



# **uMlalazi Local Municipality**

**2019 / 2020**

**DRAFT**

**INTEGRATED DEVELOPMENT PLAN**

**REVIEW**

**APRIL 2019**

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## LIST OF ABBREVIATIONS

AG	:	Auditor General
AFS	:	Annual Financial Statements
B2B	:	Back to Basics
BBBEE	:	Broad Based Black Economic Empowerment
COGTA	:	KZN Dept. of Co-Operative Governance and Traditional Affairs
CLLR	:	Councilor
CS 2016	:	Census Community Survey 2016
CWP	:	Community Works Program
DMP	:	Disaster Management Plan
DM	:	District Municipality
DHS	:	KZN Department of Human Settlements
DOT	:	Department of Transport
DOH	:	Department of Health
DWS	:	Department of Water & Sanitation
EE	:	Employment Equity
ECD	:	Early Childhood Development
EPWP	:	Expanded Public Works Program
EEP	:	Employment Equity Plan
EMP	:	Environmental Management Plan
ESH	:	Eshowe (Town)
EXCO	:	Executive Committee
FMG	:	Finance Management Grant
GAAP	:	General Acceptable Accounting Practice
GDP	:	Gross Domestic Product
GVA	:	Gross Value Added
HH	:	Households
IDP	:	Integrated Development Plan
ITP	:	Integrated Transport Plan
ITB	:	Ingonyama Trust Board
KPA	:	Key Performance Area
KCDM	:	King Cetshwayo District Municipality
KPI	:	Key Performance Indicator
KZN	:	Kwa-Zulu Natal
LED	:	Local Economic Development
LUMS	:	Land Use Management System
LM	:	Local Municipality
MIG	:	Municipal Infrastructure Grant
MFMA	:	Municipal Finance Management Act
MPAC	:	Municipal Public Accounts Committee
MTZ	:	Mtunzini (Town)
MANCO	:	Management Committee
NEMA	:	National Environmental Management Act
NGO	:	Non-Governmental Organization
NPA	:	National Prosecuting Authority
OHS	:	Occupational Health and Safety
OSS	:	Operation Sukuma Sakhe (Flagship Program)
PDA	:	Planning and Economic Development Act
PMS	:	Performance Management System
PGDS	:	Provincial Growth and Development Strategy
SDBIP	:	Service Delivery and Budget Implementation Plan
SDF	:	Spatial Development Framework
SMMEs	:	Small Medium and Micro Enterprises
SCM	:	Supply Chain Management
SALGA	:	South African Local Government Association
SPLUMA	:	Spatial Planning and Land Use Management Act
WSDP	:	Water Services Development Plan

## SECTION A: EXECUTIVE SUMMARY

### 1. WHO WE ARE

#### 1.1. Spatial Location within KZN

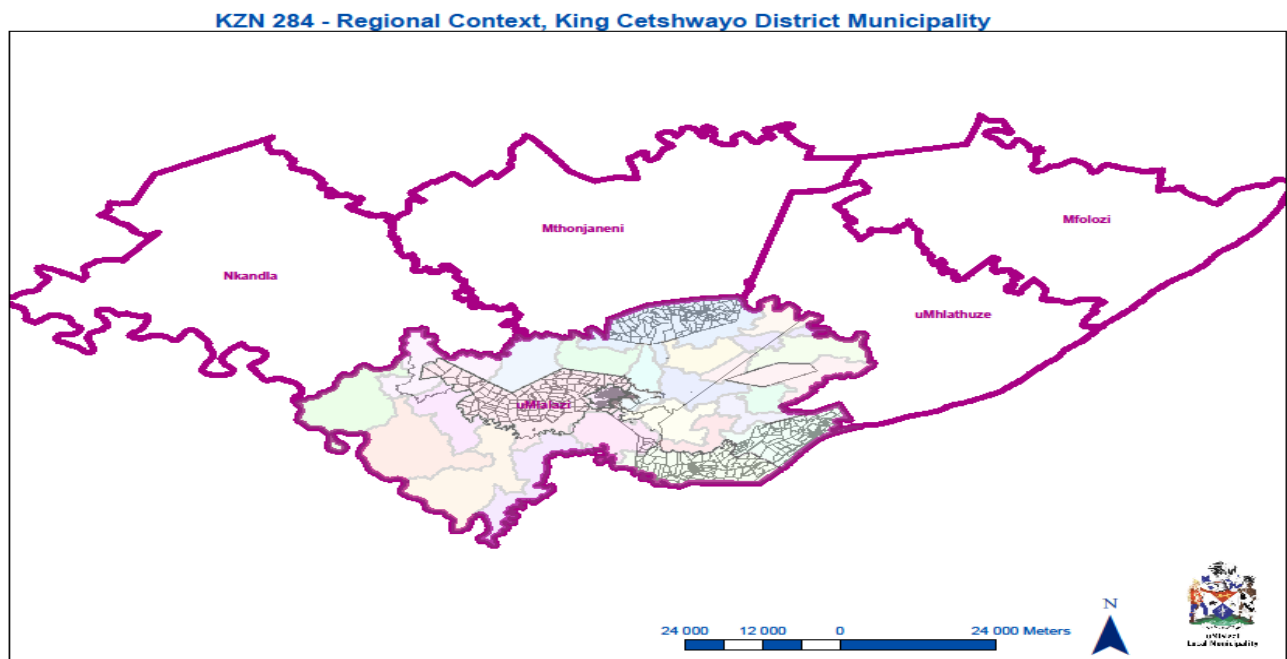
uMlalazi Local Municipality (KZN284) is situated along the north eastern coast of Kwa Zulu Natal, 125km north east of Durban. The eastern portion of uMlalazi Local Municipality lies on the N2 National and Provincial Development Corridor linking two major economic hubs of Richards Bay and Durban. Umlalazi municipality is located within King Cetshwayo District, which comprises of five local municipalities namely;

- uMfolozi LM (KZ 281)
- uMhlathuze LM (KZ 282)
- uMlalazi LM (KZ 284)
- Mthonjaneni LM (KZ 285)
- Nkandla LM (KZ 286)

It is bordered by Ilembe District Municipality (Mandeni Municipality to the south and Maphumulo Municipality to the southwest). Towards the western regions, the municipality borders Nkandla Municipality and Mthonjaneni Municipality, and to the north, it is bordered by uMhlathuze municipality. The municipality borders on the Indian Ocean on the eastern coastline which stretches approximately 19km, from the borders of Mandeni municipality to uMhlathuze Municipality. Geographically, the municipal area covers 2 217km<sup>2</sup>, one of the largest local authority areas in South Africa. There are 27 electoral wards and 14 tribal authority areas of which AmaKhosi are custodians thereof on behalf of the Ingonyama Trust Board.

The uMlalazi Municipality is crossed by a number of important transportation routes, such as the N2 Freeway between Durban and Richards Bay, the R34 between Richards Bay/Empangeni and Nkwaleni valley to the north of Eshowe, and the R66 from the N2 Motorway to Gingindlovu, Eshowe, Melmoth, Ulundi and Vryheid. The famous King Shaka (Zulu) Heritage Route R66 has a lot of historical and cultural significance and is promoted a tourism route.

#### Map 1: Regional Context



Eshowe, Mtunzini and Gingindlovu form the three main towns of uMlalazi Municipality. The town of Eshowe is of great historical significance in that it is the birthplace of King Cetshwayo, who was King of the Zulu's during the Anglo-Zulu War of 1879. The population distribution in the municipal area is characterized by relatively high population densities within urban nodes, and low densities in rural areas. The municipal area is dominated by tribal areas and 14 Tribal Authorities exist within the municipal area.

## 1.2. Demographic Profile

UMLALAZI MUNICIPAL AREA				
Area 2 217 km <sup>2</sup>				
INDICATOR		2001	2011	2016
Population		221 078	213 601	223 140
Population Growth Rate		-0.8	-0.3	0.8
Households		38 446	45 062	46 953
People per Household		5.4	4.6	4.8
Gender breakdown	Males	45.3%	44.7 %	47%
	Females	54.7%	55.3 %	53%
Age breakdown	0 – 14	39.6%	37.2 %	43 %
	15 – 64	55.1%	54.1 %	49 %
	65 +	5.2%	5.6 %	8%

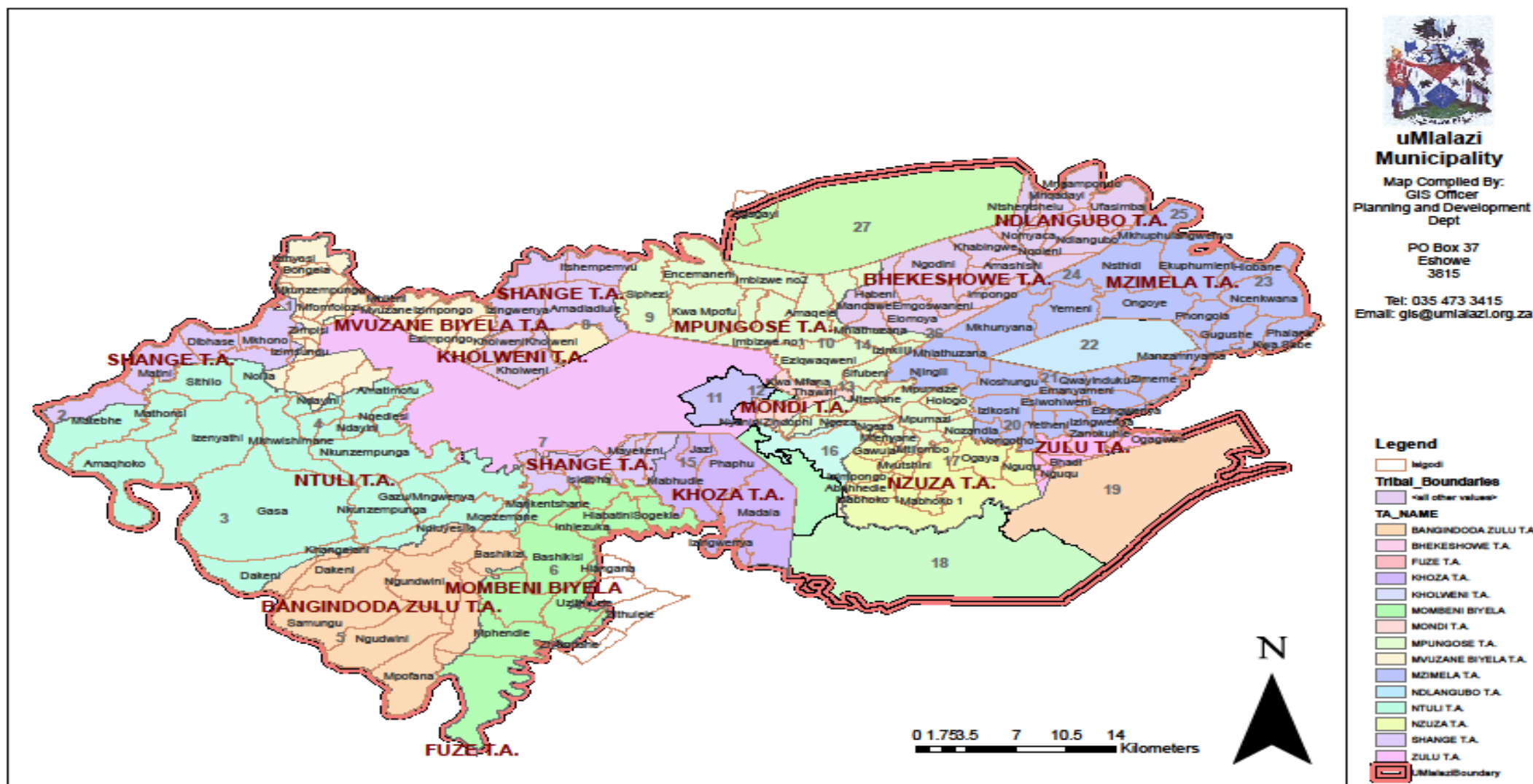
**Table 1: Demographic Profile (Census 2011 & 2016)**

The demographic profile table above indicates that the population within the municipality has gradually declined between 2001 and 2011 but has increased noticeably from 2011 to 2016. This has, in turn, turned the population growth rate from a negative growth rate to a positive growth rate. This may be attributed to a better standard of living in terms of service delivery and practicing of a more sustainable livelihood. From the 2016 statistics by StatsSA, there is also an indication that there is less of an outward migration trend and the growth in the number of children between 0 – 14 (37% - 43%) indicates that the birth rate has increased from 2011 to 2016. This positive change in population growth will hence translate to more financial capacitation from National Treasury for service delivery.

## 1.3. Land Administration

The uMlalazi Municipality is made up of 27 electoral wards, with wards 2 to 6 being the largest. The map below depicts the Administrative Entities. The municipality is predominantly rural in character and the Ingonyama Trust Board is the majority land owner within uMlalazi municipality with a total of 14 Traditional Authority Areas of which the traditional AmaKhosi are custodians thereof.

