 2021/2022 which represents 12 per cent of the operating revenue base of the municipality. It remains

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relatively constant over the medium-term. The Municipality has extended the property valuation roll by 1 year.

- Service charges relating to electricity, and refuse removal constitutes the second biggest component of the revenue basket of the municipality totalling R45 402 mil for the 2021/2022 financial year and increasing to R 47 491 mil by 2021/2022. For the 2021/2022 financial year service charges amount to 19 per cent of the total revenue base and increases by an average of 5 per cent per annum over the medium-term.
- Operational grants and subsidies amount to R 117 mil, R 123 mil and R 122 mil for each of the respective financial years of the MTREF. Grants receipts from national government are the biggest component of the revenue basket.
- Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R 14 mil, R15 mil and R16 mil for the respective three financial years of the 2020/2021 MTREF. It needs to be noted that theses allocations have been conservatively estimated and as part of the cash backing of reserves and provisions.
- The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.
- Non-cash items, such as depreciation, impairment losses and contribution to provisions contribute are also recognized. For the medium-term, the funding strategy has been informed directly by ensuring financial sustainability and continuity.
- The MTREF therefore provides for a balances and cash backed budget of R175 mil, R187 mil and R196 mil in each of the financial years.

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## CAPITAL REVENUE

Description	Budget Year+1		Budget Year+2		Budget Year+3	
R'000	2020/2021		2021/2022		2022/2023	
<b>Capital Expenditure and Funding Sources</b>						
Transfer Recognised Capital	117 488	89%	123 210	89%	121 508	89%
Internally Generated Funds	14 252	11%	14 908	11%	15 594	11%
<b>Total Revenue (Excluding Capital Transfers)</b>	<b>131 740</b>		<b>138 118</b>		<b>137 102</b>	

- Capital grants and receipts equate to 89% of the total funding source, which represents R101 million for the 2020/2021 financial year.

## 2020/2021 Medium Term Expenditure and Revenue Framework

Description	Budget Year+1	Budget Year+2	Budget Year+3
R'000	2020/2021	2021/2022	2022/2023
<b>Capital Asstes</b>			
Roads Infrastructure	16 846	5 073	17 739
Electricity Infrastructure	450	9 044	474
Community Facilities	21 958	3 044	23 122
Municipal Offices	6 627	29 042	6 978
Other Assets	10 345	17 797	24 987
<b>Total Revenue (Excluding Capital)</b>	<b>56 226</b>	<b>64 000</b>	<b>72 352</b>

EXPENDITURE PER CATEGORY	2021/2022 DRAFT BUDGET
Road Infrastructure	R13 717 279.00
Sports fields	R13 904 169.00
Community Facilities	R 7 319 352.29
Plant & Equipment	R 1 450 000.00
Computers & Office Furniture	R 2 780 000.00
Other Assets	R 12 420 000.00

### **Detailed capital expenditure**

Accessible road infrastructure is a critical component of economic growth and social development in our communities. It provides the required impetus for the quicker movement of goods and services to the people. Community facilities are directly responding to the community basic and social needs. The Municipality has allocated R16,8 million towards roads infrastructure assets; R 450 000 towards Electricity infrastructure, R 6,6 million towards Municipal Office Building and R 21,9 million has been allocated towards Community Facilities which includes Rehabilitation of dump site and Sport field. The Municipality is still working towards achieving at least 40% to be allocated towards renewal of existing assets, however the resource are scarce.

NB: The Municipality has taken into account MFMA Circular No.51 which states that the Municipal Manager must submit to National Treasury the motivational letter as to why the proposed new office building is necessary.

### **FINANCIAL RATIOS**

#### **(a) TABLE A**

<b>DESCRIPTION</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
1.Current ratio	Current assets: current liabilities =92 048 890/22 001 609 =1:4	=129 061 945/18 633 023 =1:7	=151 001 321/17 503 739 =1:9
2.Acid test ratio	Current assets- inventory: current liability =92 048 890-437 461/22 001 609 =1:4	=129 061 945-560 491/18 633 023 =1:6	=151 001 321- 737 423/17 503 739 =1:9
3.Cost coverage ratio Norm is 3 months	((Cash and Cash Equivalents - Unspent	=77 096 793- 10 540 953/8 566 527	129 931 073- 3 510 117/11

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	Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) =110 840 066- 3 756 777/8 773 898 =12 month	=8 months	046 034 =11 months

4. Cash flow position: Municipality has sound financial management system, its financially viable.

b) TABLE TWO

DESCRIPTION	2019/2020	2020/2021	2021/2022	2022/23
1.Current ratio	Current assets: current liabilities =103 785 000/9 835 000 =1:11	=119 834 000/16 356 000 =1:7	=70 459 000/17 415 000 =1:4	=63 026 000/1 5 088 000 =1:4
2.Capital expenditure to	Total Capital Expenditure /	=74 785 000/175	=63 823 000/187	=50 000/196 801 000+50

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total expenditure	Total Expenditure (Total Operating Expenditure + Capital Expenditure) × 100 =71 492 000/165 537 000+7149 2000X100 =30%	739 000+74 78 5 000X100 =29%	144 000+63 82 3 000X100 =30%	000X100 =20%
3.Debt to revenue	Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant  =509 000/189 222 000- 87 664 000 =5%	=536 000/198 679 000- 96 805 000 =5%	=565 000/210 484 000- 91 102 000X100 =5%	=596 000/220 141 000- 97 783 000X100 =4.8%
4.Collection	Gross Debtors	=13 503 931+	=14 179 127+	=14 888 083+

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rate	Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100 =12 739 558+41 823 228.60- 14 189 651/41 823 228 =96%	44 332 621- 15 041 030/44 332 621 =96.5%	46 549 252- 15 793 081/46 549 252 =96.5%	48 876 714- 16 582 735/48 876 714 =96%
5.Remuneratio n(employee and Councillors)to total expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100 =69 380 000/168 730 000X100 =41%	=76 531 000/186 200 000X100 =41%	=81 740 000/170 981 000X100 =47%	=87 315 000/178 465 000X100 =49%
6.Distribution of losses: Electricity	(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units	=27 237 796- 26 225 702/27 237 796X100 =3%	=27 782 551- 26 750 216/27 782 551 =3.7%	=28 338 202- 27 285 220/28 338 202 =3.7%

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	$\frac{\text{Sold) / Number of Electricity Units Purchased and / or Generated) } \times 100}{=26\,703\,722-25\,711\,473/26\,703\,722*100}$ $=3.7\%$			
7.Distribution of losses:water	N/A	N/A	N/A	N/A

### **Budget Assumptions**

This financial year saw a 5.2% general price increases as per circular 94 and a 7% salary increase.

<b>Tariff of Charge</b>	<b>2020/2021</b>	<b>2021/2022</b>
Refuse	4.01%	4%
Electricity	6.22%	14%
Rates	0%	0%

### **FINANCIAL PLAN**

The Municipality's financial plan is the Municipal Budget which is outlined as follows:

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**Tariffs:**

		<b>2020/2021</b>	<b>2021/2022</b>
<b>1. REFUSE</b>			
1.1	Domestic	R 85.93	R 89.45
1.2	Commercial – Small business (>50m2 )	R 245.26	R 255.32
1.3	Commercial – Office premises	R 245.26	R 255.32
1.4	Commercial – Large business (<50m2)	R 1 179.72	R 1 228.09
1.5	Industrial premises	R 979.64	R 1 019.80
1.6	Government Properties(Schools, PO,SAP,SAR)	R 952.29	R 991.33
1.7	St Andrews Hospital	R 1 770.09	R 1 842.66
1.8	Churches	R 59.66	R 62.11
1.9	Sport Clubs	R 245.26	R 255.32
1.1	To dump Domestic refuse at site	R 77.58	R 80.76
1.11	To dump Commercial refuse at site	R 172.39	R 179.46
1.12	Garden refuse removal (per tractor load)	R 372.96	R 388.25
1.13	Rubble/ top soil refuse removal (per tractor load)	R 745.92	R 776.50
1.14	Removal of dead animals - Small(Cats and Puppies)	R 149.18	R 155.29
1.15	Removal of dead animals - Large(Dogs)	R 298.37	R 310.60
<b>USERS DISPOSING AT LANDFILL SITE</b>			
1.16	Garden refuse (200kg)	R 13.30	R 13.85
1.17	Builders Rubble (200kg)	R 4.25	R 4.42
1.18	Mixed Loads (200kg)	R 13.30	R 13.85
1.19	Disposal of Clean Soil - Usable as Cover Material	R 4.25	R 4.42
<b>2. ELECTRICITY subject to NERSA approval</b>			
2.1	Domestic – basic charge	249.47	285.87
2.2	Domestic - consumption - (0 - 50)	1.10	1.26
	- (51 - 350)	1.41	1.62
	- (351 - 600)	1.99	2.28
	- (601<	2.34	2.68
2.3	Office – basic charge	249.47	285.87
2.4	Office – consumption	1.49	1.71
2.5	Comm./Small power user – basic charge	177.45 <sup>1</sup>	1 349.24
2.6	Comm./Small power user - consumption	1.79	2.05
2.7	Comm./Large user(0-50) – basic charge	420.24 <sup>1</sup>	1 627.45
2.8	Comm./Large user (0-50) - consumption	2.18	2.50

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2.9	Comm./Large user(51-75) – basic charge	550.09 <sup>3</sup>	4 068.05
2.1	Comm./Large user (51-75) - consumption	2.13	2.44
2.11	Comm./Large user(76-100) – basic charge	100.67 <sup>7</sup>	8 136.66
2.12	Comm./Large user (76-100) - consumption	2.05	2.35
2.13	Comm./Large user(101 < – basic charge	201.85 <sup>14</sup>	16 273.90
2.14	Comm./Large user (101 < - consumption	2.01	2.30
	Prepaid Domestic same as 8.2		
2.15	Prepaid Business	2.37	2.72
<b>3.</b>	<b>RATES</b>		
3.1	Residential	R 0.0131	R 0.0131
3.2	Commercial	R 0.0198	R 0.0198
3.3	Industrial	R 0.0198	R 0.0198
3.4	Agriculture	R 0.0033	R 0.0033
3.5	Public Service Infrastructure	R 0.0033	R 0.0033
3.6	Public Service Purpose	R 0.0157	R 0.0157
3.7	Communal Land	R 0.0131	R 0.0131
3.8	Unauthorised development use	R 0.0331	R 0.0331
3.9	Vacant Land	R 0.0136	R 0.0136
3.10	Residential- Vacant land-Impermissible	-15000	-15000
3.11	Residential- Dwelling including Impermissible	-150000	-150000
3.12	Agriculture rebate	55%	55%
3.13	Rates Interest charge	18%	11%

<b>INCOME</b>	<b>Adjusted Budget</b>	<b>Original Budget</b>	<b>Proposed Budget</b>
	<b>2019/2020</b>	<b>2021/2022</b>	<b>2022/2023</b>
<b>GRANTS FROM NATIONAL</b>			
Expanded Public Works Programme(EPWP)	-1 048 000,00	-980 000,00	
Equitable Share	-113 638 000,88	-100 389 999,72	-104 851 000,00
Municipal Infrastructure Grant(MIG)	-23 207 000,00	-32 464 000,00	-26 163 000,00
Finance Management Grant(FMG)	-1 900 000,00	-1 850 000,00	-1 850 000,00
Electrification grant	-5 000 000,00	-5 000 000,00	-7 000 000,00
<b>GRANTS FROM THE PROVINCE</b>			
Provincialisation of Libraries	-905 000,00	-935 000,00	-981 000,00
Community Library Services	-863 000,00	-924 000,00	-969 000,00
Small town Roll over	-	-	-
Disaster relief grant	-1 490 000,00		-
Housing development fund	-4 000 000,00	-10 000 000,00	-10 440 000,00
<b>TOTAL – GRANTS</b>	<b>-7 258 000,00</b>	<b>-11 859 000,00</b>	<b>-12 390 000,00</b>
<b>MUNICIPAL SERVICES</b>			



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Interest on Current Account and Investments Short term	-7 252 473,48	-7 549 824,89	-7 882 017,18
Collection Charges	-3 500,00	-3 643,50	-3 803,81
Collection Charges	-90 000,00	-93 690,00	-97 812,36
Straight line Community Assets Old Age Rental	-42 685,91	-44 436,03	-46 391,22
Investment Property: Straight-lined Operating Farm Lots	-104 845,45	-109 144,12	-113 946,46
Rental properties	-20 000,00	-20 820,00	-21 736,08
Straight line Community Assets	-55 000,00	-57 255,00	-59 774,22
Old Age Rental	-	-	-
Sale of Goods Tender Documents	-160 409,84	-156 150,00	-163 020,60
Penalties Property rates	-2 920 000,00	-3 039 720,00	-3 173 467,68
Agricultural Property	-2 187 110,01	-2 187 110,01	-2 283 342,85
Communal bussiness and Commercial	-6 163 906,33	-6 163 906,33	-6 435 118,21
Industrial Properties	-201 562,36	-201 562,36	-210 431,11
Other Categories	-90 000,00	-90 000,00	-93 960,00
Public Service Infrastructure Properties	-15 000,00	-15 000,00	-15 660,00
Residential Developed	-4 282 299,13	-4 282 299,13	-4 470 720,29
Residential Properties:Developed	545 000,00	545 000,00	568 980,00



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Vacant Land	-234 174,56	-234 174,56	-244 478,24
Small Holding Agricultural Purposes	-108 999,49	-108 999,49	-113 795,47
State Owned Properties	-11 348 564,54	-11 348 564,54	-11 847 901,38
Cemetery and Burial	-126 721,53	-131 917,11	-137 721,46
Community Assets- Hall Hire	-73 652,39	-76 672,14	-80 045,71
Collection Charges:hiring of grader	5 000,00	-5 205,00	-5 434,02
Plan Printing and Duplicates	-238 063,33	-247 823,92	-258 728,18
Interest Electricity	-353 710,21	-368 212,33	-384 413,67
Electricity Connection	-117 899,21	-135 584,09	-141 549,79
Electricity Office Basic Use	-5 068 935,84	-5 829 276,22	-6 085 764,37
Electricity Commercial Use	-1 900 850,94	-2 185 978,58	-2 282 161,64
Electricity Sales: Commercial Prepaid	-8 729 073,07	-10 038 434,03	-10 480 125,13
Conventional	-16 757 168,76	-19 270 744,07	-20 118 656,81
Domestic Low: Conventional	-190 091,39	-218 605,10	-228 223,72
Prepaid	-44 322,35	-50 970,70	-53 213,41
Electricity Sales: Time of Use Tariffs	-2 965 757,98	-3 410 621,67	-3 560 689,03
Other Assets	-4 440,00	-4 848,52	-5 061,85



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Overdue Books Fine	-2 544,00	-2 778,07	-2 900,31
Deposits	-1 380,00	-1 506,97	-1 573,28
Vehicle Registration	-1 411 966,59	-1 469 857,22	-1 534 530,94
Court Fines	-41 955,80	-43 675,99	-45 597,74
Court Fines	-5 245,00	-5 460,05	-5 700,29
Motor Vehicle Licence	-47 205,00	-49 140,41	-51 302,58
Drivers Licence Certificate	-209 800,00	-218 401,80	-228 011,48
Motor Vehicle Licence	-606 955,60	-631 840,78	-659 641,77
Refuse Removal	-2 628 336,64	-2 736 098,44	-2 856 486,77
Land fill site	-100 000,00	-104 100,00	-108 680,40
Market Stalls	-50 000,00	-52 050,00	-54 340,20
Insurance claims plant & equipment	-3 500 000,00		-
<b>TOTAL – INTERNAL REVENUE</b>	<b>-79 906 606,71</b>	<b>-82 451 103,16</b>	<b>-86 078 951,69</b>

### Operating Expenditure:

EXPENDITURE	APPROVED BUDGET 2021/2022
SALARIES AND WAGES	92 459 342
BULK PURCHASES	34 500 000
REPAIRS AND MAINTENANCE	11 346 854
DEPRECIATION	18 801 286
GENERAL EXPENSES	77 528 317

### SPECIAL PROGRAMMES

PROGRAMME	Adjusted Budget	Original Budget	Proposed Budget
	2020/2021	2021/2022	2022/2023
HIV and AIDS	165 374	R 70 560.00	165 374
Disability	154 873	R 223 440.00	154 873
Arts and Culture	184 151	R 210 700.00	184 151
Senior Citizens	347 213	R 181 939.00	347 213
Gender	293 471	R 114 050.00	293 471
Youth Programs	496 123	R 19 527.00	496 123
Sports and Development	568 095	R1 058 400.00	568 095

### CAPITAL EXPENDITURE

EXPENDITURE	Adjusted Budget	Original Budget	Proposed Budget
	2020/2021	2021/2022	2022/23
Road Infrastructure	30 137 883	R13 717 279.00	11 072 856
Sports fields	28 627 116	R13 904 169.00	0
Community Facilities	13 942 113	R 7 319 352.29	13 043 716



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Plant & Equipment	300 000	R 1 450 000.00	507 228
Computers & Office Furniture	800 000	R 2 780 000.00	253 644
Other Assets	850 000	R 12 420 000.00	2 029 140
<b>TOTAL</b>	<b>96 268 865</b>	<b>56 225 766</b>	<b>63 999 668</b>

## SECTION E: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good Governance is described as “involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty”. Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfill their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

### E.1 Batho Pele Policy

Following are the Batho Pele Principles that uMuziwabantu Municipality’s administrative and political structures strive to achieve when delivering services to the people:

**Consultation:** All developments in the municipality are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: CDW’s, radio, newsletters, meetings, ward committees, suggestion boxes, izimbizo, etc.

**Service Standards:** The municipality is striving towards providing services to the community that are of good quality and satisfying. The Draft Service Delivery Charter is in place and is expected to be adopted by the September 2019. Our Municipal Vision and Mission is Displayed throughout the Municipality in both English and Zulu giving the direction the Municipality is embarking on.

**Access:** The municipality is seeking to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

**Courtesy:** Our staff is encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist. Continuous Public Opinion Survey are conducted to establish if our services are helpful and provided with courtesy for the dignity for our customers.

**Information:** Information on municipal developments and projects is always conveyed to the community through IDP Rep Forums, newsletters, newspapers, radio, posters, Imbizo, Ward Committees, IDPs and the Annual Report etc.

**Openness and Transparency:** The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, strategic plans, service commitment charters, IDP and Budget Roadshows etc.

**Redress:** Redress is making it easy for people to tell us if they are unhappy with our service. The municipality has a suggestion box that is intended to address issues of the public. The municipality is in the process of establishing a customer care/ call centre for issues to be attended to effectively and efficiently.

**Value for Money:** Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.

**Encouraging Innovation and Rewarding Excellence:** The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate in providing services to the people. This can be seen in how the Municipality reviews its IDP annually and how the municipality rewards its employees for their performance. i.e. Performance Evaluations for leaders such as Section 54/56 employees.

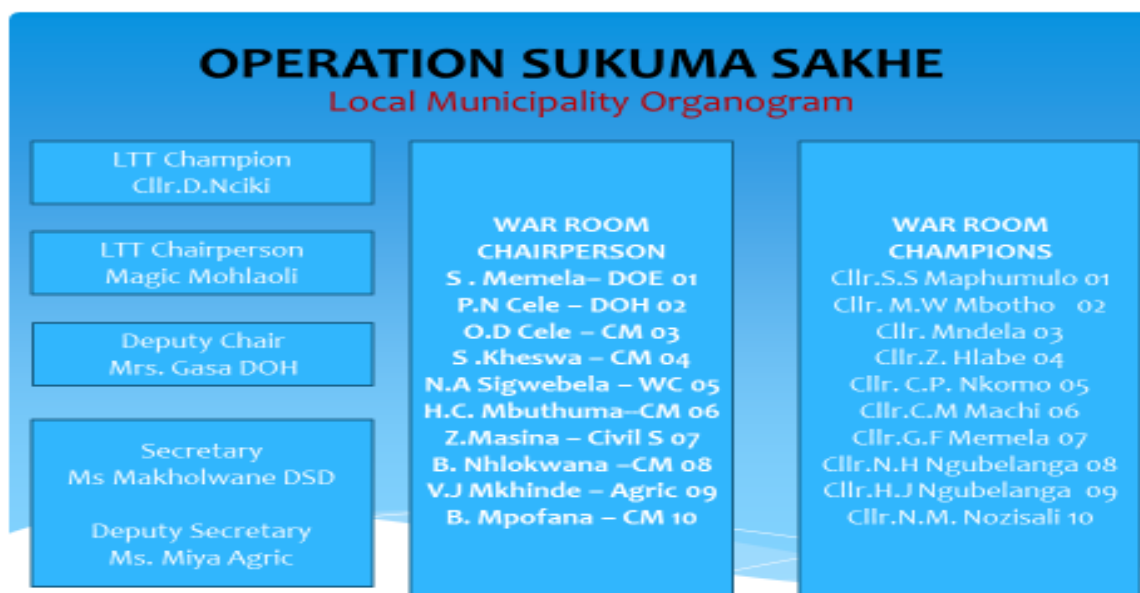
### **Customer Impact**

The Municipality has a draft Customer Care Plan and is expected to adopt and implement this plan by the end of the first quarter in the 2019/20 financial year. The municipality has a Complaints management system in place which can give awareness of the issues our customers have.

### **Leadership and Strategic Direction**

Managers will lead by example and endeavour to ensure that the vision, mission and goals are articulated and embraced by all. This is articulated through General Meetings, Portfolio committee meetings and labour Forums.

## **E.2 Operation Sakhe**



Operation Sukuma Sakhe aims to rebuild the fabric of the society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities

Due to the high poverty levels in Umuziwabantu, many families depend solely on social grants for sustenance. More than 75% of households are living below the poverty line. The Umuziwabantu municipality has a high unemployment rate; only 10, % or less of the population is employed.

To address poverty and social developments, the municipalities through the Department of Community and Social Services with other government departments and NGOs have embarked on the following Operation Sukuma Sakhe Programs:

- Sukuma Sakhe Program: The municipality undertook a household profiling / needs analysis for all the wards. In those wards, “war rooms” comprising of all relevant department staff were established to implement immediate interventions. This program is recording positive response with challenges on participation of other government departments and slow pace implementation of the interventions identified;
- Community Health Clubs: the Department of health, hygiene and nutrition supports this program. To promote the nutrition of the community, the Department sponsors the establishment of community gardens in each ward within Umuziwabantu. There are currently two community gardens that are in operation and more gardens are being initiated in other wards;
- Employment and Food Parcels: The programme is also assisting needy families with employment in programmes like CPW and EPWP and provision of food parcels by service providers like SASSA, DSD, red cross, Municipality, Ugu and the office of the premier
- The programme is also aimed at reducing HIV and AIDS infection and educate community members on HIV and AIDS

Umuziwabantu Municipality consists of 10 wards. To address the issues affecting the community, the municipality decided to take the services to the community by establishing war rooms in each ward within Umuziwabantu. The table below details the war rooms per ward, their challenges and successes:

WARD	CHALLENGES	SUCSESSES
1	<ol style="list-style-type: none"><li>1. Poor attendance by departments</li><li>2. Changing of war room venue</li><li>3. Poor interventions</li><li>4. War too wide for the CCG to attend some war room meetings</li><li>5. Ward Committee members not sitting in war room meetings</li></ol>	<b>War room is functional</b> <ol style="list-style-type: none"><li>1. Champion attending war room meetings</li><li>2. Successfully had teenage pregnancy and home affairs programmes</li></ol>
2	<ol style="list-style-type: none"><li>1. Poor attendance by departments</li><li>2. Changing of war room venue</li></ol>	<b>War room is functional</b> <ol style="list-style-type: none"><li>1. Champion attending war room meetings</li></ol>

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	<ul style="list-style-type: none"> <li>3. Poor interventions War too wide for the CCG to attend some war room meetings</li> <li>4. War too wide for the CCG to attend some war room meetings</li> <li>5. Ward Committee members not sitting in war room meetings</li> </ul>	<ul style="list-style-type: none"> <li>2. Successfully organised Home Affairs, SASSA, Department of health programmes and moral regeneration awareness campaign</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Changing of war room venue</li> <li>3. Poor interventions</li> <li>4. Ward Committee members not sitting in war room meetings</li> <li>5. Champion not recognising ward committee as he says they are volunteers</li> <li>6. Lack of reporting</li> </ul>	<p><b>War room is functional</b></p> <ul style="list-style-type: none"> <li>1. Champion attending war room meetings</li> <li>2. Successfully organised home affairs, traditional leaders workshop, Male medical circumcision, create workshop for disabled people, revival of OSS structures and others</li> </ul>
<b>4</b>	<ul style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Changing of war room venue</li> <li>3. Poor interventions</li> <li>4. War too wide for the CCG to attend some war room meetings</li> <li>5. Ward Committee members not sitting in war room meetings</li> <li>6. Lack of corporation between the war room and war room champion</li> <li>7. Lack of reporting</li> </ul>	<p><b>War room is functional</b></p> <ul style="list-style-type: none"> <li>1. Champion attending war room meetings</li> <li>2. Successfully organised African renaissance campaign, HIV and AIDS counselling and testing, Career guidance and teenage pregnancy.</li> </ul>
<b>5</b>	<ul style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Changing of war room venue</li> <li>3. Poor interventions</li> <li>4. War too wide for the CCG to attend some war room meetings</li> <li>5. Ward Committee members not sitting in war room meetings</li> <li>6. Lack of corporation between the war room and war room champion</li> <li>7. Lack of reporting</li> </ul>	<p><b>War room is functional</b></p> <ul style="list-style-type: none"> <li>1. Champion not regularly attending war room meetings</li> <li>2. Successfully organised Home Affairs, SASSA, Department of health programmes and moral regeneration awareness campaign</li> </ul>
<b>6</b>	<ul style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Changing of war room venue</li> <li>3. Poor interventions</li> </ul>	<p><b>War room is functional</b></p> <ul style="list-style-type: none"> <li>1. Champion attending war room meetings</li> <li>2. Successfully trained Ward AIDS</li> </ul>

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	4. Ward Committee members not sitting in war room meetings	members,TB and HIV and AIDS awareness Campaigns ,Teenage pregnancy and others
<b>7</b>	<ol style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Changing of war room venue</li> <li>3. Poor interventions</li> <li>4. Ward Committee members not sitting in war room meetings</li> </ol>	<b>War room is functional</b> <ol style="list-style-type: none"> <li>1. Champion attending war room meetings</li> <li>2. Successfully organised home affairs,sassa,department of health programmes Isibaya samadoda,Boys to men and arts and culture function</li> </ol>
<b>8</b>	<ol style="list-style-type: none"> <li>1. Lack of oversight by Champions</li> <li>2. Poor attendance by departments</li> <li>3. Changing of war room venue</li> <li>4. Poor interventions</li> <li>5. Ward Committee members not sitting in war room meetings</li> <li>6. Lack of reporting</li> </ol>	<b>War room is functional</b> <ol style="list-style-type: none"> <li>1. Champion hardly attending war room meetings</li> <li>2. Successfully anti-crime and anti-drugs awareness Campaigns,OSS houses for elders,HIV and AIDS , teenage pregnancy ect</li> </ol>
<b>9</b>	<ol style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Poor interventions</li> <li>3. Ward Committee members not sitting in war room meetings</li> </ol>	<b>War room is functional</b> <ol style="list-style-type: none"> <li>1. Champion attending war room meetings</li> <li>2. Successfully organised arts and culture programmes, Home Affairs interventions, Luncheon clubs for elders and sewing machines for senior citizens</li> </ol>
<b>10</b>	<ol style="list-style-type: none"> <li>1. Poor attendance by departments</li> <li>2. Poor interventions</li> <li>3. Lack of reporting</li> <li>4. Ward Committee members not sitting in war room meetings</li> </ol>	<b>War room is functional</b> <ol style="list-style-type: none"> <li>1. Champion attending war room meetings</li> <li>2. Successfully organised environmental workshop for community members, safety awareness Campaign, teenage pregnancy , ant drugs and others</li> </ol>

The municipality is striving to ensure that all the war rooms in Umuziwabantu Municipality are functional and address the issues affecting the communities. However, as a municipality we still feel that funding and bureaucracy within various government departments as the general challenges and hinders implementation of many interventions that have been raised by the community.

### **E.3 IGR Structures**

Inter-governmental relations' refers the relationships between the three spheres of government. The South African Constitution states, 'the three spheres of government are distinctive, interdependent and interrelated'. Provincial and local government are spheres of government in their own right, and are not a function or administrative implementing arm of national or provincial government. Although the three spheres of government are autonomous, they exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 – 'the IGR Act') establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations, and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The Act further provides for structural and institutional framework for national, provincial and local governments to coordinate their actions towards common goals, in particular the implementation of policy, programmes and development priorities for the country as a whole.

*CHAPTER 3, Section (h) of the RSA Constitution state that:*

All spheres of government and all organs of the state within each sphere must co-operate with one another in mutual trust and good faith by-

- (a) Fostering friendly relations
- (b) Assisting and supporting one another
- (c) Informing one another of, and consulting one another on matters of common interest;
- (d) Coordinating their actions and legislation with one another
- (d) Adhering to agreed procedures; and
- (f) Avoiding legal proceedings against one another

#### Inter-Governmental Relations Structure and Participation

Umuziwabantu municipality is participating in the following district coordinated structures:

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- District Intergovernmental Relations Forum
- Speakers Forum
- Municipal Managers Forum
- Chief Financial Officers (CFOs) Forum
- HR Managers Forum: HR managers of each municipality comprise this forum
- Skills Development Facilitators forum: This forum includes HR Managers and Skills Development Practitioners of the municipalities
- Disaster management forum
- LED Chairpersons Forum
- Planners forum: this forum includes IDP managers and Development Planners
- District Technical Advisory Forum: includes IDP and PMS Managers.
- Batho Pele Forum: attended by the Human Resource Manager
- EPWP District forum: This is attended by the PMU finance control clerk and technical officer.

The Provincial Co-ordinated structures that the municipality participates in are as follows:

- The Premier's Coordinating forum (Mayor)
- COGTA Technical Munimec (Municipal Manager)

All strategic pronouncements from National and Provincial Structures are discussed in the Umuziwabantu IGR Structures as National and Provincial Structure are participants in the aforementioned IGR structures. The Municipality has found this strategy paramount in monitoring the progress of pronouncements. IGR Reports are tabled to the respective Portfolio Committees and Council subsequently as they form a basis in Council decision making.

The Manager of Administration is the dedicated IGR official within the Municipality as she is responsible for the preparation and recording of all meetings, which includes sending invitations to all stakeholders and conducting all secretarial duties.

## **The District Development Model**

DDM is a practical IGR mechanism for all three spheres of government & SOEs to work jointly and a plan act in unison. It will ensure that municipalities bring to life the aspirations of The People Shall Govern and bring government closer to the people. Development change is shaped and owned at the District level in partnership with communities, citizens and social partners. The IDP must be aligned to the DDM and is informed by ward information. The Municipal Manager, all Senior Managers and all planners participate in the development of this Strategic Document , ensuring that the IDP and the DDM speak to each other.