## uMLALAZI MUNICIPALITY - KZN 284



Map 2: Administrative Entities: Electoral Wards and Traditional Authority Areas

## 1.4. Developing the uMlalazi Integrated Development Plan

The IDP is an overarching strategic tool that guides and informs all Planning and Economic Development, and decisions taken regarding planning, management and development within the municipality. Further to this, the IDP provides for effective performance monitoring, evaluation and measureable development frameworks with key performance areas, indicators and performance targets. The following table summarizes the IDP process per review.

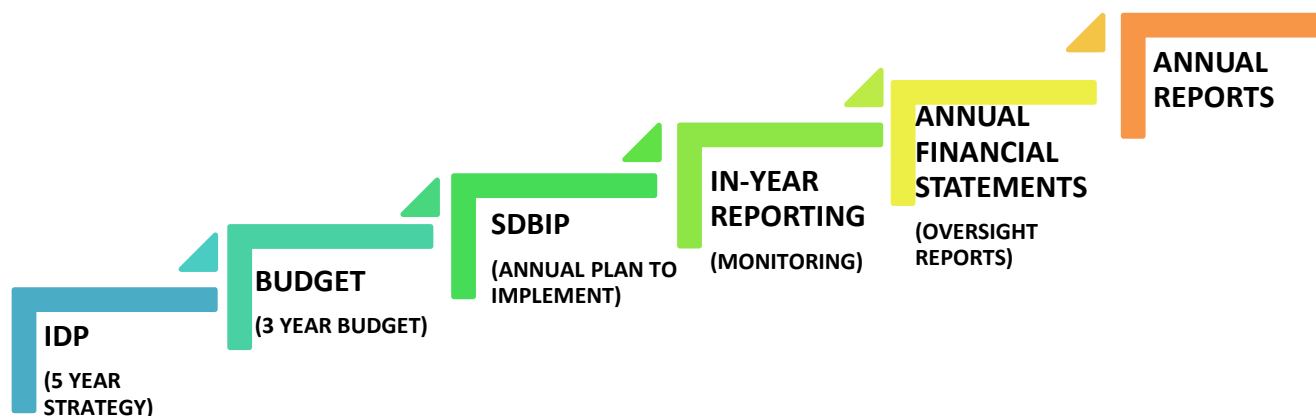


Figure 5: IDP PROCESS

The core South African planning systems are essential in developing a credible IDP. National, Provincial and Regional long term strategic developmental plans inform the review of the municipality's IDP. Hence the uMlalazi Municipality IDP is strategically aligned to the following imperatives;

- Alignment to the NDP and PDGS and DGDP;
- Strategic mandates (SONA, SOPA, SODA)
- Implementation of RET, Operation Pakisa, B2B
- Public Participation and community engagements through the Mayoral Roadshows and CBPs
- MEC Comments as well as the Assessments Criteria from the KZN CoGTA.
- Annual Strategic Planning Session to review the strategic thrust of the IDP

Legislatively the development of the IDP is in terms of the Chapter 5 of the Local Government Municipal Systems Act 32 of 2000 as amended.

*The adoption of the Integrated Development Plans is contemplated in terms of Chapter 5 (Section 25 (1)) of the Municipal Systems Act 32 of 2000 which provides that;*

*Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which –*

- a) links, integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;*
- c) Complies with the provisions of this Chapter; and*
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of relevant legislations.*

#### 1.4.1. Addressing the MEC Comments

(This Section will be fully updated in the final document as this draft is still a work in progress)

#### 1.4.2. The IDP, Budget and PMS Process Plan

The Process Plan was prepared and adopted by Council as per the requirements of the Municipal Systems Act (32 of 2000) which mandates municipalities to review IDP. This process plan aligns the four processes of the IDP, the Budget, SDBIP and the Performance Management System. The purpose is to ensure that Local Communities participated in the Development, implementation and review of the municipal Performance. The 2018/19 Process Plan was adopted by Council on the 30<sup>th</sup> of August 2018 (UMC 24/08/18/19). The 2018/19 IDP and Budget Process Plan encompasses the following:

- A program specifying the timeframes for the different planning steps;
- The structures that will manage the process;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP review and budget formulation processes; and
- Cost estimates for the review process.

#### 1.4.3. Public Participation

In order to ensure the uMlalazi Municipality achieves effective inclusion within the process of developing the IDP and Budget, the municipality utilizes the following mechanisms as required in terms of Chapter 4 of the Municipal Systems Act 32 of 2000;

- ❖ Public Notices and/or Loud Hailing
- ❖ Roadshows
- ❖ Advertisements
- ❖ Newsletters
- ❖ Social Media
- ❖ Radio Stations
- ❖ Municipal Website

#### 1.4.4. Community Based Planning

As part of the review process of the IDP and Budget, and in compliance with the MSA 2000 and MFMA 2003, the municipality conducted a Community Based Planning process in the form of IDP/Budget Roadshows, so as to re-affirm service delivery needs and the municipality's commitment to service delivery and effective public participation. This process also aims at ensuring that the Batho Pele principles remain the priority of the municipality, while incorporating Back to Basic Strategy and Community Based Planning.

DATE	CLUSTER WARDS	VENUE	TIME
26/09/2018	Stakeholder Representative Forum	Eshowe Town Hall	10h00
17/10/2018	(1, 2, 3, 4, 5, 6)	Ngudwini Sportsfield	10h00
21/10/2018	(9,10, 25, 26, 27)	Ngodini Sport field	10h00
25/10/2018	(7, 11, 12, 13, 14 & 16)	King Dinuzulu Hall	17h00
30/10/2018	(20, 21, 22, 23, 24)	Ntshidi Traditional Court	10h00
15/11/2018	(15, 17, 18, 19)	Kwa-Yabu Sport Field	10h00

**Table 2: IDP/Public Participation Roadshows**

### 1.4.5. The King Cetshwayo District's Framework Plan

The KCDM IDP Framework Plan ensures that there is alignment and integration of activities, projects and programmes between the IDPs of King Cetshwayo District Municipality and its Local Municipalities which are uMlalazi, uMhlathuze, uMfolozi Mthonjaneni and Nkandla Local Municipalities.

### 1.5. KEY CHALLENGES

KEY PERFORMANCE AREA	KEY CHALLENGE	DESCRIPTION
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Insufficient Skills Development	The skills audit undertaken annually identifies the skills gaps, but the WSP is not fully implemented
	ICT Audit Query	The AG audit indicated that the Municipality's ICT systems are somewhat ineffective and outdated.
	Outdated & Inadequate Policies	The municipality does not have a policy register in place which should identify outdated policies and those due for review.
	Ineffective Internal & external Communication	The municipality recently adopted the communication strategy and the implementation thereof needs to be monitored effectively.
	Non achievement of Employment Equity Targets	The municipality needs to continuously implement the EEP Targets in order to address the EEP backlog
	Inadequate Compliance with Archives Act	The IA findings reflected negatively in terms of compliance with Archives Act thus posing a risk organizational risk
BASIC SERVICE DELIVERY	Service Delivery Backlogs	There still exists some service delivery backlogs.
	Lack of formalized trading areas	There are still insufficient formalized trading areas in the urban and rural areas thus negatively impacting on LED.
	Natural Disasters	The municipal area is prone to natural disasters and as the municipal area is so large in extent, the capacity to mitigate disasters is sometimes inefficient
LOCAL ECONOMIC & SOCIAL DEVELOPMENT	Slow progress on LED & Tourism Development in uMlalazi Municipality	The municipality has a wealth of Agriculture and tourism resources which are not fully exploited to promote LED.
	Unemployment	The municipality still has a high unemployment rate and much needs to be done by all sectors to improve this.
	Crime	The scourge of crime negatively impacts the GDP and the development of the municipality.
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Insufficient Revenue Sources	The municipality is largely dependent on grants for service delivery and there is therefore a need to investigate other revenue sources.
	Insufficient Infrastructure Maintenance	The Pavement Management Systems is not being fully implemented due to financial incapacity.
	Poor Monitoring of Service Providers	Monitoring of service providers is not done monthly in order to ensure early warning signs of poor performance.
	Inadequate Financial Performance	The municipality's debtors age analysis still indicates outstanding debts that are over 120 days. Capital expenditure is below the 90% target.
	Electricity Losses	Electricity losses remain a challenge which always affect the AG Audit findings.



KEY PERFORMANCE AREA	KEY CHALLENGE	DESCRIPTION
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Unqualified Audit Opinion	The municipality is yet to receive a clean audit.
	Poor participation in HIV/Aids Program	The HIV/AIDS infection rate still remains high and little is done to minimize the spread of HIV/AIDS
	Poor Public Participation Initiatives	The majority of ward committees are non-functional due to poor public participation initiatives.
	Poor implementation of Batho Pele	The Service delivery charter and the Batho Pele Policy has been developed but is lacking implementation
	Poor participation of amaKhosi	There are 10 amaKhosi which form part of Council, however, the majority of them do not attend.

**Table 3: Key Challenges and Description Thereof**

## 1.6. The Municipality's Long Term Vision

During the municipal annual strategic planning session in February 2019, management council resolved to keep the existing municipal vision. The municipality's vision thus remains as follows;

### VISION:

**“A model municipality for community empowerment and provision of services by a transformed institution in an area where everyone lives in harmony by 2035”**

### 1.6.1. The Municipality's Mission

As part of the revision of the long term vision for the municipality, inevitably the mission will also be amended to be in line with the new proposed vision. Below are the commitments, in the form of mission statements, in which the municipality proposes to adopt;

***The uMlalazi municipality in partnership with its community will strive to:***

- Create sustainable and better services for all;
- Ensure a skilled, motivated and committed workforce;
- Create mutual trust and understanding between the municipality and the community through effective communication
- Emphasize better usage of resources;
- Provide infrastructure and build investor confidence;
- Enhance Batho - Pele principles and B2B pillars;
- Create a safe environment for all;
- Improve the Green Economy of our community by partnering with all stakeholders to create clean & safe place where people live and work;
- Ensure effective land use management that take cognizance of sound environmental practices;
- Enhance good governance through leadership excellence & community participation;
- Facilitate institutional transformation;

- Ensure continued sound financial management;
- Provide services to the entire community with diligence and empathy; and
- Apply good and transparent corporate governance to promote community prosperity

#### **1.6.2. Long Term Strategic Goals and Desired Outputs (DRAFT)**

The uMlalazi Municipality has developed the following strategic goals to mitigate the key challenges. These strategic goals are directly linked to the municipal developmental vision for 2035, which is linked to National and Provincial goals.

KPA: Municipal Transformation and Organizational Development	STRATEGIC GOAL: Proper organization development			
	Focus Area	OBJECTIVE	STRATEGY	CATALYTIC PROJECT
	ICT	Improvement of IT systems for better municipal functions	Upgrade the current infrastructure, fibre, provision of necessary funding and adequate capacity	
			Review ICT Strategy and link projects and budget for implementation	
			Prioritise ICT projects for funding	Implementation of projects from the Master Systems Plan
			Training, consequence management	
	Human Resources	To develop the institution and to facilitate institutional transformation	Provide training to 54 Councillors in terms of skills audit undertaken and ensure 1% of salary budget is provided for training of Cllrs	
			To implement and support internship, learnership and in-service training programmes.	
			Provide training to staff in terms of skills development plan and ensure 1% of salary budget is provided for training of staff	
	Registry	To implement the Document Management System and establish a central depo for all records	Training on consequence management, linked to PMS	
			Build a new Registry Office	Identification of a suitable site/building and establishment of the new registry office
		To enhance the accessibility of library facilities to the public	Apply to Library Services to provide funding to roll out services such as Cyber Cadet facilities and capacity to provide computer services and skills to scholars.	Provision of Cyber Cadet facilitates and capacity at Gingindlovu, Mtunzini and Sunnysdale Libraries to enable access to computer services and further to provide basic computer skills to the public especially learners
			Create partnership and funding agreement from the Department of Arts and Culture.	