### **E.4 Municipal Structures**

Umuziwabantu has established the following structures:

#### **SPECIAL FOCUS GROUPS**

#### **GENDER, PEOPLE WITH DISABILITIES AND YOUTH**

<b>PROGRAMME</b>	<b>Draft Budget</b>	<b>Final Draft Budget</b>	<b>Increase/Decrease</b>
	<b>2021/22</b>	<b>2021/2022</b>	
<b>HIV and AIDS</b>	157 800	157 800	0
<b>Disability</b>	147 780	147 780	0
<b>Arts and Culture</b>	175 717	175 717	0
<b>Senior Citizens</b>	331 310	331 310	0
<b>Gender</b>	280 030	280 030	0
<b>Youth Programs</b>	473 400	473 400	0
<b>Sports and Development</b>	542 075	542 075	0

### **E.5 Council Powers, functions and Portfolio Committees.**

The current Municipal Council was inaugurated on the 19<sup>th</sup> August 2016. The council has both the legislative and the executive powers. It is chaired by the Speaker, his as duties are listed in municipal delegations are: In accordance with Council resolution of 19<sup>th</sup> August 2016, Council delegated some powers to the Executive

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Committee with an exception of those expressly excluded by law. Some of these exclusions include:

- The passing of by-laws;
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties;
- The raising of loans.
- Setting of tariffs;
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems Act;
- Appointment of the Municipal and section 56 managers; and
- Approval or amendment of the Integrated Development Plan

PORTFOLIO COMMITTEE	TERMS OF REFERENCE	FUNCTIONALITY
<b>FINANCE; BUDGET CONTROL AND CORPORATE SERVICES.</b>	Municipal finance including billing; Municipal rating and taxation; Municipal insurance; Municipal banking and investments; Loans and governmental subsidies; Grants in aid Labour Relations; Occupational Health and Safety.	Functional
<b>COMMUNITY SERVICES</b>	Squatting; Groups with special needs (youth; women; elderly and the disabled); Street Vending; Education, crèches, welfare in general and religious services; HIV and AIDS; Business licensing; Cemeteries and crematoria; Refuse removal, refuse dumps and solid waste disposal; Cleansing, road and storm water maintenance; and Building maintenance Disaster management Traffic services Fire fighting services.	Functional
<b>PLANNING; LED; HOUSING AND INFRASTRUCTURE</b>	Local economic development; Promotion of industrial development; Land matters;	Functional

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	Rendering of basic services; Electricity and gas reticulation; Storm water management systems in rural and urban areas; Capital roads items and construction; Storm water capital items; Housing Projects; Housing development; and Housing Projects administration.	
<b>IDP FORUM</b>	Coordinate and facilitate IDP Projects; Debates and review IDP objectives ; Integrates pectoral and other stakeholders strategic plans; Propose recommendations to both EXCO and Council; Integration and formulation of projects	Functional
<b>HUMAN SETTLEMENT FORUM</b>	Housing development; and Housing Projects administration	Functional
<b>MUNICIPAL PUBLIC ACCOUNTS COMMITTEE</b>	Examines: audit reports, reports issued by the Auditor General on the affairs of the municipality; any financial statements referred by Council; the annual report on behalf of council and make recommendations. Also the committee reports to council on the  Following: develop the annual oversight report based on the annual report. Initiate any  Investigation in it area of competency. Perform any function assigned to it by resolution of Council.	Functional

## **E.6 Internal audit and the Audit Committee**

### **Internal Audit**

The Internal Audit Activity (IAA) is in place and fully functional. Currently, the unit only has the Internal Audit Manager and one risk officer and one vacant internal audit officer position. The Municipality is currently finalising the recruitment processes for the Internal Audit Officer following the resignation of the former

incumbent in November 2018. The Internal Audit Activity has been fully functional for more than 5 years and in terms of section 165 of the Municipal Finance Management Act, the IAA has developed a risk based audit plan and an audit program for the current year.

The risk based audit plan for the current was approved by the Audit and performance Audit Committee, the plan is being implemented, and the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

### **Audit Committee / Performance Audit Committee**

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

The Audit and Performance Audit Committee Charter was reviewed and approved by Council in 26 June 2018.

### **Enterprise Risk Management**

Section 62(1)(c ) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management

activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

### **Roles and Responsibilities**

<b>ROLE PLAYERS</b>	<b>RESPONSIBILITIES</b>
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.
Governance	The Internal Audit Activity assists Executive Management in achieving the goals of Umuziwabantu by evaluating the process through which: <ul style="list-style-type: none"> <li>• Goals and values are established and communicated;</li> <li>• The accomplishment of goals is monitored; and</li> <li>• Accountability is ensured and Municipal values are preserved</li> </ul>
Risk Management	The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.
<b>Controls</b>	The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet efficient) and develop recommendations for enhancement or improvement. <ul style="list-style-type: none"> <li>• The Internal Audit activity is authorised to:</li> <li>• Have unrestricted access to all functions, records, property and personnel;</li> <li>• Have full and uninhibited access to the Audit Committee;</li> </ul>
<b>Management</b>	Management is responsible for the establishment and maintenance of an effective system of governance to: <ul style="list-style-type: none"> <li>• Establish and communicate organisational goals and values;</li> <li>• Monitor the accomplishment of goals; and</li> <li>• Ensure accountability and values are preserved.</li> </ul> Management is furthermore responsible for the establishment and maintenance of an effective

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	<p>system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that:</p> <ul style="list-style-type: none"><li>• Risks are properly managed;</li><li>• Assets are safeguarded;</li><li>• Financial and operational information are reliable;</li><li>• Operations are effective and efficient; and</li><li>• Laws, regulations and contracts are complied with.</li></ul> <p>The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.</p>
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### **The Municipal Risk Register**

There is a separate fraud risk register is in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud and Corruption Prevention Policy which was adopted by Council on the 27<sup>th</sup> March 2019.

This policy is intended to set down the stance of Umuziwabantu Municipality to “fraud”, as well as to reinforce existing systems, policies, procedures, rules and regulations of Umuziwabantu Municipality aimed at deterring, preventing, detecting, reacting to and reducing the impact of fraud.

Furthermore, the purpose and spirit of this document is to confirm that Umuziwabantu Municipality supports and fosters a culture of zero tolerance to fraud in all its manifestations. The Municipality recognises the fact that acts of fraud by its employees seriously deplete the scarce resources available to the Municipality in fulfilling its mandate.

### **Risk Management Committee**

The Risk Committee was established and is fully functional. The members were appointed during the 2018/2019 financial year, which comprises of 20 managers and 5 Section 54/56 managers of the municipality. The Risk management framework and policy are in place. The committee meetings are held on a quarterly basis and reports are tabled to the accounting officer and the Audit Committee. The Risk management workshops are conducted annually from which a risk register is developed. The risk register is then monitored on a quarterly basis.

### **E.7 BID COMMITTEES**

The Municipality currently has three Bid Committees which are;

<b>BID Committee</b>	<b>Function</b>	<b>Members</b>
<b>Bid Specification Committee</b>	Compiles the specifications for the procurement of goods and services by the municipality.	Chairperson: Mr K Letebele
<b>Bid Evaluation Committee</b>	Evaluates bids and recommends to the bid adjudication committee, regarding award of the bid.	Chairperson: Mr I Ogle SCM Practitioner: Mrs S Ngcobo Mrs H Mchunu Ms T Mhlakaza Ms E Schachinger Mr L Ngcobo Scriber: Mr M Mondweni
<b>Bid Adjudication Committee</b>	Considers the report and recommendations of the bid evaluation committee and makes a recommendation to the Accounting Officer (Municipal Manager) for bids above the one million rand, on how to proceed with relevant procurement of goods and services.	Chairperson: Mr SP Malinga

### **E.8 Status of Municipal Policies**

The municipality has the following Policies in place:

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Bursary policy	Adopted
Records management policy	Adopted
Employment practice	Adopted
HR policy / Attendance and punctuality	Adopted
HR Policy / EE policy	Adopted
Training and development	Adopted
ULM HRD policy	Adopted
Municipal law making	Adopted
Delegations framework	Adopted
Umuziwabantu Delegations register	Adopted
Grievance policy	Adopted
Land policy	Adopted
Lease framework	Adopted
Norm and standards	Adopted
Skills retention	Adopted
EEP Grievance	Adopted
Municipal meetings and meetings procedures	Adopted

### **E.7 Municipal Bylaws**

Municipal bylaws are public regulatory laws which apply in a certain area of jurisdiction. The Umuziwabantu Council gets its power to pass laws through the South African Constitution, which specifies what things may be regulated through by-laws within its jurisdiction. Municipal by-laws are no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a [criminal offence](#) for breach of a bylaw. Common bylaws include vehicle parking and stopping regulations, animal control, building and construction, licensing, noise, zoning and business regulation, and management of public recreation areas. The Umuziwabantu Municipality passed and reviewed the following by-laws:

<b>REVIEWED BYLAWS</b>	<b>ADOPTED BYLAWS</b>
Standing rules and orders	Pound
Outdoor advertising	Street Trading
Storm water management	Business licensing
Refuse removal and disposal	
Public amenities	
Naming and renaming of public amenities	

## **E.8 PUBLIC PARTICIPATION ANALYSIS**

### **E.8.1 IDP and Budget Road shows**

The Municipal Systems Act puts emphasis on the legislative obligations for municipalities in respect of community participation. The Act has dedicated Chapter four and various other references to Community participation throughout the Act. Umuziwabantu Municipality conforms to the Municipal Systems Act No 32 of 2000 in terms of Section 16 (1) (a) which promotes public participation.

As part of the municipal public participation, the municipality held IDP focus group sessions focusing on the five National Key Performance Areas. The focus group sessions seeks to encourage public consultation and redressing of key service delivery issues thus strengthening the council's partnership with the citizens. The

Focus group sessions are hosted in conjunction with UGu District Municipality and all other sector departments which aim to advance the lives of our communities.

As part of public participation in the review of the Municipal Integrated Development Plan, the office of the Mayor, Cllr D Nciki and the Municipal Council held public meetings on social media due to the unfortunate Global pandemic of Covid 19. The Municipality used social media platforms such as Facebook, Gagasi FM and Ugu Radio with the primary goal of promoting people centred development.

### **E.8.2 Public Participation**

The Municipal Council adopted its Public Participation Strategy and Strategy on the 27<sup>th</sup> March 2019, which is a guiding tool towards ensuring effective public participation and communication.

The municipality is currently utilising the office of the speaker to coordinate public participation functions which limit the effectiveness and efficiency of community involvement in government planning and performance monitoring. However, the Municipality has appointed a Public Participation officer to perform amongst other KPA's public participation duties.

Public Participation takes place through different forums, meetings and gatherings. The IDP Representative Forum is the main platform used to discuss developmental challenges facing the municipality and interventions for overcoming such challenges. The Municipality has concluded the Communication strategy and was also adopted by Council on the 27<sup>th</sup> March 2019 through guidance of the Communications Officer.

### **E.8.3 Functionality of ward committees**

The Municipality under the leadership of the Speaker held ten election processes in all respective wards to elect members of the ward committees. Ward committee structures are fully functional in all wards and reports and resolutions are forwarded to the office of the Speaker on a monthly basis for implementation purposes. However, ward committee are faced with some challenges with make it difficult for them to function efficiently and effectively such as, the lack of regular capacity building initiatives and the lack of administration resources. The Municipality provides ongoing capacity building for ward committees on a quarterly basis in order to strengthen democracy and the implementation of Outcome 9.

### **E.8.4 Amakhosi participation in Council meetings**

Section 81 (1) of the Municipal Structures Act, Act 117 of 1998 provides for the participation of traditional leaders in municipal councils. Sub-section (1) states that "Traditional authorities that traditionally observe a system of customary law in the area of a municipality, ay participate through their leaders, identified in terms of sub-

section (2), in the proceedings of the Council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the Council.

Umuziwabantu Council currently has two traditional authority representatives participating in Council meeting

#### **E.8.5 Establishment of the IDP Steering Committee:**

Section 30 of the Local Government Municipal Systems Act, provides that:

*“The executive committee or executive mayor of a municipality or, if the municipality does not have the executive committee or executive mayor, a committee of councillors appointed by the municipal council, must, in accordance with Section 29 -*

- (a) Manage the drafting of the municipality’s integrated development plan;*
- (b) Assign responsibilities in this regard to the municipal manager, and*
- (c) Submit the draft plan to the municipal council for adoption by council.”*

**Umuziwabantu Municipality has established the IDP steering committee as follow:**

#### **Composition:**

- 1) The Municipal Manager
- 2) Section 56 Managers
- 3) Manager Strategic Planning

**The IDP Steering Committee is responsible for the following function:**

- 1) Ensure compliance with all applicable legislative requirements;
- 2) Ensure adherence to and/or implementation of the process plan and the provincial IDP management plan;
- 3) Receive, analyse and consolidate inputs from different internal departments and external stakeholders;
- 4) Ensure the alignment of IDP and budget;
- 5) Consider public comments and MEC letter;
- 6) Approve the first and final IDP draft for submission to municipal council, and ensure the overall credibility of the IDP.

#### **E.9 Good Governance and Public Participation SWOT Analysis**

<b>STRENGTH</b>	<b>WEAKNESSES</b>
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<ul style="list-style-type: none"><li>• Strong leadership</li><li>• Participation in IGR structures</li><li>• Political stability</li><li>• Adopted bylaws in place</li><li>• An adopted Public Participation Strategy and an Communication Strategy</li></ul>	<ul style="list-style-type: none"><li>• Poor attendance of meetings by the public</li><li>• No public comments on municipal documents that require public comments</li><li>• Poor communication</li><li>• Poor law enforcement</li><li>• No communications officer</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>• Public meetings for two way communication</li><li>• Better allocation of scarce resources</li></ul>	<ul style="list-style-type: none"><li>• Service delivery protests misunderstanding</li><li>• Poor enforcement of Batho Pele principles</li></ul>

**EMERGING ISSUES FROM THE ANALYSIS**

- Poor socio economic development
- Lack of skilled human resource / workforce
- No communications personnel
- No communication strategy in place
- Poor alignment between District public participation strategy and the municipal public participation strategy which is not yet in place

**SECTION F: VISION, GOALS, OBJECTIVES AND STRATEGIES**

**F.1 Vision and Mission statement.**

**UMUZIWABANTU MUNICIPAL VISION**

To be a preferred investment destination with superior, sustainable and people centred service delivery.

**UMUZIWABANTU MISSION STATEMENT**

To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.

## **F.2 General Key Performance Indicators**

Section 43 of the Systems Act authorizes the Minister to prescribe general KPIs that every municipality must report on. Regulation 5(1) mentions the following general KPIs:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- Percentage of households earning less than R1100-00 per month with access to free basic services.
- The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP.
- The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan.
- The percentage of a Municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.

### **F.3 Umuziwabantu Strategic Objectives**

The Council of Umuziwabantu Municipality reviewed and maintained the following strategic objectives at a Strategic planning session held on the 16<sup>th</sup> -17<sup>th</sup> March 2020 which are:

- Create an enabling environment for economic development
- Improve rural Development and Infrastructure
- Improve expand and maintain existing infrastructure
- Facilitate access to basic service delivery
- To development human capital
- To create sustainable and socially cohesive communities
- Maximize citizen participation

PGDS identifies catalytic projects. Within Ugu DM agriculture development is identified, infrastructure development is identified in Hibberdene. Umuziwabantu will need to link itself with such developments like making available raw materials for the identified sites.

UGu District is the first district municipality within the province to develop the DGDP with a long –term vision. Since Umuziwabantu falls within the UGU District family of municipalities; it's therefore important that Umuziwabantu aligns with the District Growth Development Plan. The UGu DGDP has identified the following drivers for change:

- Sectorial development and support
- Education and skills development
- Safety and empowerment of communities
- Strategic infrastructure investment
- Institutional development
- Environmental sustainability

**General challenges and priorities identified during the 2020 Strategic planning session.**

Municipal priorities per KPA		
KPA	CHALLENGES	PRIORITIES
1. Municipal Transformation		✓ Skills training

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<b>and Institutional Development</b>	<ul style="list-style-type: none"> <li>✓ Lack of Human development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promotion of healthy life style</li> <li>✓ Awareness creation within communities</li> </ul>
<b>2. Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>✓ Under development and maintenance of infrastructure</li> <li>✓ Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop 5 year implementation plans (roads, human settlements and water infrastructure)</li> <li>✓ Develop Asset Management Plans</li> <li>✓ Budget must be bias on infrastructure development and maintenance</li> <li>✓ Mobile Clinics</li> </ul>
<b>✓ Local Economic Development</b>	<ul style="list-style-type: none"> <li>✓ Unemployment <ul style="list-style-type: none"> <li>▪ Poverty</li> <li>▪ skills shortage</li> <li>▪ crime and substance abuse</li> <li>▪ HIV/AIDS</li> </ul> </li> <li>✓ Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job creation</li> <li>✓ Develop a clear LED strategy with measurable objectives</li> <li>✓ Development of SMME's</li> <li>✓ Support policies to encourage entrepreneurship</li> <li>✓ SEDA to provide capacity building for SMME's and Cooperatives</li> <li>✓ Career guidance for pupils</li> <li>✓ Promote healthy lifestyles</li> <li>✓ Special Rebates to be given to manufacturing factories operating within the municipality</li> </ul>
<b>3. Financial Viability and Financial Management</b>	<ul style="list-style-type: none"> <li>✓ Own revenue enhancement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Introduction of incentives to accounts paid in advance</li> <li>✓ Hold regular meetings with consumers</li> <li>✓ Implementation of credit control and collection policy</li> </ul>
<b>4. Cross cutting interventions (Spatial Development Framework)</b>	<ul style="list-style-type: none"> <li>✓ Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leasing of strategic municipal land to investors</li> </ul>

**MUNICIPAL PRIORITIES PER KPA**

KPA	CHALLENGES	PRIORITIES
<b>1. Municipal Transformation and Institutional Development</b>	<ul style="list-style-type: none"> <li>✓ High staff turn over</li> <li>✓ Vehicles not available when needed</li> </ul>	<ul style="list-style-type: none"> <li>✓ There is a need for PA especially for councillors in EXCO. Also put in place a policy to minimize staff turnover.</li> </ul>

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	<ul style="list-style-type: none"> <li>✓ There is no policy that protects councillors should there be security threats</li> <li>✓ Lack of implementation of Bylaws</li> </ul>	<ul style="list-style-type: none"> <li>✓ Vehicles have to be distributed as per departments</li> <li>✓ Budget to be set aside for councillors under threat.</li> <li>✓ Bylaws need to be implemented</li> </ul>
<b>2. Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>✓ Lack of water resources</li> <li>✓ Backlog in electricity infills</li> <li>✓ Access roads</li> <li>✓ Poor telecommunications (cellphone network)</li> <li>✓ Bridge to connect Mzumbe and Umuziwabantu</li> <li>✓ Sanitation in urban areas needs upgrading</li> <li>✓ Lack of community halls in most of the wards</li> <li>✓ Sector departments (such as Eskom) not prioritising projects for Umuziwabantu</li> <li>✓ Eskom not assisting in solar geysers</li> <li>✓ Lack of Old Age home facilities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Extend pipes and expand reservoirs</li> <li>✓ Eskom must connect electricity musk</li> <li>✓ Satellite and cellphone receptions must be built</li> <li>✓ Community halls especially centrally in town (Ward 3)</li> <li>✓ Housing projects need to be aligned with solar geysers, water tanks and toilets</li> <li>✓ Old age Homes can be built strategically located to accommodate elderly people from three wards</li> </ul>
<b>3. Local Economic Development</b>	<ul style="list-style-type: none"> <li>✓ Officials take time to respond on projects submitted requesting for funding.</li> <li>✓ Projects not sustainable</li> <li>✓ Release of land for development is a long process</li> <li>✓ Lack of commercial centre for SMME's</li> </ul>	<ul style="list-style-type: none"> <li>✓ Officials need to be more proactive</li> <li>✓ Verify project beneficiaries before project initiation</li> <li>✓ Set up monitoring mechanisms for projects</li> <li>✓ Visit communities and verify projects exist with Ward committees</li> <li>✓ Develop centre for SMME's</li> <li>✓ Lack of facilities to facilitate employment and job creation</li> <li>✓</li> </ul>
<b>4. Financial Viability and</b>	<ul style="list-style-type: none"> <li>✓ Equitable share not enough</li> </ul>	<ul style="list-style-type: none"> <li>✓ There is a need more support grants</li> </ul>

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<b>Financial Management</b>	<ul style="list-style-type: none"> <li>✓ People not paying rates due to lack of services delivery</li> </ul>	<ul style="list-style-type: none"> <li>and funding.</li> <li>✓ Leadership needs to lobby for funding.</li> </ul>
<b>5. Good Governance and Community Participation</b>	<ul style="list-style-type: none"> <li>✓ Existing community structures not complimenting each other</li> <li>✓ Ward forums not operational</li> <li>✓ Stipend for ward committee's too low which makes it hard for them to execute their responsibilities</li> <li>✓ CCG's must not be directly involved with social relief</li> <li>✓ Grants misused</li> <li>✓ Lack of office space means councillors are not easily accessible</li> </ul>	<ul style="list-style-type: none"> <li>✓ Stipend must be raised to at least R1000 per month</li> <li>✓ Improve integration between existing structures</li> <li>✓ Need to monitor the use of grants</li> <li>✓ Need to make available office space</li> <li>✓ Put in place a policy to bind ward committees to be accountable in their areas by partaking in monthly meetings.</li> </ul>
<b>6. Cross Cutting interventions (Spatial Development Framework)</b>	<ul style="list-style-type: none"> <li>✓ Buildings constructed overnight with no approval from council</li> <li>✓ There is a need to plan for SMME's within the town especially those that sell cattle and goats in town.</li> <li>✓ Issues of safety in town for hawkers due to lack of proper pavements</li> </ul>	<ul style="list-style-type: none"> <li>✓ Need to build shelters and stalls for hawkers</li> <li>✓ Identify land for SMME development</li> <li>✓ Formulate proper guidelines for erection of buildings</li> </ul>

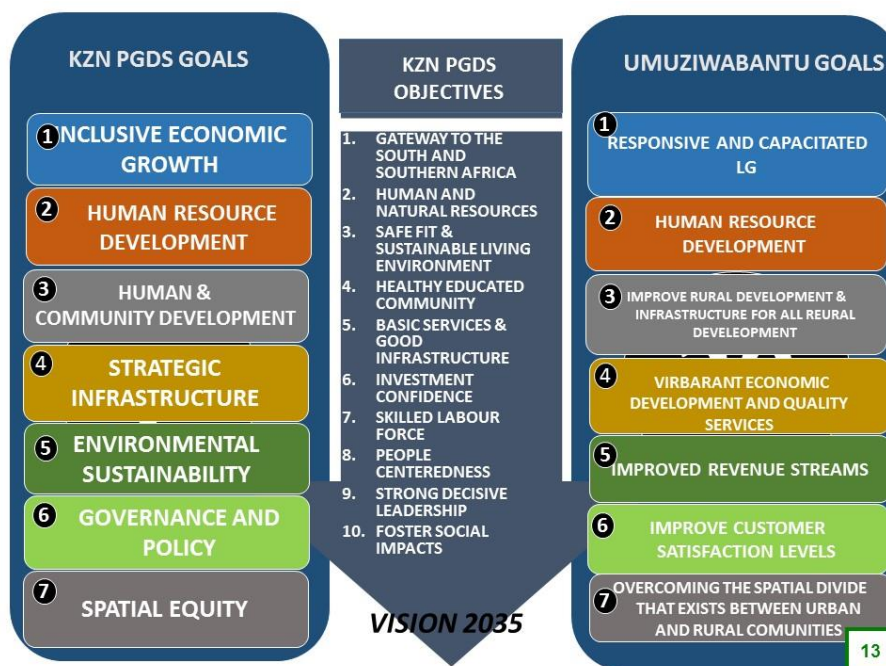
## **F.5 ALIGNMENT OF KZN PGDS WITH UMUZIWABANTU GOALS AND OBJECTIVES**

Umuziwabantu is aware of the KZN PGDS Goals and objectives. Whilst reviewing its IDP, the municipality developed strategic objectives and goals that were geared towards achieving the KZN PGDS and Nation goals. The projects listed in the IDP

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are expected to promote: (i) human & natural resources; (ii) safe, healthy & sustainable living environment; (iii) healthy educated community; (iv) basic services & good infrastructure, and (v) investment confidence. The figure below illustrates the alignment of the Umuziwabantu goals & objectives with that of the KZN PGDS.



The goals, objectives and strategies set out in the IDP are derived from the SWOT Analysis and are set to address the key challenges identified. This is further elaborated in the table that follows:

<b>KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>		
<b>GOAL: 1.1 RESPONSIVE AND CAPACITATED LOCAL GOVERNMENT</b>		
<b>STRATEGIC OBJECTIVE</b>	<b>STRATEGY</b>	<b>KEY PERFORMANCE INDICATOR</b>
<b>S.O 1.1</b> Promote participative, facilitative and accountable Governance.	<b>S 1.1</b> OPMS reviews and reporting	<ul style="list-style-type: none"> <li>Quarterly reports presented to EXCO</li> </ul>
	<b>S1.2</b> Development of the Annual Report	<ul style="list-style-type: none"> <li>Annual Report tabled to Council by 25 January</li> </ul>
	<b>S1.3</b> OPMS Reviews (SDBIP)	<ul style="list-style-type: none"> <li>Adopted Mid-Term performance report by 25 January.</li> </ul>
	<b>S 1.4</b> To ensure that the organizations finances are managed	<ul style="list-style-type: none"> <li>Produce Quarterly Internal Audit reports submitted to Audit Committee</li> </ul>

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	sustainably	
	<b>S1.5</b> Prepare Annual Performance Information to AG, COGTA and Treasury by 31 August.	<ul style="list-style-type: none"> <li>▪ Submission of the adopted Annual Performance</li> </ul>
<b>GOAL: 1.2 HUMAN RESOURCE DEVELOPMENT</b>		
<b>S.O 1.2</b> Promote Participative, facilitative and accountable Governance.	<b>S1.5</b> To ensure implementation of Employment Equity Plan	<ul style="list-style-type: none"> <li>▪ Review Employment Equity Plan</li> </ul>
	<b>S1.6</b> Training interventions coordinated and implemented from WSP.	<ul style="list-style-type: none"> <li>▪ Number of training interventions coordinated and implemented</li> </ul>
<b>S.O.1.3</b> To provide strong decisive leadership	<b>S1.7</b> Ensure appointment of skilled personnel	<ul style="list-style-type: none"> <li>▪ Filling of all critical posts</li> </ul>
<b>KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT</b>		
<b>GOALS 2.1 IMPROVE RURAL DEVELOPMENT AND INFRASTRUCTURE FOR ALL OUR COMMUNITIES.</b>		
<b>S.O 2.1</b> To ensure proper management and maintenance of the existing infrastructure	<b>S. 2.1.1A</b> Develop and implement an Asset Maintenance and Rehabilitation Plan	<ul style="list-style-type: none"> <li>▪ Adopted Asset, Maintenance and rehabilitation plan.</li> </ul>
	<b>S.2.1.1B</b> Ensure provision of Basic services to local communities	<ul style="list-style-type: none"> <li>▪ Number of community services reports submitted on provision of basic services</li> </ul>
	<b>S.2.1.1.C</b> Review the Infrastructure Master Plan	<ul style="list-style-type: none"> <li>▪ Date of adoption of the Infrastructure Master Plan</li> </ul>
<b>S.O 2.2</b> Provision of low cost housing	<b>S 2.1.2</b> KwaMbotho rural housing.	<ul style="list-style-type: none"> <li>▪ Number of houses built</li> </ul>
	<b>S2.1.4</b> MaZakhele Phase 3	<ul style="list-style-type: none"> <li>▪ Number of houses built</li> </ul>
	<b>S2.1.5</b> KwaJali Phase 2 rural housing	<ul style="list-style-type: none"> <li>▪ Number of houses built</li> </ul>
	<b>S2.1.6</b> KwaMachi Phase 2	<ul style="list-style-type: none"> <li>▪ Number of houses built</li> </ul>

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<b>S.O 2.3</b> To ensure investment on infrastructure development and service delivery	<b>S2.1.7</b> Construction and Rehabilitation of Tuner and Shepstone Roads	<ul style="list-style-type: none"> <li>Number of KM's of roads constructed</li> </ul>
	<b>S2.1.8</b> Upgrade of municipal Land Fill site	<ul style="list-style-type: none"> <li>Completion date</li> </ul>
	<b>S2.1.9</b> Construction of Community Hall in Ward 5.	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>
	<b>S.2.1.10</b> Construction of Callway Street (Ward3)	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>
	<b>S.2.1.11</b> Erection of high masts in Ward4)	<ul style="list-style-type: none"> <li>Date Completion</li> </ul>
	<b>S.2.1.12</b> Construction of Bhudlu access road (ward9)	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>
	<b>S.2.1.13</b> Ensure maximum expenditure of Capital and MIG budgets.	<ul style="list-style-type: none"> <li>100% expenditure of Capital budget and MIG.</li> </ul>
<b>KPA: LOCAL ECONOMIC DEVELOPMENT</b>		
<b>GOAL 3.1 VIBRANT ECONOMIC DEVELOPMENT AND QUALITY SERVICES</b>		
<b>S 3.1</b> To establish economic growth and development in all economic sectors with particular focus agriculture ,tourism & manufacturing	<b>S3.1.1</b> Local Economic Development and promotion	<ul style="list-style-type: none"> <li>Date of adoption of the LED reviewed strategy by council by 30 June 2020</li> </ul>
	<b>S3.1.2</b> Review of the Informal trading policy	<ul style="list-style-type: none"> <li>Date of adoption of the reviewed Informal trading policy</li> </ul>
	<b>S3.1.3</b> Provide capacity building through training	<ul style="list-style-type: none"> <li>Number of training programmes attended SMME's/CO'OPS</li> </ul>
	<b>S3.1.4</b> Job creation & poverty alleviation	<ul style="list-style-type: none"> <li>The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.</li> </ul>

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	<b>S3.1.5 EPWP</b>	The number of local jobs created through the Municipality's EPWP programme.
<b>KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>		
<b>GOAL: 4.1 IMPROVED AND NEW REVENUE STREAMS</b>		
<b>S 4.1</b> To ensure that the organization's finances are managed sustainably	<b>S4.1.1</b> Ensure annual cash flow management	<ul style="list-style-type: none"> <li>▪ Submission of monthly statement of cash out flows and cash In- flows to Treasury by date</li> </ul>
	<b>S4.1.2</b> Implement proper Creditors & Payments Administration	<ul style="list-style-type: none"> <li>▪ Percentage of invoices paid within 30 days from the receipt by creditors</li> </ul>
	<b>S4.1.3</b> The municipality ensures preparation of budget and compliance with all legislative requirements	<ul style="list-style-type: none"> <li>▪ Date of approved Draft budget by 31/03/2016</li> </ul>
<b>S.O 4.2</b> To enhance revenue base and ensure financial viability and management	<b>S4.1.4</b> Generate Monthly Billing reports	<ul style="list-style-type: none"> <li>▪ Number of Month end Billing Report generated by date</li> </ul>
	<b>S4.1.5</b> Improve Debt Collection (revenue Enhancement)	<ul style="list-style-type: none"> <li>▪ % Reduction of the debtors book by date</li> </ul>
<b>S.O 4.3</b> To ensure a maximization of the municipality's resources in a sustainable manner	<b>S4.1.6</b> Continuous Update of asset register	<ul style="list-style-type: none"> <li>▪ Updated GRAP compliant FAR on a monthly basis</li> </ul>
	<b>S4.1.7</b> Ensure compliance with Sec 71 & 72 Reports, National Treasury Reports & Statutory Returns.	<ul style="list-style-type: none"> <li>▪ Monthly S 71 and In Year Monitoring Returns submitted by legislated deadline</li> </ul>
	<b>S4.1.8</b> Produce S72 report and submit to Council for adoption	<ul style="list-style-type: none"> <li>▪ section 72 report is submitted to council not</li> </ul>