	<b>Outdated Municipal Bylaws</b>	To ensure that the Municipality has an updated set of Bylaws that is in line with its Vision and Mission	To conduct an overall assessment of all Municipal Bylaws	Commission the Review of all Municipal Bylaws
	<b>Limited Office Space</b>	To ensure that there is suitable office space for the executives and Councillors	To renovate and/or build new Municipal Offices in order to accommodate all executives and councillors.	Commission a Facility Management Specialist to conduct an Audit of office space requirements throughout the LM.
			To renovate and/or build new Municipal Offices in order to accommodate a new Council Chamber and Councillor Meeting rooms.	Construction and/or renovation of Municipal Offices to accommodate a new Council Chamber.
			To ensure continuous maintenance of Municipal Offices to ensure that occupation are in line with the relevant Health & Safety Standards.	Commission a Facility Management Specialist to draw up a Continuous Municipal Office Maintenance Plan

<b>KPA: Basic Service Delivery</b>	<b>STRATEGIC GOAL: Strategic Infrastructure Development</b>			
	<b>Focus Area / Challenge</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>CATALYTIC PROJECT</b>
	<b>Electrification</b>	To ensure provision of basic access to electricity by all communities in a sustainable manner	To ensure reduction of electricity backlog to 10%	Address all backlogs and Increase Capacity for Rutledge Park, Mphushini Mixed Housing, ERF 167 Mixed Use Development.
			To ensure maintenance and improvement of existing electrical infrastructure.	
			To ensure that electricity losses are curbed.	
			To ensure that energy saving principles are adhered to in line with NERSA Guidelines.	
		Install and maintain electrification in rural areas	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress.	(Need details of major electrification projects in rural areas)

<b>Civil &amp; Building</b>	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Ensure budgeting is aligned to the national treasury requirements especially on maintenance activities	
		Investigate possible registration of Borrow Pits under the municipality in order to ensure access to those borrow pits during project implementation and road maintenance activities.	Commission independent service providers to facilitate the identification of suitable sites and follow process to establish the Borrow Pits.
		To ensure continuous maintenance of road infrastructure	Rehabilitation of Urban Roads In terms of RAMS 21 km of roads need to be rehabilitated.
		Liaise with DOT to register most of these roads as access roads in order to recognise them as assets.	
	To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings	
<b>Mechanical</b>	To increase the accessibility of municipal vehicles	Ensure allocation of budget for purchasing of vehicles and fleet every financial year in order to properly implement the vehicle replacement plan.	Municipal Vehicle & Fleet Replacement Plan (5 to 10 Yrs replacement cycle) Total of 106 municipal fleet and vehicles.
		Ensure that vehicles are written off and replaced once the insurance had paid and; that Vehicle Auction take place once vehicles has been declared obsolete	
<b>Project Management Unit</b>	To ensure and monitor proper implementation of Municipal Infrastructure Projects	To ensure proper implementation of Municipal Infrastructure Projects	
		To ensure adherence to all Grant Conditions for Capital Infrastructure Projects	
		Training of local SMME's through CIDB and SEDA support	
		Alignment of projects with the CIDB grading requirements for SMME Development Training of Municipal Staff in SMME's Development Programmes	
		To improve the Municipality's EPWP contribution through labour intensive infrastructure projects	

KPA: Local Economic and Social Development	STRATEGIC GOAL: Inclusive Economic and Social Development			
	Focus Area / Challenge	OBJECTIVE	STRATEGY	CATALYTIC PROJECT
	Local Economic Development	To contribute towards the growth of the local economy and the reduction of unemployment	To develop a Strategy to attract investment	Commission the development of the Umlalazi Investment Strategy
			To promote economic development through agricultural development	Commission Feasibility Studies for the establishment of Agri-parks in Nkwadini and Gingindlovu
			To promote youth participation in agricultural activities especially those from previously disadvantaged communities.	Organise the Youth in Agriculture Summit
			To take advantage of opportunities presented by the Ocean Economy	Identification of suitable site/s for the establishment of the Aquaculture Development Zone with preference being given to previously marginalised areas.
				Establishment of the Aquaculture Development Zone
				Establishment of the Mthunzini Fish Farm
			To promote economic development through eco-tourism and heritage tourism.	Commission Feasibility Study to explore tourism opportunities presented by the 19km Coastline especially amongst rural communities.
			To promote youth participation in tourism activities especially those from previously disadvantaged communities.	Host a Tourism Summit
			To promote economic development through industrial development.	Commission Feasibility Study for the establishment of Industrial Parks in the LM.
			Economic Development: Promote creation of job opportunities e.g. EPWP, CWP and other poverty alleviation programmes.	Job creation through EPWP for removal of non-approved posters and signage

			Ensure proper implementation of set aside legislation targeting young people (PPPF 2017)	Commission the preparation and adoption of the Umlalazi Youth Set Aside Policy
			To promote the development of SMMEs in particular informal traders	Gingindlovu Trading Stalls Development
				Eshowe Trading Stalls Development
	Social Development	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Promote Social Development through Programmes focusing on social cohesion , skills development, sports & recreation and cultural development	Organise the Umlalazi Sports, Arts and Culture Festival
			Promote active ageing and healthy lifestyles	
			Promote equitable access to quality ECD programmes for all children under 6 years	

KPA: Municipal Financial Viability and Management	STRATEGIC GOAL: Proper financial management			
	Focus Area / Challenge	OBJECTIVE	STRATEGY	CATALYTIC PROJECT
	Expenditure	To reduce expenditure and curb wasteful expenditure	To develop and maintain systems and procedures for effective and sound management of municipal finances	
			To develop a system to curb electricity losses through theft	Targeted metering audits
				Metering of street lights
	Revenue	To ensure Revenue enhancement	Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection	Commission Feasibility Study to consider the use of Debt Collectors – (commission based)
			Ongoing implementation of SPR	
			Ensure review of the General Valuation Roll in line with the prescripts of legislation	



			Expansion of the Electricity Business	Commission Feasibility Study to take over distribution of electricity in Gingindlovu and Mthunzini
			Ensure that the Municipality derives maximum value from Municipal Land	Review all current Leases to ensure that the Municipality derives maximum value from Municipal owned land
			Derive maximum value from Municipal Heritage Sites and other Tourism Facilities.	Capacitate Tourism function to derive maximum value from tourism facilities and heritage sites
			Promote local economic development initiatives that create decent labour intensive job opportunities in order to reduce the number of indigents.	
	<b>SCM</b>	Ensure that SCM adheres to all provisions as set out in the PFMA	To ensure proper implementation of SCM processes	
		Ensure local SMME development through effective use SCM processes	Development of local SMMEs especially youth, women and disabled owned enterprises	
	<b>Rates</b>	To expand the Municipal Rates Base	Expansion of the Municipal Rates base through new investments	Commission study to investigate creative methods to incentivise new investments
				Commission study to look at the feasibility of establishing Development / Investment Zones
	<b>Assets</b>	Enhance effective internal controls and standard operating procedures	Implementation of the Municipal Assets Management Policy	Commission Audit of all Municipal Assets
			Ensure proper implementation of the Pavement Management System	

KPA:  Good Governance and Public Participation	STRATEGIC GOAL: Governance and Policy			
	Focus Area / Challenge	OBJECTIVE	STRATEGY	CATALYTIC PROJECT
	Good Governance	To ensure that a functional functional and effective Council exists	The ensure that Standing Rules and Orders Committee meets quarterly and ensure when meetings of Council are postponed reasons are provided	
			Sitting allowance for Amakhosi must be aligned to attendance of meetings	
			Correspondence from Government departments to be submitted to Council Committees at the next sitting after receipt of correspondence	
			Facilitate training for Ward Committee members	
			Office Bearers to ensure attendance to events and functions held by the Municipality, timeously	
			All long and short term lease agreement to be reviewed	
			Ensure review and enforcement of bylaws	
	Internal Audit	Ensure understanding the role of Internal Audit	Presenting the IA Charter and Audit Plan to MANCO before approval, so that Management can understand the IA activities and terms of reference.	
			To review the Organogram such that PMS reports directly to the Municipal Manager in terms of the Municipal Systems Act.	
	Legal Services	To restructure staffing to ensure a functional and effective legal services unit	The organogram to be amended to accommodate for a legal services unit.	
			Batho Pele function to be moved from legal services and to relocate the function to corporate services or community.	
	Communication	Increasing human capacity and improving communication tools to	Ensuring that all communication of findings are properly responded to and all findings are understood by Management	

		produce an effective communications unit.	Vacant positions on the organogram to be prioritised and filled	
			To procure all necessary equipment and vehicles to ensure effective public participation.	
			Enhance revenue through installation of digital Billboards	
			Appointment of personnel / service provider for monitoring of outdoor advertising – revenue enhancement	
	<b>PMS</b>	Ensure that all Line Departments function effectively and in line with the PMS	Performance appraisals be cascaded to all employees in a phased in approach commencing from 2019/2020 with all Managers	
			Organogram be reviewed and PMS should report directly to the Municipal Manager.	
			Review Delegations of Authority	
			Service Delivery Improvement Plan to be developed.	
	<b>Public Participation</b>	To produce a culture of participative democracy and social cohesion	Rapid response Committee to respond back to communities in their respective wards within 14 days	
			Council Resolutions to be placed in libraries after confirmation of resolution by Council	
			Departments to attend IGR meetings and report back to Portfolio Committees	
			All long and short term lease agreement to be reviewed.	
			Load Shedding schedule communication with business and general public	

KPA: Cross Cutting	STRATEGIC GOAL: Coordinated Spatial Development Planning, Environmental and Land Use Management			
	Focus Area / Challenge	OBJECTIVE	STRATEGY	CATALYTIC PROJECT
	Town Planning	To ensure effective land use management and coordinated Spatial Development Planning	Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	Appointment of Registered Professional Planner
			To finalise the Umlalazi Wall to Wall scheme	Finalization of the Wall to Wall Scheme
				Commission the preparation of the Strategic Corridor Development Plan (R66/N2)
			Review of the Spatial Development Framework	Finalisation and implementation of precinct plans
			Identification and development of potential land for high impact development	Subdivision and establishment of Gingindlovu Industrial Park
				Extension of Eshowe Industrial Park
				Subdivision of Eshowe Townlands
				Commission the establishment of Eshowe Mixed Use Development
				Commission the establishment of Mthunzini Mixed Use and Shopping Complex Development
			Facilitation of township establishments and subdivisions	Formalisation of Mtakwende Township
		To ensure that strategically located land is made available for local economic development	Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	Commission the review of the Land Audit
				Commission review of all Municipal Land Lease Agreements
				Commission review of Municipal Land Disposal Policy
		To ensure the consolidation of the Primary Node		Commission the Eshowe Small Town Regeneration

			To pursue development projects that seek to enhance the function of Eshowe Town as the main economic and administrative centre for Umlalazi Municipality.	Commission the Eshowe CBD Revitalisation and Extension Plan
	<b>Housing</b>	To promote sustainable human settlement and improved quality of household for all	Holistic Implementation of Housing Sector Plan	Rutledge Park Middle Income Housing Township Establishment
				Mpushini Park Housing Development
			Promotion of property management	Facilitate the transefering of properties and handing over of Tittle Deeds.
			Identification of areas of need in rural areas	
	<b>Building Inspectorate</b>	To ensure sustainability of the built environment and effective enforcement of building regulations	Training of staff to be peace offers	
			Enforcement of building bylaws	
			Establishment of outdoor advertisement section	
			Timeous assessment of building plans	
			Day to day inspections of buildings around the municipal area	
	<b>GIS and Environmental Planning</b>	To promote environmental sustainability and effective GIS System	Preserving municipal biodiversity and protecting environmental sensitive areas	
			Development of coastal environmental management plan	Commission the preparation of the Coastal Management Plan
			Development of the disaster management plan	
	<b>Integrated Development Planning</b>	To develop a credible and implementable IDP	Develop and adopt a credible IDP Improve IDP ranking	
			Development of Community-Based planning	
	<b>Fire and Disaster</b>	To ensure effective responses to community emergencies	Provision of land for the establishment of the Umlalazi Disaster Management Centre	Commission the site identification process and secure development rights for the establishment of Disaster Management Centre
			Review and implementation of Disaster Management Sector Plan	

**Table 4: Future Outputs, Outcomes And Deliverables**



## 1.7. PERFORMANCE/PROGRESS MANAGEMENT

The progress will be measured through the Organizational Performance Management Scorecard (OPMS) and the Service Delivery, Budget, Implementation Plan (SDBIP). The targets that will be set for the OPMS will be more strategic and linked to the Municipal Managers Performance and the operational targets will be set for the SDBIP and will be linked to the Performance of the Managers directly accountable to the Municipal Manager. These will be provided in the final IDP Review Document. The flow chart below illustrates the performance management system.