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<b>S.O 4.4</b> To ensure that the organization's finances are managed sustainably	<b>S4.1.9</b> the municipality ensures preparation of budget and compliance with all legislative requirements	<ul style="list-style-type: none"> <li>▪ Prepare budget for 2018/19 financial year</li> </ul>
	<b>S4.1.10</b> Preparation and submission of annual financial statements to auditor general	<ul style="list-style-type: none"> <li>▪ Prepare annual financial statements and submit to Auditor General</li> </ul>
<b>KPA: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>		
<b>GOAL 5.1: IMPROVE CUSTOMER SATISFACTION LEVELS</b>		
<b>S.O 5.1</b> To develop a strong institution to support consultative and participatory local governance	<b>S5.1.1</b> Ensure ward committees are functional	<ul style="list-style-type: none"> <li>▪ Number of Ward Committee meetings reports anticipated</li> </ul>
	<b>S5.1.2</b> Mayoral led IDP/Budget IZIMBIZO	<ul style="list-style-type: none"> <li>▪ 10 IDP/Budget IZIMBIZO</li> </ul>
<b>S.O 5.2</b> To provide a platform for wide range of economic and social choices and opportunities for youth in building unity and cohesion	<b>S5.1.3</b> Support of young people through Provision of tertiary registration.	<ul style="list-style-type: none"> <li>▪ Final date of approval of beneficiary list by council/Committee.</li> <li>▪ (Semester 1)</li> <li>▪ (Semester 2)</li> </ul>
<b>S.O 5.3</b> Provision of a school support program	<b>S5.1.4</b> To organize Career Exhibition in partnership with DoE	<ul style="list-style-type: none"> <li>▪ Number of Schools Attending Career Exhibition</li> </ul>
	<b>S5.1.5</b> Awareness campaign on Drug and Substance abuse.	<ul style="list-style-type: none"> <li>▪ Number of planned campaigns</li> </ul>
	<b>S5.1.6</b> Convening of the youth seminar to properly plan youth programmes	<ul style="list-style-type: none"> <li>▪ Date of the Youth Seminar</li> </ul>
<b>S.O 5.4</b> To ensure Prioritization of needs of the vulnerable groups	<b>S5.1.7</b> Organise campaigns to fight the scourge of HIV and AIDS	<ul style="list-style-type: none"> <li>▪ Number of planned campaigns (HIV and AIDS)</li> </ul>
	<b>S5.1.8</b>	<ul style="list-style-type: none"> <li>▪ Number of planned</li> </ul>

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	Facilitate and coordinate Gender Programme	programmes
	<b>S5.1.9</b> Implementation of and monitoring of Operation Sukuma Sakhe programmes	<ul style="list-style-type: none"> <li>▪ Submission of reports to DTT &amp; LTT (Operation Sukuma Sakhe)</li> </ul>
<b>S.O 5.5</b> Improve the Municipal Audit opinion and Accountability	<b>S5.1.10</b> Approved and implemented Audit plan	<ul style="list-style-type: none"> <li>▪ Number of internal audit reports for submission to Audit Committee</li> </ul>
	<b>S5.1.11</b> Internal Audit to produce performance reports and submitted to Audit Committee	<ul style="list-style-type: none"> <li>▪ Number of internal audit reports on performance to be submitted to AG</li> </ul>
<b>S.O.5.6</b> To develop a strong institution to support consultative and participatory local governance	<b>S5.1.12</b> Development of a Communication Strategy	<ul style="list-style-type: none"> <li>▪ Date of adoption of Communication strategy</li> </ul>
<b>KPA: CROSS CUTTING INTERVENTIONS (SPATIAL, ENVIRONMENT DEVELOPMENT &amp; DISASTER MAN.)</b>		
<b>GOAL: 6.1 OVERCOMING THE SPATIAL DIVIDE THAT EXISTS BETWEEN URBAN AND RURAL COMMUNITIES</b>		
<b>S.O 6.2</b> Implementation of the land use management	<b>S6.1.2</b> Completion of municipal LUM SCHEME	<ul style="list-style-type: none"> <li>▪ Date of completion</li> </ul>
<b>S.O6.3</b> To vigilantly plan and manage unforeseen natural disaster.	<b>S6.1.3</b> Establishment of a disaster sector plan	<ul style="list-style-type: none"> <li>▪ Date adoption of reviewed disaster sector plan</li> </ul>
	<b>S6.1.4</b> Review of Disaster Management Plan	<ul style="list-style-type: none"> <li>▪ Date adoption or reviewed disaster management plan</li> </ul>
	<b>S6.1.6</b> Date adoption of the waste management plan by Council.	<ul style="list-style-type: none"> <li>▪ Date adoption</li> </ul>

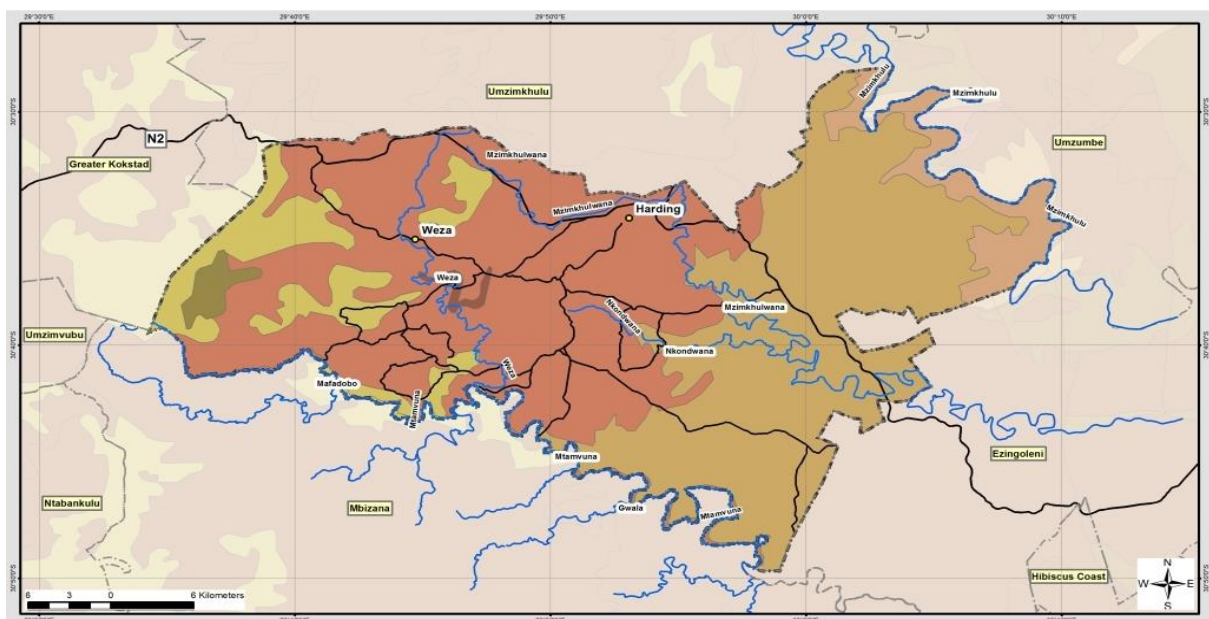
## **SECTION G: STRATEGIC MAPPING**

## **G.1 ENVIRONMENTAL SENSITIVE AREAS**

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

### **Geology & Typology**

The geology of Umuziwabantu Municipality is diverse and these geology types such as basalts, granites, sandstones, shale and tillites influence the topography and scenery of the area. The shales are usually strong and are easily erodible once exposed which is a problem.

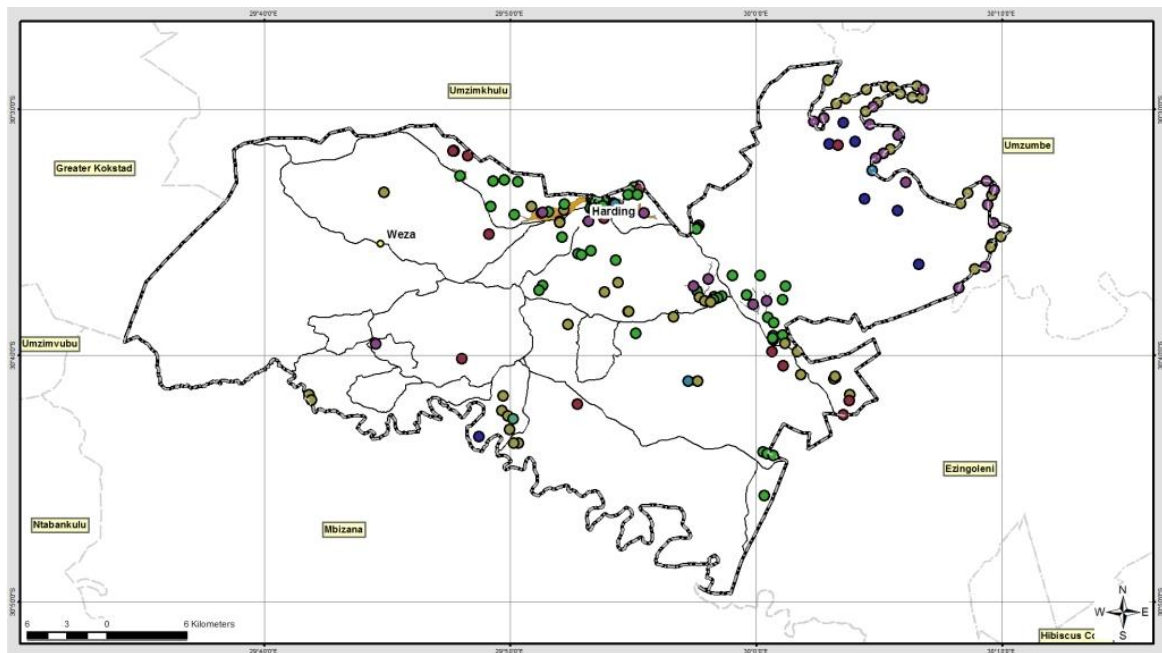


**Map 19: Drainage & Surface Water Features**

Umuziwabantu Municipality has five major rivers viz. Umtamvuna, Umzimkulu, Mzimkulwana River, Nkondwana and Weza River. The proximity and susceptibility of anthropogenic interference from irrigated agriculture and commercial forestry and subsequent the industries such as the saw and sugar mills, pulp and paper factories have cause the conditions of the rivers to be degraded.

## **Wetlands**

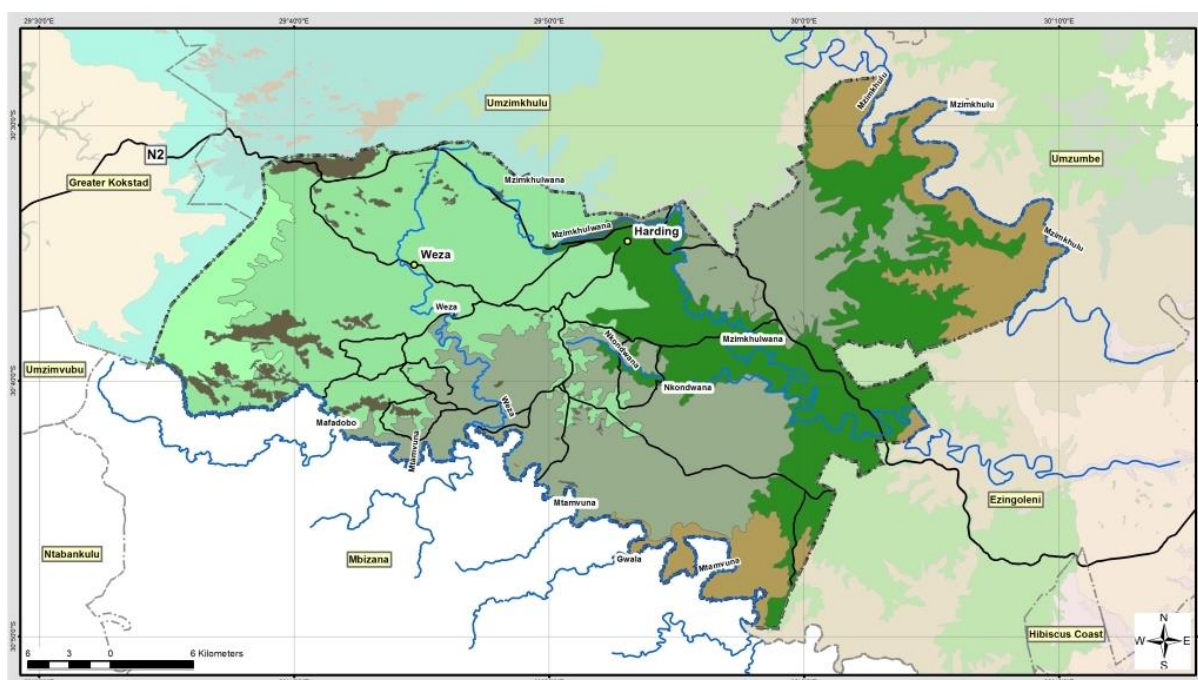
There are a number of wetlands which have been identified across the municipal jurisdiction as per map below:



## **Map 20: Vegetation Types**

Due to heavy rainfall in the area and the diversity in landscape features have created a variety of moisture environments and vegetation types in Umuziwabantu. The vegetation type map is shown below and is described in a Table.

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VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	Vulnerable	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	Endangered	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	Endangered	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	Endangered	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate	AZf 3	Wetland	Vulnerable	Flat landscape of shallow

Wetlands				depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	<b>Vulnerable</b>	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	AZo	Wetland	<b>Vulnerable</b>	Shallow depressions, often found on old alluvial terraces of rivers.

## Land Degradation

The land degradation in Umuziwabantu is impacted by the settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degrading is according to SEA Status Quo Report – August, 2010.

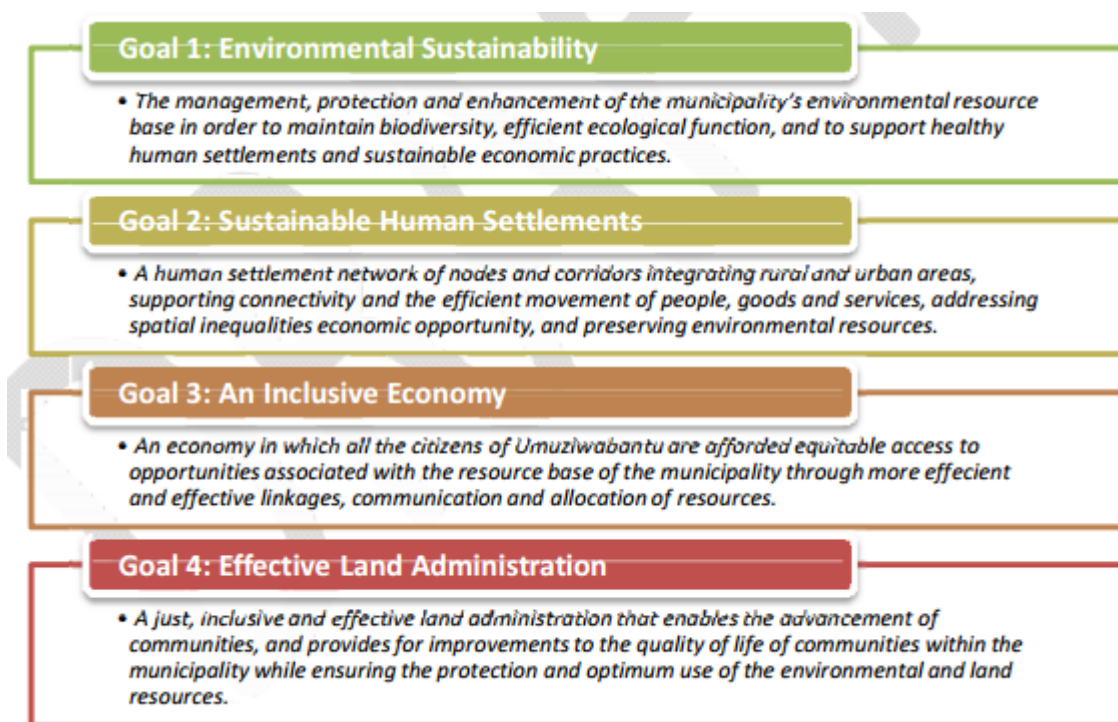
## G.2 DESIRED SPATIAL OUTCOMES

The Municipality as looked at a long-term strategic framework which will give guidance in the direction to take for the development of the municipality for the next twenty five years. This is will then give guidance to the short-meduim term development programme outlined in the IDP. The long term development framework has a strategic intent to describing the municipal desired special outcomes by identifying various concepts which will contribute in shaping this vision.

In unpacking the Umuziwabantu's vision its people's centred through ensuring that high level of service delivery is required in order to attract investment and economic development as a result improving employment rate and quality of life.

### Primary goal of SDF

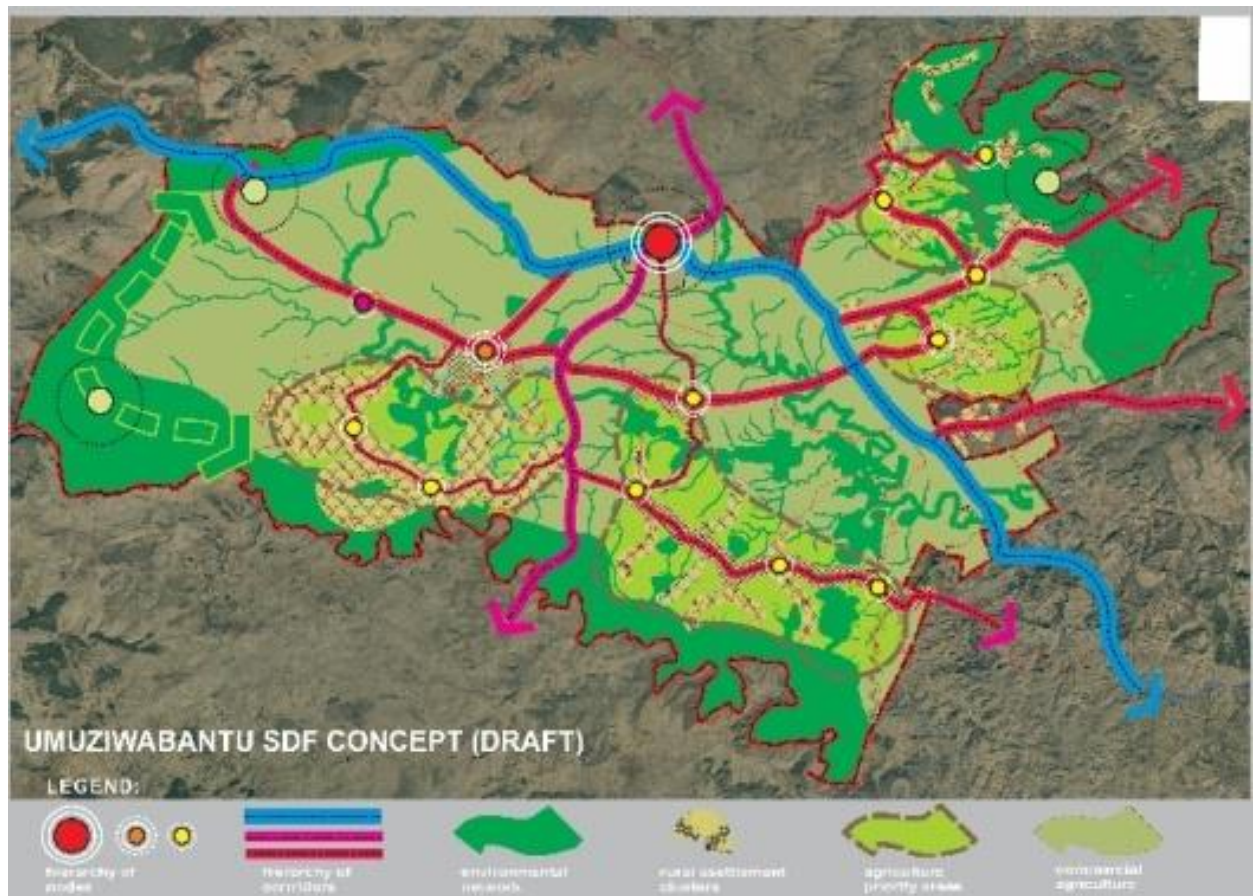
There are four primary goals that have been identified which form the mainframe of strategy framework. These are informed by a set of normative principles and spatial planning concepts . These four goals are as follows:



### **Long Term Spatial Development Concept**

The concept has been inform by a number of principles identified and expresses the key spatial structuring components to inform the spatial strategies and therefore being transformed to a detailed Spatial Development Framework. The core principles were:

- Hierarchy of nodes
- Hierarchy of corridors
- Environmental Network
- Commercial /Intensive Agriculture
- Urban Area
- Rural Settlements
- Agricultural Priority Areas



Map 22: SDF concept

### G.3 DESIRED SPATIAL FORM AND LAND USE

The desired special forma and land use is informed by the core strategies which inform the SDF. As mentioned the four primary goals were as follows:

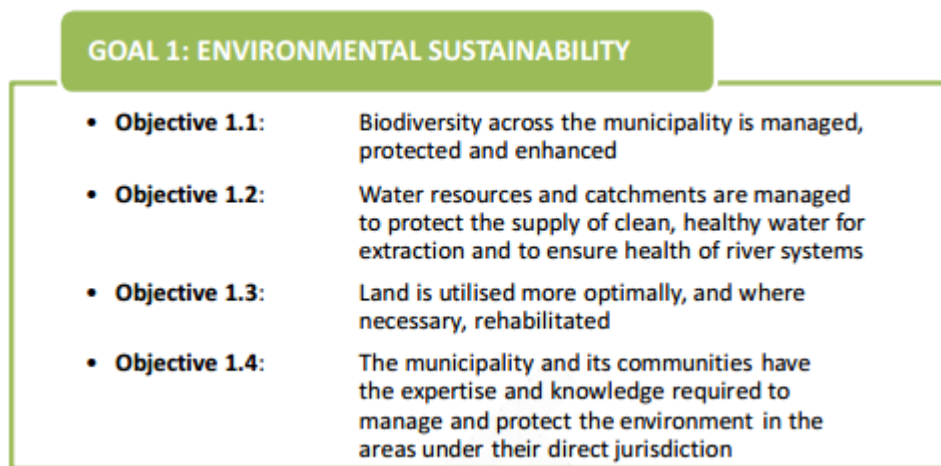
- Goal 1 : Environmental Sustainability
- Goal 2: Sustainable Human Settlements
- Goal 3: Inclusive Economic Development
- Goal 4: Effective Land Administration

We are then going to look at each goal which will have a set of objectives and interventions identified.

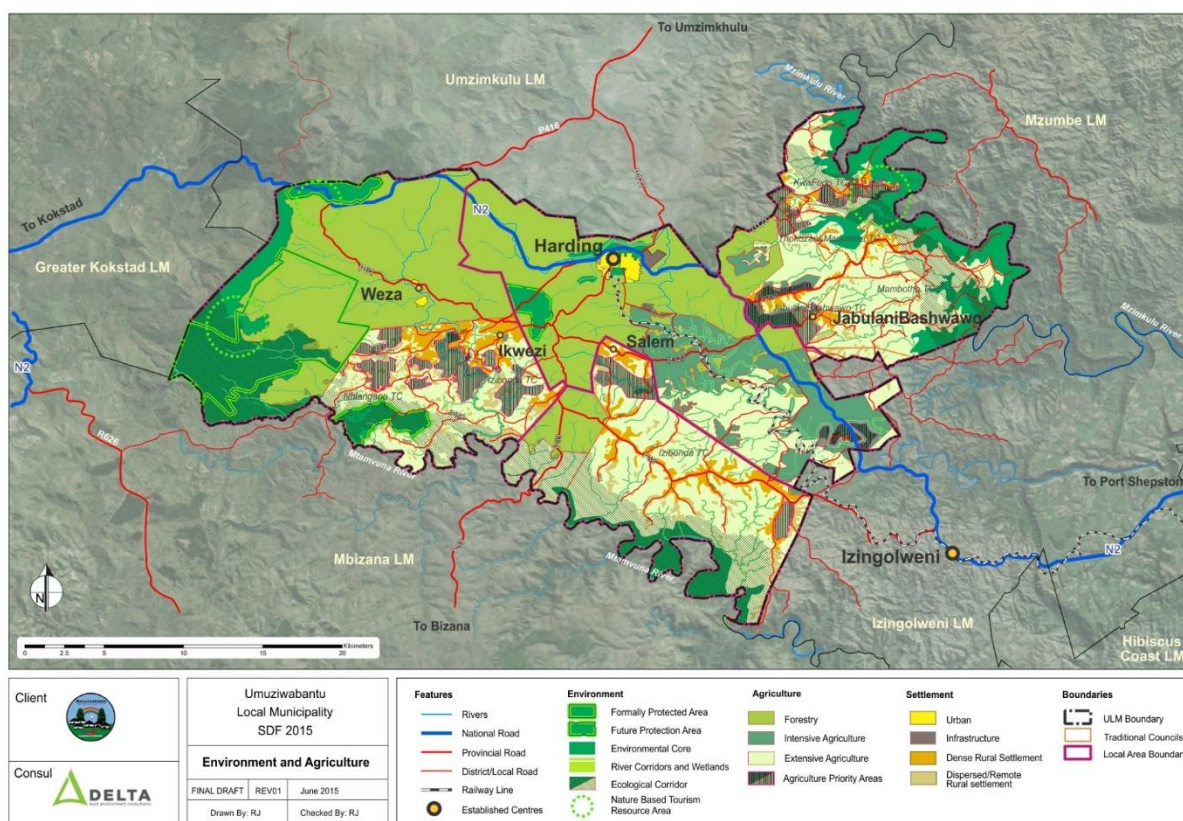
Goal 1: Environmental Sustainability

The strategic goal of the environmental strategy is ***“The management, protection and enhancement of the municipality’s environmental resource base in order to maintain biodiversity, efficient ecological function, and to support healthy human settlements and sustainable economic practices.”***

The objectives of the Goal 1 as follows:



Below is a Map showing the Agriculture and Environmental Strategy, it shows where intensive and extensive agriculture should take place, it depicts the ecological corridors and where should we protect our areas.



### Map 23: Sustainable Human Settlement

The second primary goal consist of development of sustainable human settlement system across the municipality which will create a linkage between urban and rural areas. The goal for this strategy area is:

***“A diverse human settlement network of nodes and corridors connecting rural and urban areas and people with goods and services, while addressing spatial inequalities, developing economic opportunity and preserving environmental resources.”***

The network of nodes and corridors will re-structure Umuziwabantu through directing growth and investment across the municipality in order to develop an efficient, dynamic and sustainable long-term future for the municipality.

The following strategic objectives respond to the overarching goal of this goal area:

**GOAL 2: SUSTAINABLE HUMAN SETTLEMENTS**

- **Objective 2.1:** A built environment structured around an investment network of **nodes and corridors** to allow for the more efficient and sustainable provision of services and more diversified economic activity.
- **Objective 2.2:** The development and maintenance of **Harding** as the primary urban settlement node supporting high order land use and economic activity and services to the region.
- **Objective 2.3:** The development of a sustainable and diversified **continuum of human settlements** from compact urban towns to dispersed rural settlement all providing for a range of lifestyle and housing opportunities.
- **Objective 2.4:** The provision of municipal **services** which enhance the quality of life of Umuziwabantu citizens, are affordable, sustainable and promote economic advancement.
- **Objective 2.5:** The development of an efficient **transport and connectivity network** with appropriate infrastructure and services to allow for the efficient movement of people and goods connecting across the municipality and connecting the municipality with the broader region.
- **Objective 2.5:** The identification and preservation of **heritage** resources.

Below is the SDF Nodes and Corridors:



***“An economy in which all the citizens of Umuziwabantu are afforded equitable access to opportunities associated with the resources base of the municipality through more efficient and effective linkages, communication and use of resources.”***

The following strategic objectives respond to the overarching goal of this strategy:

**GOAL 3: EQUITABLE ECONOMIC DEVELOPMENT**

- **Objective 3.1:** The more optimal utilisation of agricultural land resources in community owned land through more centralised farming methods, diversification and beneficiation
- **Objective 3.2:** Development and expansion of local industry through local beneficiation of agricultural and timber products.
- **Objective 3.3:** Expansion of local skills and human capital through development of centres of enterprise, research, and training focused on identified opportunity areas related to the local resource base.
- **Objective 3.4:** The development of an integrated body of tourism products based on yielding the best benefit from the municipality's natural and cultural heritage resources.

**Goal 4 – Effective Land Administrative**

It's imperative that Umuziwabantu develops an effective capacity in land administration in order for the spatial vision to be achieved. The strategies identified within the SDF must be implemented systematically as per the spatial and timing priorities determined herein. Thus, establishment of an effective system for land use management and spatial planning. The primary strategic goal of the land administration strategy will be:

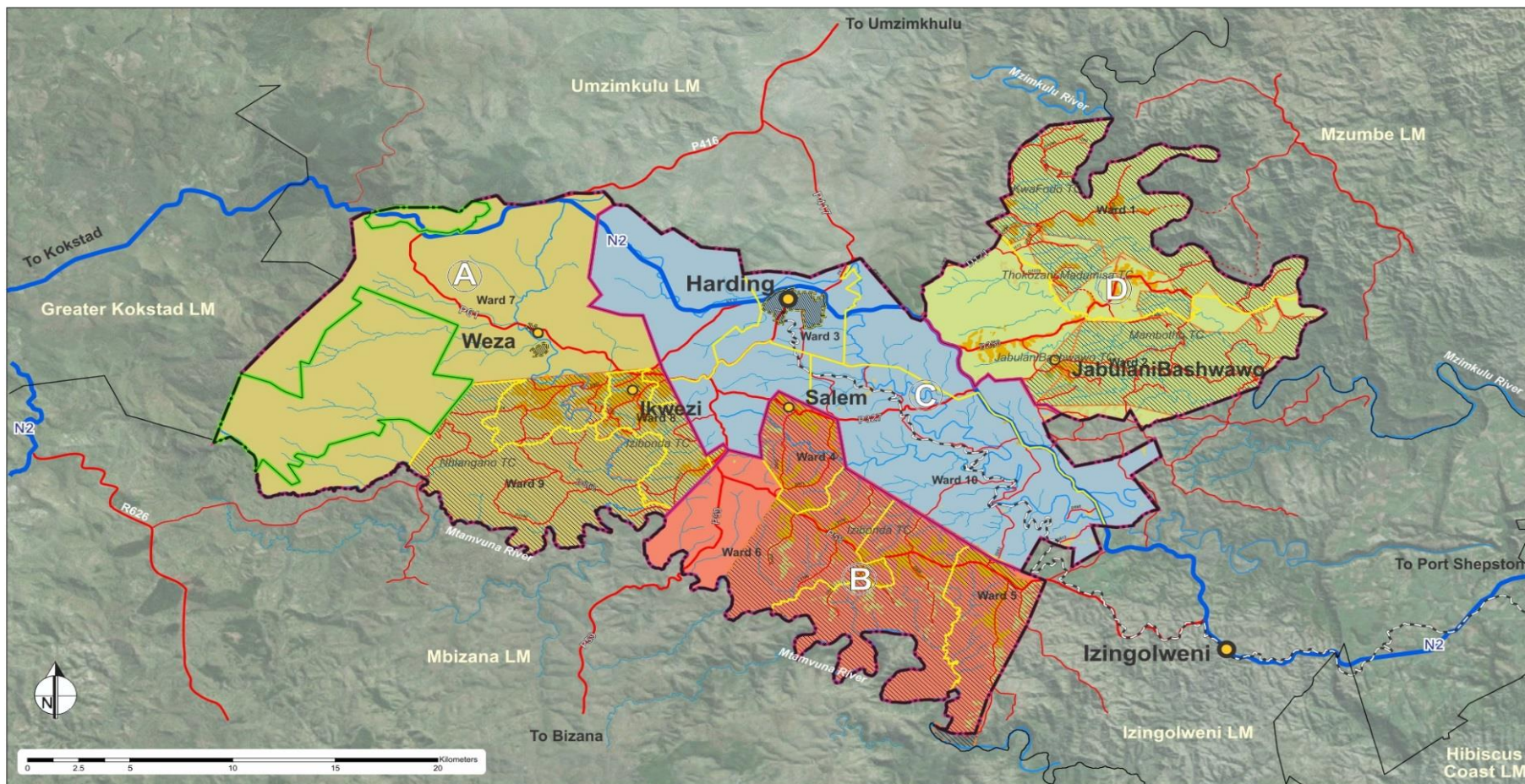
***“A just, inclusive and effective land administration that enables the advancement of communities, and provides for improvements to the quality of life of communities while ensuring the protection and optimum use of the environmental and land resources.”***



