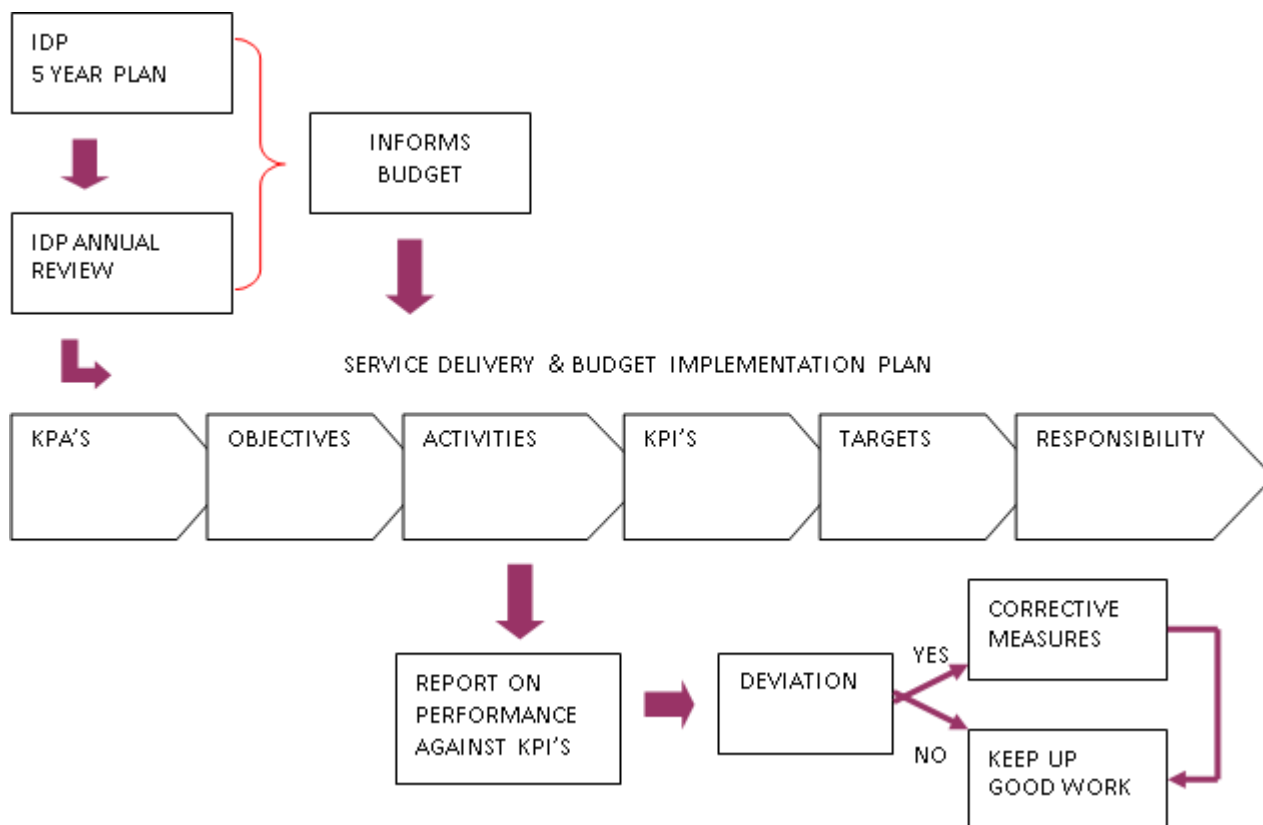


Figure 1: Performance Management

## SECTION B1: PLANNING AND ECONOMIC DEVELOPMENT PRINCIPLES

### 2.1. Planning and Economic Development Principles

Planning and Economic Development at local level functions in terms of, and in alignment with National and Provincial policy frameworks. The functions in terms of Planning and Economic Development at municipal level should be implied by the following principles;

#### PGDS Spatial Planning Principles

- The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential.
- The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.
- The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.



- The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities. Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.
- The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally.
- The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.
- The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structures these in support of each other. Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.
- The Principle of Balanced Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.
- The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region.

### **SPUMA Principles**

The following provides a summary of the development principles contained in the SPLUMA (Spatial Planning and Land Use Management Act):

#### **a) The principle of spatial justice, whereby –**

- i. past spatial and other development imbalances must be redressed through improved access to and use of land;
- ii. spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- iii. spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- iv. land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- v. land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and

- vi. a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the grounds that the value of land or property is affected by the outcome of the application.
- b) The principle of spatial sustainability whereby spatial planning and land use management systems must –**
- i. promote land development that is within the fiscal, institutional and administrative means of the Republic;
  - ii. ensure that special consideration is given to the protection of prime and unique agricultural land;
  - iii. uphold consistency of land use measures in accordance with environmental management instruments;
  - iv. promote and stimulate the effective and equitable functioning of land markets;
  - v. consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
  - vi. promote land development in locations that are sustainable and limit urban sprawl; and
  - vii. result in communities that are viable.
- c) the principle of efficiency, whereby –**
- i. land development optimises the use of existing resources and infrastructure;
  - ii. decision-making procedures are designed to minimise negative financial, social, economic or environmental impacts; and
  - iii. development application procedures are efficient and streamlined and timeframes are adhered to by all parties.
- d) the principle of spatial resilience, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.**
- e) the principle of good administration, whereby –**
- i. all spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
  - ii. all government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
  - iii. the requirements of any law relating to land development and land use are met timeously;
  - iv. the preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
  - v. policies, legislation and procedures must be clearly set in order to inform and empower members of the public

Section 12 (1) (a) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

“interpret and represent the spatial development vision of the responsive sphere of government and competent authority”

Section 12 (1) (h) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

“include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into spatial, economic, social and environmental objectives of relevant sphere”.

Section 12 (1) (i) of the Spatial Planning and Land Use Management Act requires that the national and provincial sphere of government and each municipality must prepare spatial development framework that:

“address historical spatial imbalances in development”

The Municipal SDF is a primary spatial response to the development context, needs and development vision of the municipality (long term development vision). It is a key land use management tool at a strategic level with an important role to play in guiding and managing Municipal decisions relating to the use, development and planning of land.

The Municipal SDF also guides the form and location of future spatial development in a manner that addresses the imbalances of the past i.e. spatial injustice. It enables the municipality to manage its land resources in a developmental and sustainable manner. It provides an analysis of the spatial problems and provides strategies and programs to address the challenges.

## SECTION B2: GOVERNMENT POLICIES AND IMPERATIVES

### 2.2. Government Policies and Imperatives

#### Sustainable Development Goals 2063

The United Nations adopted the Sustainable Development Goals (SDGs) in 2016. The SDGs were developed and adopted to counteract to challenges of achieving the Millennium Development Goals. Various challenges were identified that resulted in the non-achievement of the MDGs and therefore the SDGs would then be developed with refined methodologies and strategies that would address the challenges of the MDGs. The SDGs proposes 17 new goals 231 Indicators divided into 3 Tiers as opposed to 8 MDGs.



Figure 2: UN SDGs (2016)

The SDGs are an overarching principal document which should then inform all government plans including the NDP which has since been reviewed in 2016 to incorporate the provisions of the new SDGs within the national sphere. Stats SA, DPME, Planning Commission, DIRCO and Sector departments are to work together on the South African perspective on the SDGs. The basis for the SA perspective and respond to the SDGs is the National Development Plan. The uMlalazi LM IDP will seek to ultimately align its strategic goals to those of the SDGs to ensure that the LM responds responsibly and actively to the SDGs thus ensuring a meaningful contribution to the success in the implementation of the SDGs.

## African Union Agenda 2063

The AU Agenda 2063 is a strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The AU Agenda was adopted in January 2015, in Addis Ababa, Ethiopia by the 24th African Union (AU) Assembly of Heads of State and Government chaired by the then Chairwoman, Her Excellency Dr Nkosazana Dlamini – Zuma. It consists of five ten year implementation plans – the first plan is 2014-2023.

**Table 5: AU AGENDA 2063 GOALS**

<b>GOAL 1</b>	<b>A prosperous Africa based on inclusive growth and sustainable development</b>
<b>GOAL 2</b>	<b>An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance</b>
<b>GOAL 3</b>	<b>An Africa of good governance, democracy, respect for human rights, justice and the rule of law</b>
<b>GOAL 4</b>	<b>A peaceful and secure Africa</b>
<b>GOAL 5</b>	<b>An Africa with a strong cultural identity, common heritage, shared values and ethics</b>
<b>GOAL 6</b>	<b>An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children</b>
<b>GOAL 7</b>	<b>Africa as a strong, united and influential global player and partner</b>

The AU formulated indicators for tracking the implementation of the first ten years of agenda 2063. The AU Working Committee has further aligned the SDG indicators to Agenda 2063 and the NDP (can only be finalized once the SDG and Agenda 2063 indicators are adopted). Costing the measurement framework for the first ten years of Agenda 2063 for both Agenda 2063 and SDGs the cost of producing statistics in the African continent is estimated at 5billion USD per year.

## National Development Plan Priorities

The National Planning Commission formulated the National Development Plan of which its priorities are aimed at achieving the vision 2035 as amended wherein extreme poverty is eliminated and inequality reduced and opportunities are abundant. Hence the municipality has developed strategies so as to align to the objectives and priorities of the NDP which are summarized as follows;

<b>No. (in no specific order)</b>	<b>National Plan Priorities</b>	<b>Municipal Strategic Objectives</b>
1	Create jobs	<ul style="list-style-type: none"> <li>To contribute towards the growth of the economy and reduction of unemployment</li> <li>Ensure local SMME development through effective use SCM processes</li> </ul>
2	Expand infrastructure	<ul style="list-style-type: none"> <li>To ensure the provision of basic access to electricity by all communities in a sustainable manner</li> <li>To install and maintain electrification in rural areas</li> <li>To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater</li> <li>To ensure maintenance of all municipal buildings.</li> <li>To increase the accessibility of municipal vehicles</li> <li>To ensure and monitor proper implementation of Municipal Infrastructure Projects</li> <li>To promote sustainable human settlement and improved quality of household for all</li> </ul>

No. (in no specific order)	National Plan Priorities	Municipal Strategic Objectives
3	Use resources properly	<ul style="list-style-type: none"> <li>To reduce expenditure and curb wasteful expenditure</li> <li>Ensure that SCM adheres to all provisions as set out in the PFMA</li> <li>Ensure local SMME development through effective use SCM processes</li> <li>Enhance effective internal controls and standard operating procedures</li> </ul>
4	Inclusive planning	<ul style="list-style-type: none"> <li>To Develop a Credible and Implementable IDP</li> <li>To ensure that a functional functional and effective Council exists</li> <li>To produce a culture of participative democracy and social cohesion</li> <li>To ensure effective land use management and coordinated Spatial Development Planning</li> </ul>
5	Quality education	<ul style="list-style-type: none"> <li>Promote equitable access to quality ECD programmes for all children under 6 year</li> </ul>
6	Quality healthcare	<ul style="list-style-type: none"> <li>Promote active ageing and healthy lifestyles</li> </ul>
7	Build a capable state	<ul style="list-style-type: none"> <li>Improvement of IT systems for better municipal functions</li> <li>To develop the institution and to facilitate institutional transformation</li> </ul>
8	Fight corruption	<ul style="list-style-type: none"> <li>To Promote a Culture of Public Participatory Democracy and Social Cohesion</li> <li>To reduce expenditure and curb wasteful expenditure</li> <li>Ensure that SCM adheres to all provisions as set out in the PFMA</li> <li>Enhance effective internal controls and standard operating procedures</li> <li>Support and strengthen the role of Internal Audit</li> </ul>
9	Unite the nation	<ul style="list-style-type: none"> <li>To Promote a Culture of Public Participatory Democracy and Social Cohesion</li> </ul>

**Table 6: National Development Plan Priorities**



**Figure 3: National Development Plan Priorities**

## National Outcomes

The 12 National Outcomes that all provincial governments must align to are:

**Table 7: 12 National Outcomes**

No.	National Outcome	Municipal Strategic Objectives
1	Quality basic education	<ul style="list-style-type: none"> <li>Promote equitable access to quality ECD programmes for all children under 6 years</li> </ul>
2	A long and healthy life for all South Africans	<ul style="list-style-type: none"> <li>Promote active ageing and healthy lifestyles</li> </ul>
3	All people in South Africa are and feel safe	<ul style="list-style-type: none"> <li>To Promote a Culture of Public Participatory Democracy and Social Cohesion</li> </ul>
4	Decent employment through inclusive economic growth	<ul style="list-style-type: none"> <li>To contribute towards the growth of the economy and reduction of unemployment</li> <li>Ensure local SMME development through effective use SCM processes</li> </ul>
5	Skilled and capable workforce to support an inclusive growth path	<ul style="list-style-type: none"> <li>To Develop the Institution and to Facilitate Institutional Transformation</li> </ul>
6	An efficient, competitive and responsive infrastructure network	<ul style="list-style-type: none"> <li>To ensure the provision of basic access to electricity by all communities in a sustainable manner</li> <li>To install and maintain electrification in rural areas</li> <li>To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater</li> <li>To ensure maintenance of all municipal buildings.</li> <li>To increase the accessibility of municipal vehicles</li> <li>To ensure and monitor proper implementation of Municipal Infrastructure Projects</li> <li>To promote sustainable human settlement and improved quality of household for all</li> </ul>
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	<ul style="list-style-type: none"> <li>To Facilitate and Support Accelerated Economic Development</li> <li>To effectively contribute towards the reduction of unemployment.</li> <li>To ensure coordinated Land Use Management, Taking cognizance of Sound Environmental Practices</li> </ul>
8	Sustainable human settlements and improved quality of household life	<ul style="list-style-type: none"> <li>To ensure coordinated Land Use Management, Taking cognizance of Sound Environmental Practices</li> <li>To Develop a Credible and Implementable IDP</li> </ul>
9	Responsive, accountable, effective and efficient local government system	<ul style="list-style-type: none"> <li>To Ensure Continued Sound Financial Management</li> <li>To Promote a Culture of Public Participatory Democracy and Social Cohesion</li> </ul>
10	Protect and enhance our environmental assets and natural resources	<ul style="list-style-type: none"> <li>To promote environmental sustainability and have an effective GIS System</li> </ul>
11	Create a better South Africa, a better Africa, and a better world	<ul style="list-style-type: none"> <li>All the municipal strategic objectives which have been develop as part of the IDP ultimately seek to create a better South Africa, a better Africa, and a better world</li> </ul>
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> <li>All the municipal strategic objectives which have been develop as part of the IDP ultimately seek to achieve An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</li> </ul>
13	An inclusive and responsive social protection system	<ul style="list-style-type: none"> <li>To Promote a Culture of Public Participatory Democracy and Social Cohesion</li> </ul>

No.	National Outcome	Municipal Strategic Objectives
		<ul style="list-style-type: none"> <li>To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups</li> </ul>
14	Nation Building and Social Cohesion	<ul style="list-style-type: none"> <li>To Promote a Culture of Public Participatory Democracy and Social Cohesion</li> <li>To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups</li> </ul>

## State of the Nation Address

President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) during a joint sitting of the two Houses of Parliament (National Assembly and National Council of Provinces) on 7 February 2019. The theme for this year's event was;

***“Following up on our commitments: Making Your Future Work Better”.***

During the SONA, the President addressed the nation as both the Head of State and Head of Government. He presented a plan to address South Africa's needs for the year ahead. He indicated that while there is a broad range of critical work being done across government, the following five tasks are the most urgent tasks that should underpin all governments' efforts.

- Accelerate inclusive economic growth and create jobs.
- Improve the education system and develop the skills.
- Improve the conditions of life for all South Africans, especially the poor.
- Fight against corruption and state capture.
- Strengthen the capacity of the State to address the needs of the people.

## State of the Province Address

The last State of the Province Address (SOPA) of the 2014-2019 term, was delivered by the Honorable Premier of the Province of KwaZulu-Natal, MPL, Mr. Willies T Mchunu, on 27 February 2019. As part of the address, the premier indicated that the theme of the will metaphorically be compared to a relay race.

***“The key to running this race successfully involves much more than the contribution of one Term of Office, but will be found in the manner in which we can ensure that the handover is smooth and seamless and that we maintain and increase momentum, whilst keeping our eyes firmly fixed on the end goal, namely to win this race in the best interest of all the people of our beloved Province”***

The Honorable Premier further reflected on the 8 point plan that was adopted in 2014. The following was highlighted;

### Build and Inclusive Economy that Creates Decent Jobs

- Adopted Operation Vula.
- Strengthening of radical economic transformation
- KwaZulu-Natal Bulk Buying and Warehousing Programme.
- Provincial Infrastructure Master Plan
- Refined and expanded the “Blue Economy

### Transform our Rural Areas

- Address rapid urbanization
- Small Town Rehabilitation Programme, the Community Services Centre Programme and the Formalisation of Rural Service Nodes Programme

- New Community Service Centres
- Developed and actively driving the Radical Agrarian Socio-Economic Transformation (RASET) Programme in KZN Province.

#### **Ensure Decent Living Conditions and Sustainable Human Settlements**

- Improved access to piped portable water, sanitation, electrification and solid waste management.
- Municipal Disaster Management Centers
- Improved sustainable human settlement and the provision of housing.
- 

#### **Improve and Expand Education and Training**

- Improved National Senior Certificate results
- The National School Health programme and the Domestos Sanitation Programme
- undertaken extensive skills audits to determine specific skills shortages,

#### **Ensure Quality Health Care for All**

- life expectancy at birth increased since the start of the term
- Infection rates decreased

#### **Expand Comprehensive Social Security**

- established 44 Community Nutrition Development Centres
- Operation Sukuma Sakhe (OSS), allows structured access to ward level and to poverty stricken households

#### **Fight Crime and Corruption**

- Established Moerane Commission of Enquiry and a deployed inter-ministerial committee to look into political killings
- Multi-Party Political Intervention Committee at disposal to assist in resolving any party political disputes
- 560 Community police forums, 42 Community safety forums and 298 Ward safety committees have been established in the Province.

#### **Build a United Nation and Promote Social Cohesion**

- KZN Province hosted a Social Cohesion and Moral Regeneration Summit in KwaMashu where a resolution was taken to establish a Social Cohesion and Moral Regeneration Council to oversee the development of our Provincial Social Cohesion and Moral Regeneration Strategy and Plan.

### **Provincial Growth and Development Strategy (PGDS) Goals (2035)**

***KwaZulu-Natal will be a prosperous Province; with a healthy, secure and skilled population; living in dignity and harmony; acting as a gateway to Africa and the World.***

**Table 8: PGDS Goals (2035)**

<b>No.</b>	<b>PGDS Strategic Goal</b>	<b>Municipal Strategic Objectives</b>
1	Inclusive Economic Growth	<ul style="list-style-type: none"> <li>• To contribute towards the growth of the economy and reduction of unemployment</li> <li>• Ensure local SMME development through effective use SCM processes</li> </ul>



No.	PGDS Strategic Goal	Municipal Strategic Objectives
2	Human Resource Development	<ul style="list-style-type: none"> <li>• Improvement of IT systems for better municipal functions</li> <li>• To develop the institution and to facilitate institutional transformation</li> <li>• To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups</li> </ul>
3	Human and Community Development	<ul style="list-style-type: none"> <li>• To contribute towards the growth of the economy and reduction of unemployment</li> <li>• Ensure local SMME development through effective use SCM processes</li> <li>• To produce a culture of participative democracy and social cohesion</li> <li>• To ensure effective land use management and coordinated Spatial Development Planning</li> <li>• To develop a credible IDP</li> <li>• Promote Social Development through Programmes focusing on social cohesion, skills development, sports &amp; recreation and cultural development</li> <li>• Promote active ageing and healthy lifestyles</li> <li>• Promote equitable access to quality ECD programmes for all children under 6 years</li> <li>• Promote active ageing and healthy lifestyles</li> <li>• To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups</li> </ul>
4	Strategic Infrastructure	<ul style="list-style-type: none"> <li>• To ensure the provision of basic access to electricity by all communities in a sustainable manner</li> <li>• To install and maintain electrification in rural areas</li> <li>• To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater</li> <li>• To ensure maintenance of all municipal buildings.</li> <li>• To increase the accessibility of municipal vehicles</li> <li>• To ensure and monitor proper implementation of Municipal Infrastructure Projects</li> <li>• To promote sustainable human settlement and improved quality of household for all</li> </ul>
5	Environmental Sustainability	<ul style="list-style-type: none"> <li>• To promote environmental sustainability and effective GIS System</li> <li>• To ensure effective land use management and coordinated Spatial Development Planning</li> </ul>
6	Governance and Policy	<ul style="list-style-type: none"> <li>• To ensure that a functional and effective Council exists</li> <li>• To restructure staffing to ensure a functional and effective legal services unit</li> <li>• Ensure that all Line Departments function effectively and in line with the PMS</li> <li>• To produce a culture of participative democracy and social cohesion</li> </ul>
7	Spatial Equity	<ul style="list-style-type: none"> <li>• To ensure effective land use management and coordinated Spatial Development Planning</li> <li>• To develop a credible IDP</li> </ul>

### King Cetshwayo District Growth and Development Plan (DGDP)

The developmental vision for the King Cetshwayo District Municipality is as follows;

***“By 2035 King Cetshwayo District Municipality will be a cohesive; economically viable district, with sustainable strategic infrastructure; supporting job creation through radical economic transformation rural development and promotion of our heritage.”***

To achieve the developmental vision 2035, the KCDM developed the King Cetshwayo District Growth and Development Plan. These plans are recognised to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other. The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals.

The overall objectives of the District Growth and Development Plan for the King Cetshwayo District Municipality (KCDM) can be summarised as follows:

- Set a long term (20 year+) vision and direction for development in the District;
- Serve as an overarching strategic framework for development in the district and its family of local municipalities applying the 80/20 principle (it is not intended to be a detailed inventory of all potential projects and actions);
- Provide a spatial context and prioritisation for these strategic interventions;
- Guide the activities and resource allocation of the district and other spheres of government, business sectors, organised labour and other role players from civil society that can contribute to development in the district by defining a clear set of priority objectives and implementation targets;
- Identify institutional arrangements to secure buy-in and ownership in the formulation and implementation of the plan;
- To facilitate alignment and integration of the DGDP objectives with Departmental strategic plans, municipal IDP's, and sector strategies and plans;
- Provide a common platform for resource commitments and budget alignment of departments and municipal entities through the agreed set of objectives and targets of the DGDP.

As highlighted during the DGDP Summit which was held from the 23 – 24 May 2018 at CFCI Centre in Richards Bay, the Hon. Mayor Cllr. NNP Mkhulisi's opening remarks during her state of the district speech, the district's vision for 2035 is not a dream, but a blueprint for success. For the KCDM Economy to thrive the District must build on its strengths, which has been identified as the following sectors:

- Agriculture Sector;
- Manufacturing Sector;
- Domestic and foreign tourism;
- Service Sector (Incl. financial, social, transport, retail and government); and
- Maritime Sector (Oceans Economy)

## **Local Government Back to Basics Strategy**

KwaZulu-Natal's municipalities have committed themselves to implementing the Back to Basics Programme, which aims to revitalise basic service delivery. KZN Premier and Co-operative Governance and Traditional Affairs MEC launched the campaign in Pietermaritzburg on Tuesday, 17 February 2015. A declaration of intent was signed between the provincial government and the South African Local Government Association, which represents all municipalities, through which all parties committed implementing the Back to Basics programmes.

The programme consists of five pillars, namely:

- Provision of basic services – creating decent living conditions;
- Good governance;
- Public participation;
- Financial management;
- Institutional capacity.

This wide-ranging programme is aimed at rekindling the spirit of effective service delivery, efficient administration and clean governance. During the Launch, the Premier indicated that each municipality must on a continuous basis, reflect

whether or not in the daily execution of our duties as elected representatives and officials, local government is improving the lives of the people.

The following are the progress made by uMlalazi Municipality in terms of the five Back to Basics Pillars:-

#### **Basic Services: Creating decent living conditions**

The Municipality has a Pavement Management System for infrastructure in the urban areas, however there is still a challenge that the Rural Asset Management System (RAMS) is still not finalized by the District. The funding was provided to the District municipality through the Department of Transport and is waiting for the finalization of the process in order to develop its own plan for rural asset maintenance.

The Electricity losses still remains a challenge, although it is below the norm (5-12%) and remains 10%, every effort is being made to reduce these losses.

Free basics services are provided in terms of electricity and refuse services, however the municipality does not have an Indigent Register. Currently the municipality is providing free basic refuse services to a large number of households in the rural areas and urban areas. The municipality has a challenge with developing the indigent register and therefore will only be able to identify and quantify the extent and impact of these free basic services.

#### **Good Governance**

The Municipality is performing well in terms of ensuring that Council meetings take place. The Oversight committees are functional, and municipal officials do attend the District IGR forum meetings.

There is an anti-corruption policy in place. It does however require a review as there are insufficient measures in place to ensure that the strategies are implemented effectively.

The Municipality has a compliance system in place to ensure compliance with legislation, however the enforcement of Bylaws is not very effective.

#### **Public Participation**

While there are some challenges with regard to the functionality of ward committees, most wards The Councillors are holding meetings but certain wards are failing to submit sectoral reports and Councillor report. It would seem that there is a gap in terms of the Ward Committee training as Councillors are not trained to an extent where they are able to submit the documents in terms of COGTA requirements. It is recommended that a further extensive training be undertaken by COGTA. The public participation programs are only done during the IDP and Budget roadshows.

#### **Financial Management**

The Municipal has not received any disclaimers from the Auditor General. The municipality continues to be growing concern as the budget is realistic and based on cash available. Debt collection Policy is in place and is implemented effectively. The SCM Unit has been capacitated and is functioning effectively as well.

#### **Institutional Capacity**

The appointments of all Section 54/56 positions have been finalized. All Directors have been appointed. The Municipality reviewed its organogram and it's in line in terms of the human capacity required to fulfill the municipality's vision, however all posts cannot be budgeted for due to budget constraint. The Human Resources department continuously provides training to Councillors and staff. The municipality has a staff retention policy. Skills Development is being implemented.

## The uMlalazi LM Strategic Planning Session

The uMlalazi Municipality held its annual strategic planning session from the 12-14 February 2019 to pave the developmental path toward service delivery for the 2019/20 financial moving forward. The expectation was that the strategic session will take forward the vision through the implementation of the strategic goals and objective that are in line with the emphasis of the political mandate as well as new government imperatives.