The strategic objectives are as follows:

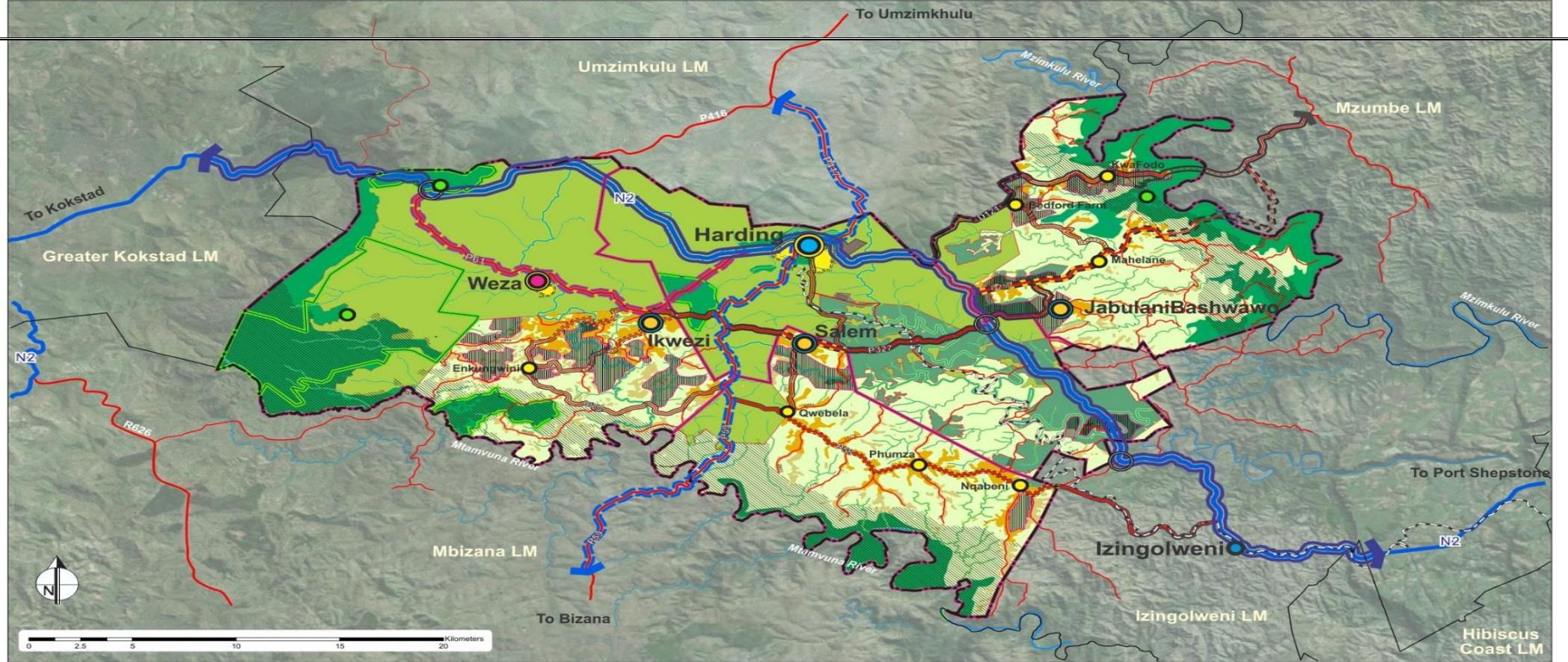
**GOAL 4: EFFECTIVE LAND ADMINISTRATION**

- **Objective 4.1:** The deeper involvement of local communities within applied planning systems through development of an area-based planning strategy and an improved communication and participation structure.
- **Objective 4.2:** The development of spatial intelligence, knowledge and effective spatial planning tools required for more sophisticated local planning and management.
- **Objective 4.3:** The establishment of a hierarchy of plans approach to address more detailed planning required for different areas within the municipality.

The Map depicts the Land Administration and Planning:



<div>Client</div> <div></div>	<div>Umuziwabantu Local Municipality SDF 2015</div>	<div>Boundaries</div> <div> ULM Boundary</div> <div> Local Area Planning</div> <div> Local Ward Boundaries</div> <div> Traditional Councils</div> <div> Formally Protected Area</div> <div> Urban Development Line</div>	<div>Features</div> <div> Established Centres</div> <div> Rivers</div> <div> National Road</div> <div> Provincial Road</div> <div> District and Local Road</div> <div> Railway Line</div>	<div>Local Area / Area Based Planning Boundaries</div> <div> Local Area A (Wards 8 and 9 and portion of 7)</div> <div> Local Area B (Wards 4 and 5, and portions of 6 and 10 )</div> <div> Local Area C (Ward 3 and portions of 2, 6 and 7)</div> <div> Local Area D (Ward 1 and portion of ward 2)</div>
<div>Consul</div> <div></div>	<div>Land Administration and Planning</div> <div><div>FINAL DRAFT</div><div>REV01</div><div>June 2015</div></div> <div><div>Drawn By: RJ</div><div>Checked By: RJ</div></div>			



Umziwabantu  
Local Municipality  
SDF 2015

#### Spatial Development Framework

FINAL DRAFT	REV01	June 2015
Drawn By: RJ		Checked By: RJ

Nodes	Corridors and Connectivity	Environment and Agriculture	Settlement	Boundaries
<ul style="list-style-type: none"> <li>Primary Node</li> <li>Private Industrial Node</li> <li>Secondary Node</li> <li>Tertiary Node</li> <li>Tourism Node</li> <li>Localised Commercial Opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Regional Mobility</li> <li>Secondary Regional Connectivity</li> <li>Freight Route</li> <li>Tertiary Regional Connectivity</li> <li>Rural Accessibility</li> <li>Activity Route</li> <li>Proposed New Link</li> <li>Alternative Umzimkhulu Crossing</li> </ul>	<ul style="list-style-type: none"> <li>Plantation</li> <li>Intensive Agriculture</li> <li>Extensive Agriculture</li> <li>Environmental Core</li> <li>River Corridors and Wetlands</li> <li>Ecological Corridor</li> <li>Agriculture Priority Areas</li> </ul>	<ul style="list-style-type: none"> <li>Protected Area</li> <li>Future Conservation</li> <li>Urban Development</li> <li>Infrastructure</li> <li>Dense Rural Settlement</li> <li>Remote Rural settlement</li> </ul>	<ul style="list-style-type: none"> <li>ULM Boundary</li> <li>Local Area Planning</li> <li>Urban Development Line</li> <li>LM Boundaries</li> <li>Rivers</li> <li>National Road</li> <li>Provincial Road</li> <li>Railway Line</li> <li>Centres (External to ULM)</li> </ul>

Map 26: Spatial Development Framework (SDF)

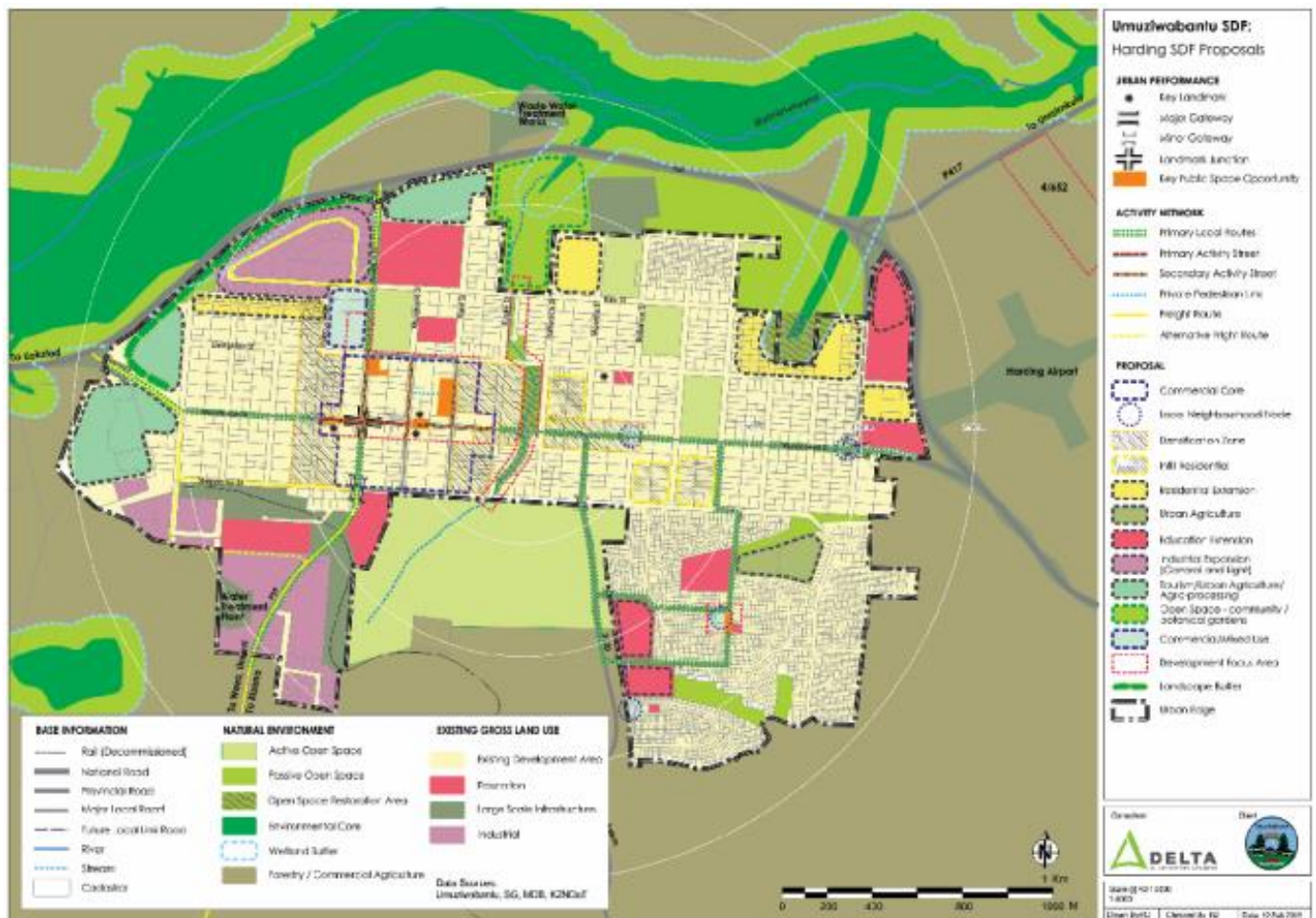
## **G.4 SPATIAL RESTRUCTURING OF THE MUNICIPALITY**

In this section deals with spatial (re) structuring and development guidelines. The guidelines have assisted in providing a conceptual detail specifically to spatial planning and urban design consideration implied in the strategy to guide interventions required.

This section provides a guideline for Harding Development Proposals and Areas under Transition from Rural to Urban Settlement.

### **Harding Development Proposals**

As identified in strategy 2.2 Harding functions as the primary economic and services node in the municipality. Its function in this regards must be supported and strengthened although Harding demonstrates a fairly vibrant economy, it suffers a number of functional problems which must be addressed in order to attract investment and to deepen levels of economic activity and community development. Accordingly, development proposals have been generated for Harding and captured below on Map 27.



Map 27: Harding development proposals

### Areas Under Transition From Rural To Urban

SDF promotes the development of a system of nodes and corridors as a primary tool for shaping human settlement across the municipality. These include several nodal points in areas which can be classified as rural settlement. However, due to the overall scale of these settlements, the continuing expansion of these areas, and the need to manage growth appropriately, a number of these nodal points can be considered as areas which are transitioning from rural to urban settlement and which in the longer term will achieve more formalised development with a higher level of services within their core areas. The transition from rural settlement to urban settlement must support the objectives of increased efficiency, ecological and

social sustainability, greater economic opportunity and also increased choice around lifestyle and livelihoods within areas which are currently considered to be rural.

In order to achieve these objectives, various strategies are required and include the following:

- **Compaction and densification:** compaction and densification refer to processes which support more intensive development and results in increased population within a given area. Compaction involves increasing the density of development through more effective use of space. This could for instance involve subdivision of properties, designing smaller site sizes, allowing increased building bulk and height, and reducing the area required for road reserves and other facilities through more careful design.
- **Containment:** an urban edge is a tool for containing the horizontal expansion of urban settlements. The delineation and application of an urban edge defines an area within which urban standards of services will be provided and is based on population and land use growth projections over a period of time. Development must not be allowed to leapfrog this edge.
- **Resource Protection:** areas which are identified as either important areas of biodiversity or are required to support ecological function, as well as areas which demonstrate relative significance for agricultural production, must be identified and protected. Such areas must be protected from the impact of housing, and related land uses and development. These areas can be protected through conservation measures and through zoning in the municipality's scheme.

A hierarchy of nodes must develop over time with the role of each node developing in relation to the proposed size of the node, the scale of the catchment area, the complexity of land uses promoted, and the range of facilities proposed. Nevertheless, all nodes are targeted for more compact development in order to

promote a more efficient settlement form, provide housing variety, and to develop the thresholds to support higher order economic uses. The development of compact cores at different scales supports the formation of centres which

Conventionally are identified as towns, villages and hamlets.

The areas of Ikwezi, Salem and Bashaweni all suggest settlement areas which are transitioning from rural settlements towards small rural towns. Compaction within the core will promote the conditions appropriate for the delivery of urban standards of municipal services, the development of higher order economic and social services and greater variety of housing choices.

#### Challenges to Compaction

Achieving these conditions has a number of challenges.

- **Tenure:** ideally freehold tenure within defined areas should be achieved if households or businesses are to be encouraged to invest in these nodes. Alternatively, long-term lease agreements should be generated.
- **Redevelopment:** compaction will require the redevelopment of land within the identified urban edge. This will involve reducing the size of existing plots to allow densification
- **Land use:** this process will require careful rationalisation of land use. The layouts should be generated for these areas and general plans with individual subdivisions established.
- **Cultural Practise:** existing traditional cultural practises will need to be adapted to accommodate compaction and densification. A compact, denser environment (smaller plots and attached housing) may not accommodate all aspects of traditional culture. Nevertheless, a greater variety of housing options will provide for a wider range of needs including short to medium-term housing, housing for doctors, nurses and other community-related service professionals who need short tenure accommodation.