The Mayor of uMlalazi LM, His Worship Cllr TB Zulu emphasized that administration focuses on the following matters for this financial year;

- Capitalizing on the strategic location of the municipality with relation to the Richards bay SEZ and the Dube Trade Port.
- Placed a strong emphasis on the revitalization of the tourism sector.
- Development and support the agricultural sector for LED and food security and study the feasibility of establishing a Food Processing Hub
- Coastal Development with strong focus on the oceans economy (Operation Phakisa). Furthermore the municipality must focus on beach development and beach access (recreational parks)
- Revenue Enhancement
- Job Creation, Incubation and continuous support
- SMME and Youth Business allocation in SCM Procurement Processes.
- Keep Service Delivery as the core mandate.
- Support OSS and Ward Committees as they are extension functions of local government.

## SECTION C: SITUATIONAL ANALYSIS

### 3.1. DEMOGRAPHIC CHARACTERISTICS

#### Demographic Indicators

##### Population Size

Population group of Head	Black African	Coloured	Indian/Asian	White	Other	Total	% share in KZN
KwaZulu-Natal	9626245	131447	874180	432831	535,4031488	11065239	100
DC28: KCDM	920496	4458	17795	28385	0	971134	8,8
KZN281 : uMfolozi	143713	254	18	376	0	144362	1,3
KZN282 : uMhlathuze	367151	3073	15399	24841	0	410464	3,7
KZN284 : uMlalazi	217029	1068	2210	2832	0	223139	2,0
KZN285 : Mthonjaneni	78544	63	0	277	0	78883	0,7
KZN286 : Nkandla	114060	0	166	58	0	114283	1,0

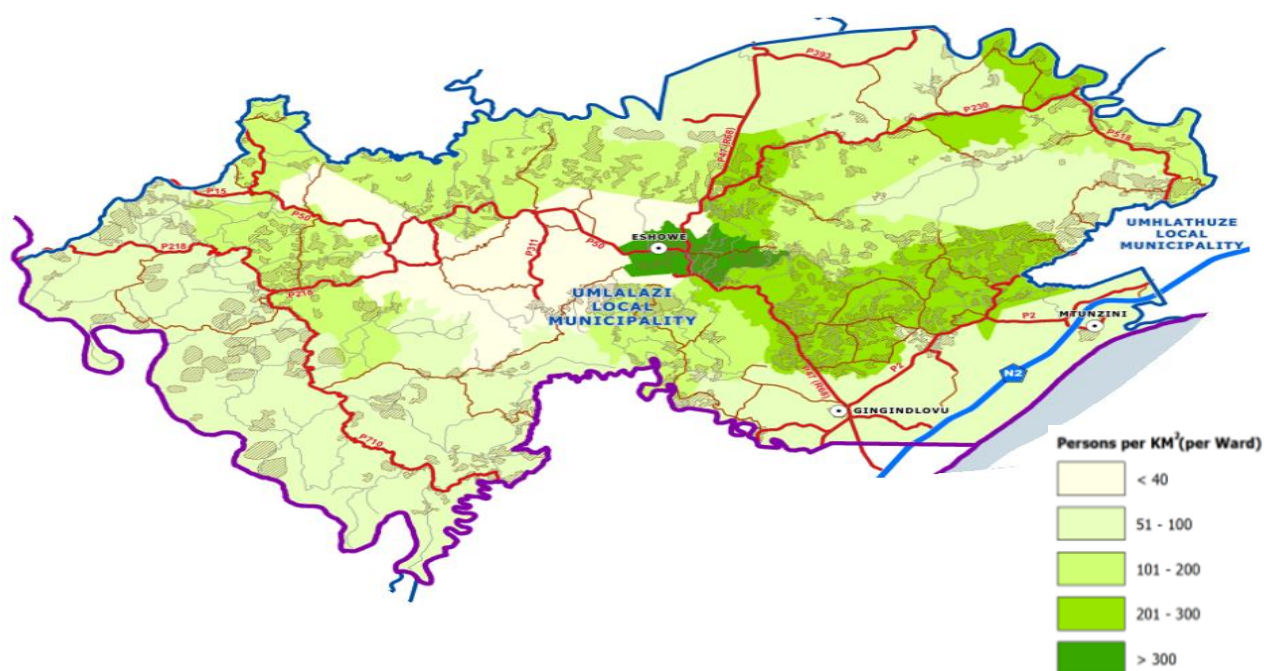
Table 9: King Cetshwayo DM – Total Population Size per LM (2016)

The total population size of the King Cetshwayo District Municipality has increased from 907,519 in 2011 to 971 134 in 2016. Umlalazi has also increased significantly over same time period. This translates in better standards of living thus decreasing the mortality rate. This could also be a result of a higher birth rate since 2011, which could be a worrying factor in terms of health and birth control among families.

##### Population Density

The area surrounding the town of Eshowe has the highest population Density, i.e. More than 300 persons per km<sup>2</sup>. The Eshowe, Gingindlovu and Mtunzini triangle also has relatively high population density, i.e. between 201 and 300 persons per km<sup>2</sup>.

**Map 4: Population Density**



## Households

### *Number of Households, Household Distribution and Average Household Size*

uMlalazi	2001	2011	2016
<b>Total Population</b>	209 777	206 961	223 139
<b>Number of Households</b>	38 446	45 062	46 953
<b>Average Household Size</b>	5.4	4.6	4.8

**Table 10: Number of Households (2016)**

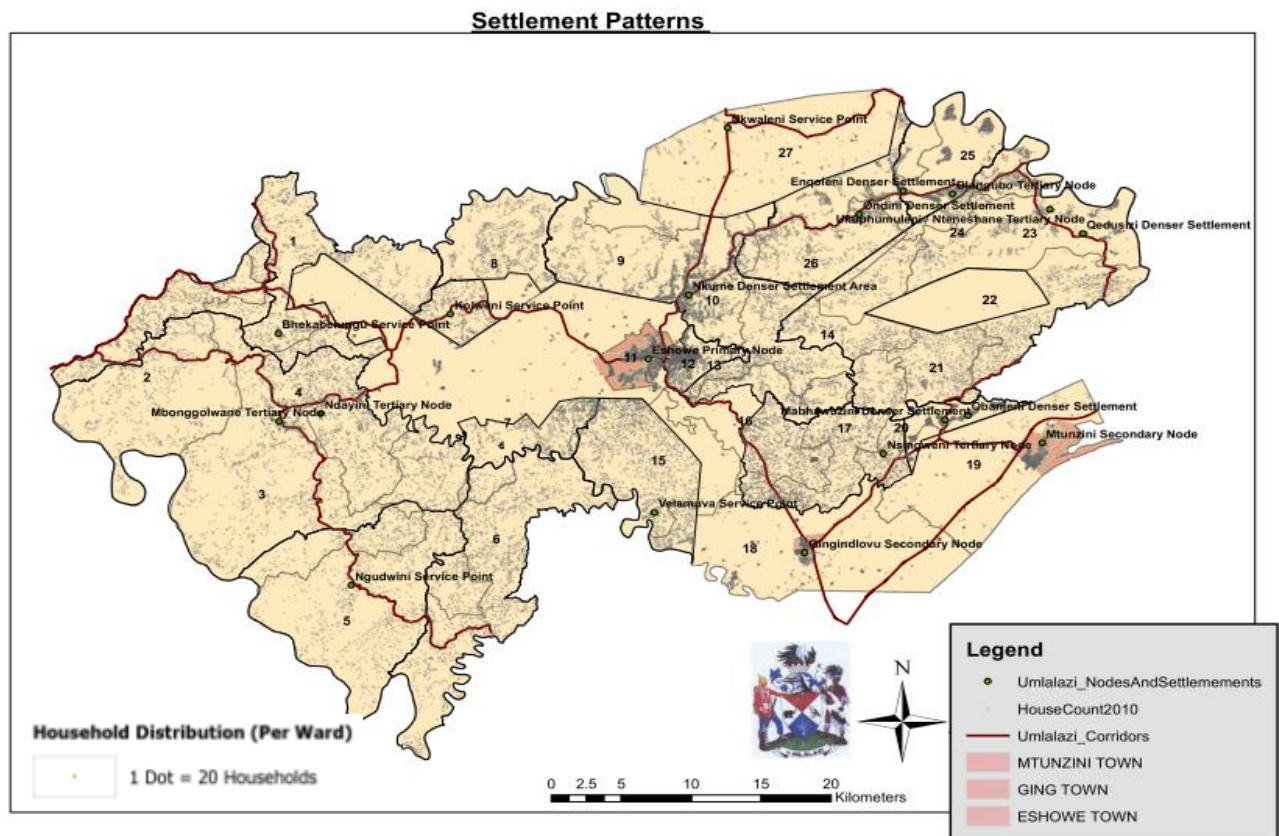
INDICATOR	CATEGORY	KZN	KCDM	uMLM
<b>Number of households</b>	Number of households	<b>2875843</b>	<b>225797</b>	<b>46953</b>
<b>Household percentage share by population group</b>	Black/African	<b>2443359</b>	<b>210446</b>	<b>44958</b>
	Coloured	<b>50955</b>	<b>2128</b>	<b>513</b>
	Indian/Asian	<b>246441</b>	<b>5018</b>	<b>636</b>
	White	<b>168005</b>	<b>10091</b>	<b>1220</b>
<b>Head of household (gender)</b>	Male	<b>2414213</b>	<b>192351</b>	<b>39765</b>
	Female	<b>2249740</b>	<b>183432</b>	<b>39920</b>
<b>Main dwelling</b>	Formal	<b>2090067</b>	<b>159371</b>	<b>29285</b>
	Informal	<b>246272</b>	<b>7535</b>	<b>490</b>
	Traditional	<b>520244</b>	<b>58094</b>	<b>16974</b>
	Other	<b>19062</b>	<b>798</b>	<b>204</b>

**Table 11: Household Demographics (CS 2016)**

The above indicates that, with the increase in population due to various reason, there has been an increase in the number of households over the period of 2011 and 2016. The increase in the number of households can also be attributed to the fact that the municipality continues to provide housing to the destitute. The municipality has to date completed two rural housing projects, two urban low cost housing and is in the process of completing the third rural housing project. It is also worth mentioning that there seems to be steady increase in the number of female headed households which may be attributed to the urban migration of males to seek better employment opportunities in larger neighbouring cities such as uMhlathuze and KwaDukuza.

## Household Distribution

Households are more densely settled in the area surrounding Eshowe town and to the east thereof. The settlement pattern in the remainder of the Municipal area is low density scattered settlement. The Settlement pattern also shows that there are denser settlements along corridors and major routes, which may indicate that people are settling closer to access to transportation.



**Map 5: Settlement Patterns**

## Average Household Size

There has been a noticable increase in Average Household Sizes between 2011 and 2016, from an average of 4.6 persons to 4.8 persons per household. This is even though the number of households has increased. This could be due to the face that the municipality has lessened the burden over crowding in households with the provision of houses especially in rural areas. This may also be attributed to the outward migration of youth whom are of a working, to seek employment in other municipalities. The largest households (more than 6 members per household) are located in Wards 22 and 24, in the north-eastern part of the Municipal Area. Whilst the population density in Eshowe town and surrounds is the highest in the Municipal Area, Household Sizes are also the smallest, i.e. less or equal to 4 members per household.



## Female Headed Households

**Table 12: % of Female Headed Households**

uMlalazi	2001	2011	2016
No. of household headed by women	22 157	24 913	39920
% of female headed households	57,6	55,3	53

## Gender Ratio

In terms of the gender ratio demographics by StatsSA, it is evident that there remain to be more females within the population of uMlalazi LM than that of males. This could also be an attribute to there being a more female headed households than men.

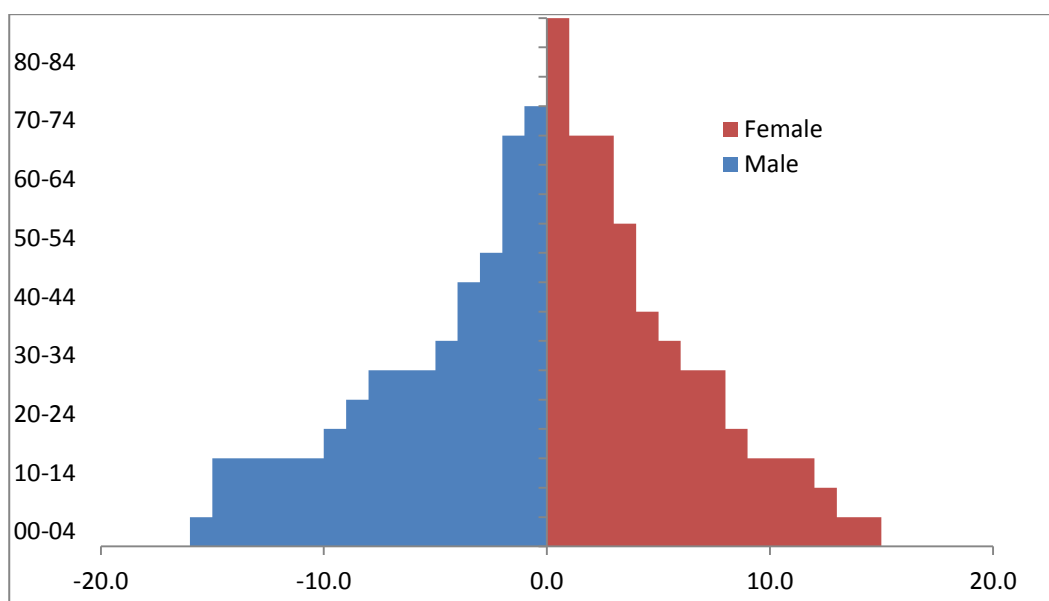
INDICATOR	TYPE	NUMBER	%
Gender	Male	103 773	47,0%
	Female	119 367	53,0%
Sex ratio male/100 females	Sex ratio male/100 females	89,5	86,9

**Table 13: Gender Ratio (CS 2016)**

## Age Distribution

Age	Male	Female
00-04	16733	17325
05-09	15931	15781
10-14	16042	14554
15-19	10754	11172
20-24	9103	9898
25-29	8318	9405
30-34	5303	7170
35-39	4284	5376
40-44	3785	4626
45-49	3027	4354
50-54	2419	4724
55-59	2344	3744
60-64	2088	3235
65-69	1602	3267
70-74	1112	1776
75-79	516	1483
80-84	212	690
85+	199	787
223 140	103772	119367

**Table 14: Age Distribution – 2016**



**Figure 4: Age Distribution (2016)**

There is a steady increase in the number of people per age category from 20 years and older. This means that the pyramid structure, as presented in the graph is indicating a broadening trend from people aged 20 years and older. The population is becoming older. It is typical of developing countries. Further, the age distribution also indicates a reduction in the age categories of 5 yrs to 19yrs. What is however interesting to note is the number of persons in the age category 0 to 4 yrs (or from 2011 to 2016) has increased significantly indicating that poor birth control is practiced and no family planning is taking place. When further analyzing the population pyramid, it depicts noticeable declines in the categories of of primary education, secondary education tertiary education and throughout the employable ages. This could indicate that at these categories, that particular population tends to leave the municipality in search for better opportunities.

#### Health HIV/AIDS Prevalence

	TOTAL POPULATION	HIV POSITIVE % ESTIMATES (2014)	AIDS DEATHS % ESTIMATES (2014)
KWAZULU NATAL	10 508 110	14.9	1
KCDM	917 958	14.7	1
UMFOLOZI	128 241	15.4	1.1
UMHLATHUZE	347 429	15.8	1.1
UMLALAZI	213 224	13.8	0.9
MTHONJANENI	47 320	14.4	1
NKANDLA	110 084	13.2	0.9

**Table 15: Health: HIV Prevalence Source: Global Insight, 2015**

HIV/AIDS has had a major impact on both the quality of life of communities and families and on the economy. A number of initiatives have been implemented through the National Department of Health to combat the current epidemic however major challenges still remain.

Table 10 depicts KZN and KCDM HIV positive estimates and AIDS deaths estimates for the years 2003 and 2014. The percentage of HIV positive estimates in KZN increased from 13.4 per cent in 2003 to 14.9 per cent in 2014. The proportion of AIDS deaths was estimated at a low 1 per cent in KZN in the year 2014. KCDM followed almost similar trend for the HIV positive estimates from 13.7 per cent in 2005 to 14.7 per cent in 2014. Within uMlalazi LM, the HIV prevalence shows a slight increase of 0.6% from 2003 to 2014.



## Education

The figure below displays the distribution of the highest level of education received by the population:

INDICATOR	OPTION	NO.	(%)
Current school attendance	Yes	93 857	42%
	No	129 241	58%
	Don't know	42	0%
	Total	223 140	100%
Current school attendance (by gender)	Yes (Male)	47 298	45,6%
	No (Male)	56 434	54,4%
	Do not know (Male)	42	0,0%
	Yes (Female)	46 559	39,0%
	No (Female)	72 808	61,0%
	Do not know (Female)	0	0,0%
Current school attendance (by race)	Yes (Black African)	92 722	42,7%
	No (Black African)	124 439	57,3%
	Do not know (Black African)	42	0,0%
	Yes (Coloured)	173	18,8%
	No (Coloured)	748	81,2%
	Do not know (Coloured)	0	0,0%
	Yes (Indian/Asian)	633	29,5%
	No (Indian/Asian)	1 516	70,5%
	Do not know (Indian/Asian)	0	0,0%
	Yes (White)	329	11,5%
	No (White)	2 539	88,5%
	Do not know (White)	0	0,0%
Highest level of education	No schooling	54 316	24,4%
	Primary	78 596	35,4%
	Some Secondary	51 203	23,0%
	Matric	31 668	14,3%
	Tertiary	6 406	2,9%
Highest level of education (by gender)	No schooling (Males)	23 560	22,8%
	No schooling (Females)	30 756	25,9%
	Primary Schooling (Males)	38 890	37,7%
	Primary Schooling (Females)	39 706	33,4%
	Some Secondary (Males)	23 714	23,0%
	Some Secondary (Females)	27 489	23,1%
	Matric (Males)	14 284	13,8%
	Matric (Females)	17 385	14,6%
	Tertiary (Males)	2 832	2,7%
	Tertiary (Females)	3 574	3,0%
Highest level of education (by race)	No schooling (Black African)	53 645	24,8%
	No schooling (Coloured)	102	11,3%
	No schooling (Indian/Asian)	288	13,4%
	No schooling (White)	281	9,9%
	Primary Schooling (Black African)	77 503	35,8%
	Primary Schooling (Coloured)	168	18,6%
	Primary Schooling (Indian/Asian)	590	27,5%
	Primary Schooling (White)	335	11,8%
	Some Secondary (Black African)	49 901	23,1%
	Some Secondary (Coloured)	277	30,7%
	Some Secondary (Indian/Asian)	546	25,4%
	Some Secondary (White)	479	16,8%
	Matric (Black African)	29 859	13,8%
	Matric (Coloured)	339	37,6%
	Matric (Indian/Asian)	632	29,4%

INDICATOR	OPTION	NO.	(%)
	Matric (White)	839	29,5%
	Tertiary (Black African)	5 384	2,5%
	Tertiary (Coloured)	15	1,7%
	Tertiary (Indian/Asian)	93	4,3%
	Tertiary (White)	914	32,1%
Matric (20+ age group)	Total	29 728	28,4%
Matric (20+ age group by gender)	Male	13 496	30,5%
	Female	16 232	26,8%
Matric (20+ age group by population group)	Black African	28 013	27,9%
	Coloured	317	47,5%
	Indian/Asian	558	41,6%
	White	839	36,9%

**Table 16: Analysis of the highest levels of Education**

### 3.2. SPATIAL ANALYSIS

#### Regional Context

uMlalazi Local Municipality (KZN284) is situated along the north eastern coast of Kwa Zulu Natal, 125km north east of Durban. The eastern portion of uMlalazi Local Municipality lies on the N2 National and Provincial Development Corridor linking two major economic hubs of Richards Bay and Durban. Umlalazi municipality is located within King Cetshwayo District, which comprises of five local municipalities namely;

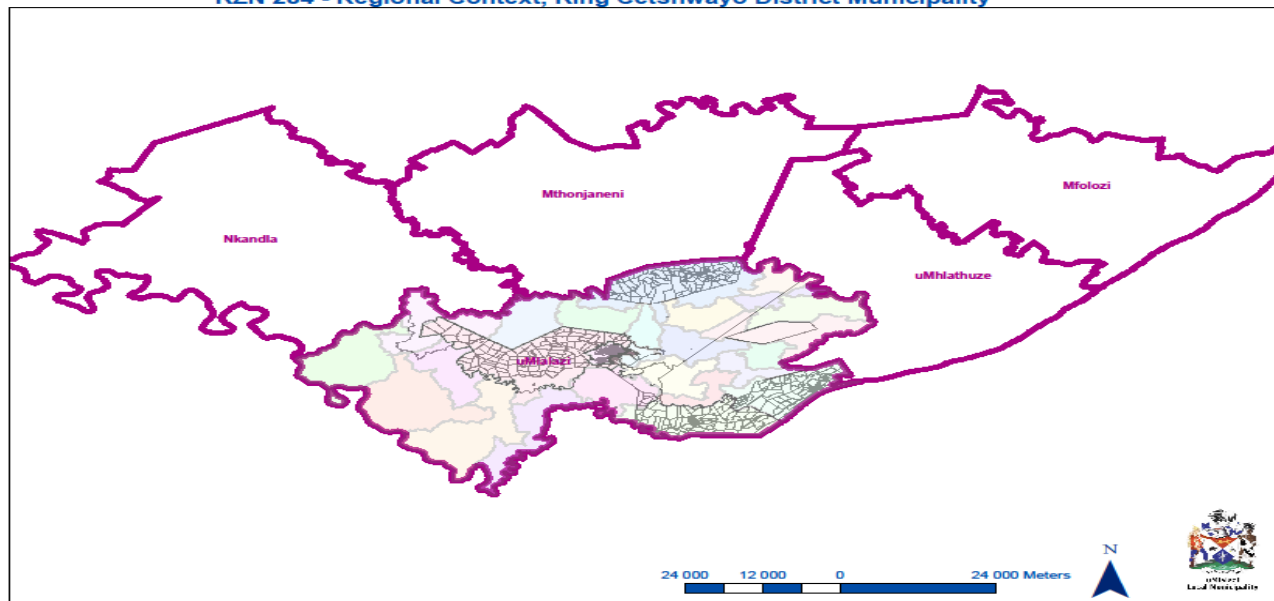
- uMfolozi LM (KZ 281)
- uMhlathuze LM (KZ 282)
- uMlalazi LM (KZ 284)
- Mthonjaneni LM (KZ 285)
- Nkandla LM (KZ 286)

It is bordered by Ilembe District Municipality (Mandeni Municipality to the south and Maphumulo Municipality to the southwest). Towards the western regions, the municipality borders Nkandla Municipality and Mthonjaneni Municipality, and to the north, it is bordered by uMhlathuze municipality. The municipality borders on the Indian Ocean on the eastern coastline which stretches approximately 19km, from the borders of Mandeni municipality to uMhlathuze Municipality. Geographically, the municipal area covers 2 217km<sup>2</sup>, one of the largest local authority areas in South Africa. There are 27 electoral wards and 14 tribal authority areas of which AmaKhosi are custodians thereof on behalf of the Ingonyama Trust Board.

The uMlalazi Municipality is crossed by a number of important transportation routes, such as the N2 Freeway between Durban and Richards Bay, the R34 between Richards Bay/Empangeni and Nkwaleni valley to the north of Eshowe, and the R66 from the N2 freeway to Gingindlovu, Eshowe, Melmoth, Ulundi and Vryheid. The famous King Shaka (Zulu) Heritage Route R66 has a lot of historical and cultural significance and is promoted a tourism route.

## Map 6: Regional Context

KZN 284 - Regional Context, King Cetshwayo District Municipality



Eshowe, Mtunzini and Gingindlovu form the three main towns of uMlalazi Municipality. The town of Eshowe is of great historical significance in that it is the birthplace of King Cetshwayo, who was King of the Zulu's during the Anglo-Zulu War of 1879. The population distribution in the municipal area is characterized by relatively high population densities within urban nodes, and low densities in rural areas. The municipal area is dominated by tribal areas and 14 Tribal Authorities exist within the municipal area.