## SECTION H: SECTOR INVOLVEMENT / SECTOR PLANS

### SECTOR PLANS

The municipality realises the need for integration of sector plans in order to achieve cross sectional development that is informed from all spheres of government the following has list is hereby outline below with status quo of the plans development.

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Workplace Skills Development Plan	Completed and was done internally	Municipality
Waste Management Plan (WMP)	Council has been work shopped on the Integrated Waste Management Plan	Municipality & DEAT, DAEA & UGu
Disaster Management Plan	Being developed R250 000	Municipality
Land Use Management Scheme	Complete. Funds required for review and implementation of the scheme.	Municipality
Local Economic Development (LED)n Strategy	LED strategy is in place and is being reviewed to be adopted in 2018/2019 financial year.	Municipality;
LED Funding policy	Policy has been adopted	Municipality
Spatial Development Framework	SDF has been developed by DELTA (consultant) and COGTA.	Municipalities, DELTA and COGTA
Housing Sector Plan	Complete	DOHS and Municipality
HIV & AIDS strategy.	Adopted plan used by St. Andrews	Department of Health
Risk Management Plan	Has been developed	Municipality
Internal skills Audit	Complete	Municipality
Skills Development Plan.	Reviewed Annually	Municipality



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PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Property Rates Policy	Reviewed Annually	Municipality
Credit control and debt collection policy.	Reviewed Annually	Municipality
Supply Chain Management Policy.	Reviewed Annually	Municipality
Preferential procurement policy	Reviewed Annually	Municipality
HR Policies	Reviewed Annually	Municipality
Town Planning By-laws	Developed out for public comments	Municipality and UGu shared services
Indigent Policy	Reviewed Annually	Municipality
Asset Management Policy	Reviewed Annually	Local municipality
National TB Management guidelines 2014	In place	DOH
Sexually transmitted infections guidelines 2015	In place	DOH
ART Consolidated guideline	In place	DOH
St. Andrews Operational Plan	Adopted and is been implemented	DOH

## SECTION J: IMPLEMENTATION PLAN

## SECTION K: PROGRAMS AND PROJECTS FOR SERVICE DELIVERY

In line with the Municipal Systems Act, the Municipal Council engaged all communities within the Municipality in a public participation process of reviewing the IDP through IDP and Budget Road shows. The Road shows provide an opportunity to all members of the community a platform to give inputs in the IDP. Here below are the projects and programmes provided by the communities of Umuziwabantu.

NATIONAL KEY PERFORMANCE AREA			INFRASTRUCTURE AND SERVICE DELIVERY						
CODE	PROJECT NAME	WARD	RESPONSIBLE DEPARTMENT	17/18 BUDGET ALLOCATION	18/19 BUDGET ALLOCATION	19/20 BUDGET ALLOCATION	20/21 BUDGET ALLOCATION	21/22 BUDGET ALLOCATION	NATURE
LM1	KwaFodo Community Hall	1	Umuziwabantu Municipality			R 6 000 000.00			
LM2	Ekhuze access bridge (Mahelane school to	1	Umuziwabantu Municipality						



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	KwaDumisa community)								
LM3	KwaLunda Gravel access road KaSihoqo	1	Umuziabantu Municipality						
LM4	Sports Ground Sihoqo	1	Umuziabantu Municipality						
LM5	Xambu Access Road	1	Umuziabantu Municipality						
LM1	Endlovini sportsfield	2	Umuziabantu Municipality		R 8 000 000.00				
LM2	Mhlwazini access bridge	2	Umuziabantu Municipality						
LM3	Construction of Road from Bhidla to Sabalweni (Endlovini)	2	Umuziabantu Municipality						
LM4	Erection of high masts(Bashaweni)	2	Umuziabantu Municipality						
LM5	Shlwathi access road to Mpesu	2	Umuziabantu Municipality						
LM1	Upgrade of Kirk Street	3	Umuziabantu Municipality		R 11 500 000				
LM2	Tarring of Mazakhele	3	Umuziabantu Municipality		R 7 000				



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	roads		Municipality		000.00				
LM3	Mazakhele Phase 1 Community Hall	3	Umuziabantu Municipality						
LM4	Greenfields electricity upgrade	3	Umuziabantu Municipality						
LM5	Ghost Town Roads Upgrade	3	Umuziabantu Municipality						
All 1	Construction Municipal Offices	All	Umuziabantu Municipality		R 25 000 000	R 30 000 000			
All 2	Municipal Pound	All	Umuziabantu Municipality			R 3 500 000.00			
All 3	New Cemetry	All	Umuziabantu Municipality						
LM1	Mdulashe Access Road	4	Umuziabantu Municipality						
LM2	Enduveni access road	4	Umuziabantu Municipality						
LM3	Matendeni Access Road	4	Umuziabantu Municipality						
LM4	Esikhoveni access road linking main road	4	Umuziabantu Municipality						
LM5	Dolophini Access	4	Umuziabantu						



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	Road		Municipality						
LM1	Upgrade of 5Km's of Nogumbe access road (Mbubazi)	5	Umuziabantu Municipality						
LM2	Construction of Ward 5 Sportsfield	5	Umuziabantu Municipality						
LM3	High Mast Light x 9	5	Umuziabantu Municipality						
LM4	Mayela access road	5	Umuziabantu Municipality						
LM5	Supgrade of Shange Access Road	5	Umuziabantu Municipality						
	Izibonda KwaMachi Cluster 1 (1000 units)	5	Umuziabantu Municipality						
LM1	Upgrade of Magwala access road	6	Umuziabantu Municipality		R 4 200 000				
LM2	Construction of Ntshangwe community hall	6	Umuziabantu Municipality						
LM3	Renovation of Fantini sport ground	6	Umuziabantu Municipality						
LM4	Gugwini access road (kuWela)	6	Umuziabantu Municipality						



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LM5	Jilweni access road (Nyanisweni)	6	Umuziabantu Municipality						
LM1	upgrade of Emazibukweni (D862) access road to KwaShabane (D914)	7	Umuziabantu Municipality						
LM2	Mazibukweni bridge (linking ward 7 to ward9)	7	Umuziabantu Municipality						
LM3	Clinic	7	Umuziabantu Municipality						
LM4	Construction of Mfundeni sports complex	7	Umuziabantu Municipality						
LM5	High school	7	Umuziabantu Municipality						
LM1	Upgrade of Esikorokorweni (P61) access road to Gundrift/KwaHlabe	8	Umuziabantu Municipality		R 4 000 000				
LM2	Construction of E'Five sports field	8	Umuziabantu Municipality		R 7 400 000				
LM3	Construction of	8	Umuziabantu						



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	bridge from gayiga to kwaNgubelanga		Municipality						
LM4	Renovation of kwaNgubelanga Hall	8	Umuziabantu Municipality						
LM5	Access road from Madamini to clinic	8	Umuziabantu Municipality						
LM1	Construction of Bhudlu access road and Bridge	9	Umuziabantu Municipality	R17 000000					
LM2	Construction of Ingele Community Hall	9	Umuziabantu Municipality						
LM3	Upgrade of Malini access road	9	Umuziabantu Municipality						
LM4	Ehhangweni access road	9	Umuziabantu Municipality						
LM5	Egoli access road	9	Umuziabantu Municipality						
LM1	Phumza sports field	10	Umuziabantu Municipality						
LM2	Upgrade of Mdlangathi Access Road	10	Umuziabantu Municipality						



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LM3	Maxhamini access road (from KaMdlazi to Maxhamini)	10	Umuziwabantu Municipality						
LM4	Nqabeni Access Road	10	Umuziwabantu Municipality						
LM5	Nyandeni Access Road	10	Umuziwabantu Municipality						

## **2018/2019 IDP/ BUDGET ROADSHOW: PUBLIC COMMENTS**

The Umuziwabantu Council under the leadership of the Mayor Cllr D. Nciki and the District Mayor Cllr NH Gumede visited all the municipal wards to present the IDP and Budget for the 2018/2019 financial year. The following are the comments received from the communities.

### **WARD 1: 18/04/2019 – HARDING COMMUNITY HALL**

#### **WARD 01**

**1. Mr Mjoli**

- Requested the RDP houses

**2. Mr Sikhosana**

- Requested the Road maintenance

**3. Fikiswa Shazi**

- Requested for High School kwa Sirhoqo

### **WARD 02: 18/04/2019 – HARDING COMMUNITY HALL**

**1. Mhlangu Dlamini**

- Gave credits to their ward Councillor (Wiseman Mbotho) for a good job
- D250 Road needs maintenance
- Requested a transport for the mayoral cup games to transport players to the ground

**2. Nokulunga Shude**

- They need transport for childrens to School at Mkangala
- They have enough water

**3. Ward 02 Residence**

- Requested the clarity about incomplete houses at kwaMbotho
- They need road maintenance at Sabelweni
- Wants update about the installation of pipe for water from the natural rivers so they have the endless water

### **WARD 3: 18/04/2019 – HARDING COMMUNITY HALL**

**1. Msawenkosi Malanda**

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- Requested the Mayor of UGU to go and witness the toilets at Mazakhele they are Full and need to be Maintained

**2. Mtaunge**

- Requested that Crèche, Hall and sport ground be created at Mazakhele phase 3
- Water tapes needs maintenance

**3. Buyiswa Basi phase 01**

- Requested the high school at Mazakhele.
- Requested unauthorised tavern to be shut down at Mazakhele

**WARD 4: 13/04/2019 – SUNRISE COMMUNITY HALL**

- Appreciated the sports field they have
- Thanked the leadership and service delivery

**WARD 05: 13/13/04/2019 – SUNRISE COMMUNITY HALL**

**1. Thandekile**

- Heard about the funding (Study Assistance) need clarity about it and if there are still chances to apply while its April
- Problem of access roads
- Far taps

**2. Ronnie Mkhize**

- When to register for RDP houses?

**3. Themba Mkhize**

- Need to check if this budget count ward 05 because No houses no access roads in their ward

**WARD 06: 13/04/2019 – SUNRISE COMMUNITY HALL**

**1. Mbuthuma**

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- Went to Councillor asking for RDP house but no response also challenge of far water tap

**4. Babongile Ncobela**

- Appreciated the service delivery in ward 06
- Request for access roads

**5. Bhani**

- Since they voted for new Councillors no service delivery provided

**WARD 7: 23/04/2019 – MFUNDENI SPORTSFIELD**

**WARD 07**

**1. Mr Gwija**

- Request for fencing in his garden

**WARD 8: 23/04/2019 – MFUNDENI SPORTSFIELD**

**1. Zinhle Mnguni from Phepheni**

- Shortage of water tanks no standpipes

**2. Msizazwe**

- Road from Clinic to Madamini is in a poor condition

**WARD 9: 23/04/2019 – MFUNDENI SPORTSFIELD**

**4. Duduzile Mlozini**

- Their Councillor is taking care of them, they are asking for standpipe and increase the number of EPW's

**5. Mthembeni Sihlophe**

- No clinic at Sitezi and no High School
- Funding for Study Assistance is not enough

**6. Thembekile Gwija**

- Electricity refill
- No purified water

**WARD 10: 13/04/2019 – SUNRISE COMMUNITY HALL**

**1. Fikile Mzizi**

- Thank their Councillor for service delivery
- Request for electricity refill

**2. Nomvelo Mkhize**

- Road maintainance from Zamani to Bhekene area

**3. Mzonzima Gasa**

- Road maintainance next to Nsimbi and Mdlazi

**SECTION L: PERFORMANCE MANAGEMENT SYSTEM**

The Municipal Planning and Performance Management Regulations stipulate that a Municipality's Organisational Performance measurement (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

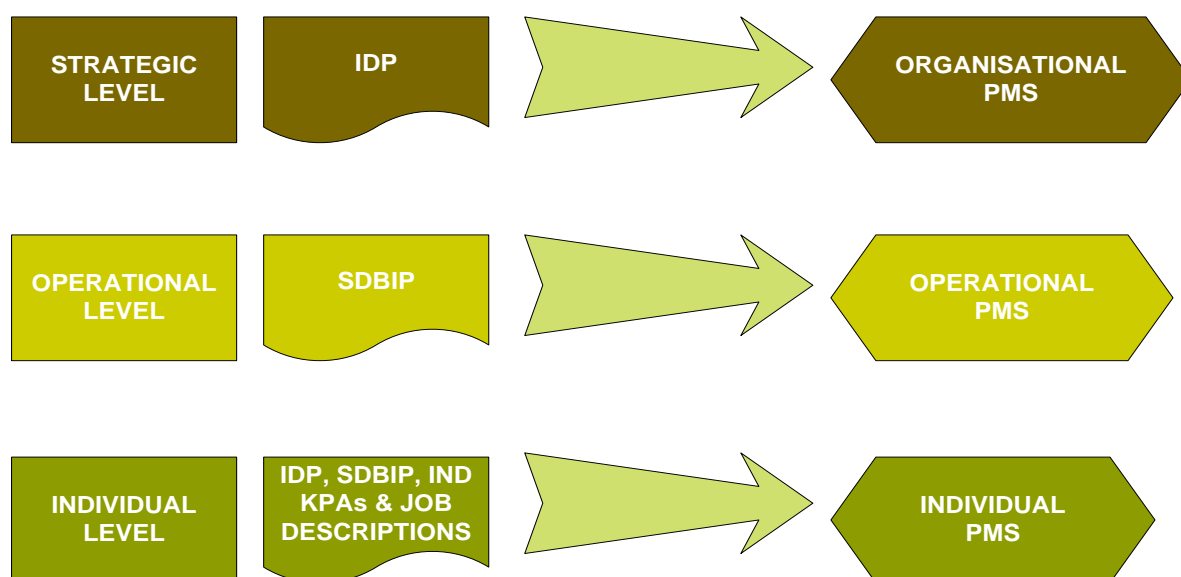
In line with the said legal requirements, this framework should be seen as a policy document that sets out:

- The requirements that the Municipality's OPMS will need to fulfill.
- The principles that must inform its development and subsequent implementation
- The preferred performance management model of the municipality
- The process by which the system will work
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

The municipality has developed a performance management system which is being used to monitor and measure progress on municipal performance in terms

of service delivery as per adopted programmes and projects in the IDP.

PMS is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the Municipal vision, objectives and community aspirations. The performance of the Municipality is being reviewed quarterly and corrective measures are being implemented where necessary.



The Municipality has developed a performance management system which will be used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. The performance management system is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the municipality's vision, objectives and community aspirations. The performance of the municipality will be reviewed quarterly and corrective measures be implemented where necessary.

Additionally the municipality ensures that all section 57 employees sign performance contracts aligned to the municipal IDP and objectives. The municipality will also ensure that employees reporting directly to Head of Departments have performance plans to enable a focused performance of the municipality.

**PMS KEY ELEMENTS PROGRESS AND STATUS**

<b>ELEMENTS</b>	<b>PROGRESS</b>
Performance Management System Framework	(2019/2020) In place and reviewed annually
Section 57 employees Performance contracts 2019/2020	In Place and signed annually
Performance Audit Committee	In place
Employee performance appraisal system	2006 Regulations and adopted PMS policy
Annual Report 2018/2019	Annual report tabled to Council and publicised for comments.
Quarterly Reports	Conducted on quarterly bases
Public Participation	Conducted
Customer satisfaction surveys	Not done

**ANNEXURES**

<b>NO.</b>	<b>SECTOR PLAN</b>	<b>STATUS OF PLAN</b>
01	Spatial Development Framework	Reviewed annually
02	Infrastructure Master Plan	Outdated, To be reviewed
03	Housing Sector Plan	Adopted
04	Strategic Environmental assessment	Adopted
05	PMS policy Framework	Reviewed annually
06	SDBIP	Approved by Mayor
07	IDP/Budget Process Plan	Reviewed annually
08	DM sector plan	Reviewed annually