### Administrative Entities

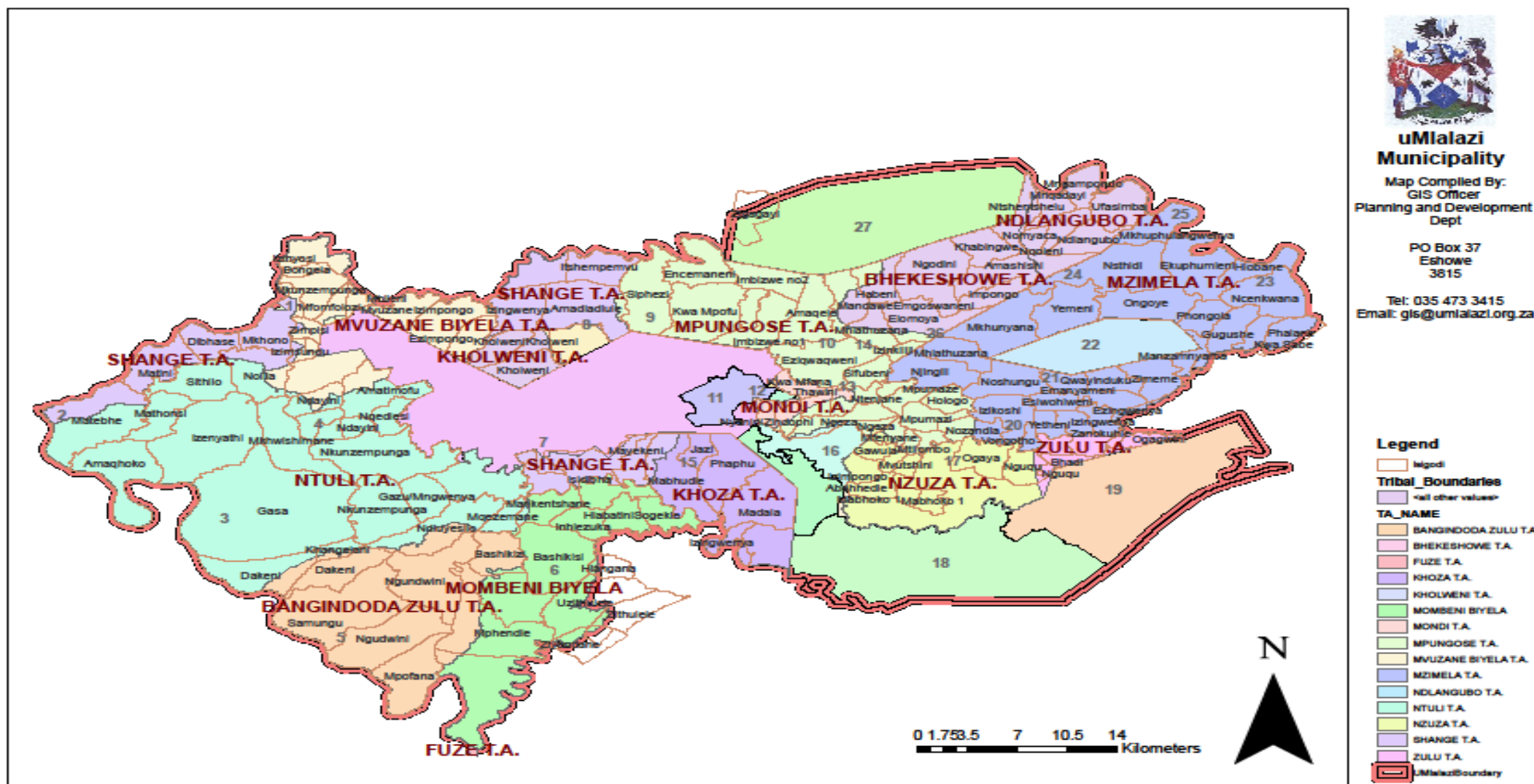
- The administrative city, service center and the location of the main administrative offices of the uMlalazi Municipality is Eshowe, where a number of government departments are also established. It is also a service center for its agricultural hinterland.
- Mtunzini functions as a coastal tourist jewel for the municipality as tourists usually visit while travelling north/south of the province on the N2 and R102. The coastal town services areas of Ward 19, 20, 21 and 22 as well as the southern wards of the uMhlathuze Municipality. There is a strong emphasis on the conservation of the coastal environmental features within the Mtunzini.
- Gingindlovu is a much smaller urban node rendering basic services to the immediate population of the area. Gingindlovu has a huge potential to be established as logistics hub and industrial zone. The town also services the northern wards of Mandeni Municipality.

### Structuring Elements

- Coastline of approximately 19kms forms the south-eastern boundary of the Municipal Area
- Scattered, low density settlement pattern evident on Ingonyama Trust land in the south-western third and the north-eastern third of the Municipal Area
- Ezemvelo Coastal Reserve (the uMlalazi Reserve and the Amatikulu Reserve) along the coast and potential for Blue Flag Status and Coastal Development for Tourism
- N2 National Road traverses through the Municipal Area along its south-eastern boundary on the lower lying coastal plains. Heritage Route R66 traverses from west (Gingindlovu) east towards Melmoth thereby connecting the N2 with the highlands.
- The central and northern parts, as well as the north-western and north-eastern parts, of the Municipal Area are characterized by undulating topography.
- Tourism potential exists with pristine beaches, natural rain forest, Zulu heritage

- The R66 Main Road traverses through the center of the municipal area from south to north, providing a road link between Durban, Ulundi and Vryheid.
- Mining activity at Fairbreeze will enhance local GDP, thereby improving standard of living.
- Abundant developable land
- The municipality is largely characterised by Agricultural Land
- Agricultural Node within Nkweleni Valley.

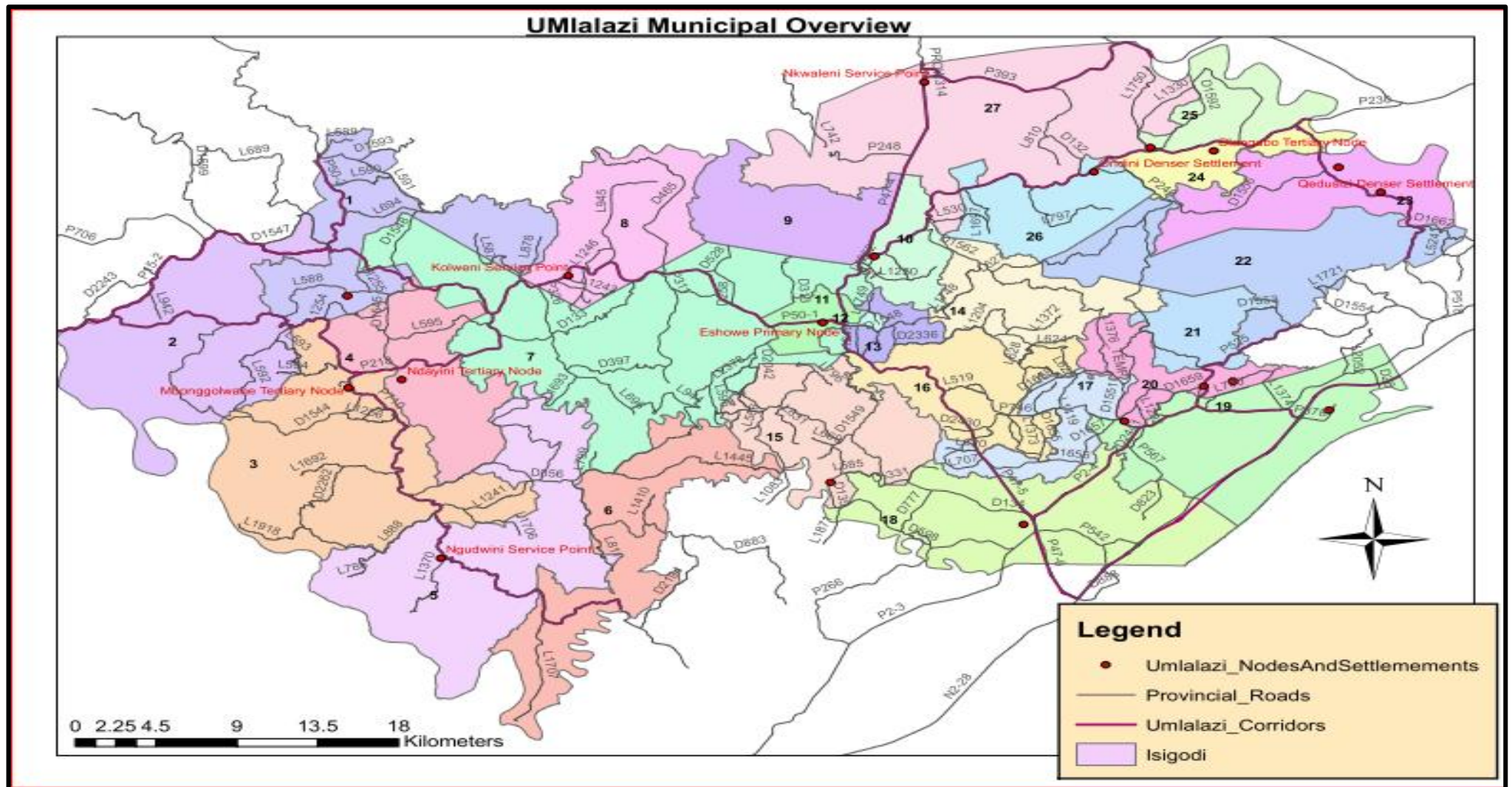
## uMLALAZI MUNICIPALITY - KZN 284



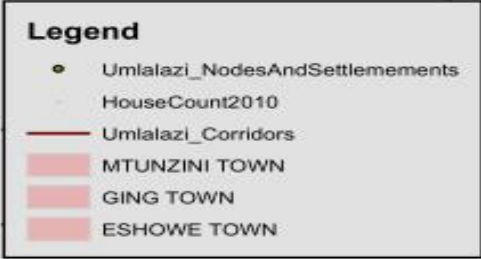
Map 7: Administrative Entities: Traditional Authorities



Map 8: uMlalazi LM Locality Map



Nodes and settlements are located along main transport routes. Accessibility to nodes in the pockets in the rural pockets between main roads is generally poor. The municipality is in the process of developing nodal development plans for rural areas to enhance the character of rural areas and developing a framework that will attract potential investment in rural areas.





## Intervention Areas: Corridors

Map 10: Intervention Areas: Corridors





## Broad Land Uses

The uMlalazi Area is dominated by a band of commercial farms covering an area from the west of Eshowe and along the R68 to Gingindlovu and northwards along the N2 Motorway to north of Mtunzini. One isolated area of commercial farming is located in the north of the municipal area and straddles the R34, and includes the Nkwaleni Valley. These areas are characterized by intensive agricultural practices, where land management is of the highest order.

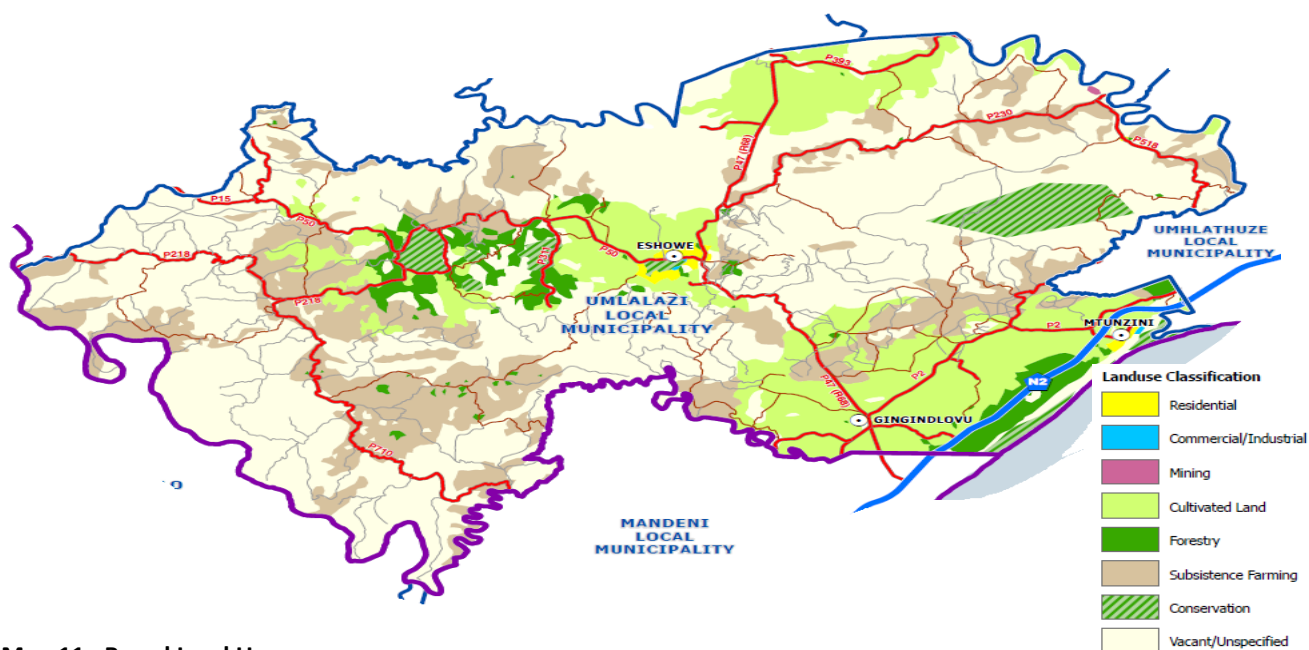
Agricultural production is focused on sugar cane, some timber production and citrus farming occurs in the Nkwaleni Valley. The largest portion of the municipal area is covered by land in the ownership of the Ngonyama Trust and farming activities are extensive. This area is also characterized by poor land management practices and presents a challenge in respect of the unlocking of the agricultural potential that exists. This area also accommodates scattered residential settlements posing considerable pressures in respect of the provision of basic services. The provision of water and sanitation is addressed in the uMlalazi IDP and the improvement of roads and accessibility also features prominently in the identified capital projects.

The uMlalazi Area features some important conservation areas that require careful management in the unfolding development pattern:

- The Ongoye Forest is located in the east of the municipal area and is a nature reserve, attracting local and foreign visitors.
- The Entumeni Nature Reserve, which is located to the west of Eshowe and will also require protection.
- The Mbongolwane Wetland, which is at present not demarcated, but will be protected. It will be identified as a Management Area in terms of the uMlalazi Land Use Management System.
- The Dhlinda Forest, which is located within the town of Eshowe and is a nature reserve.

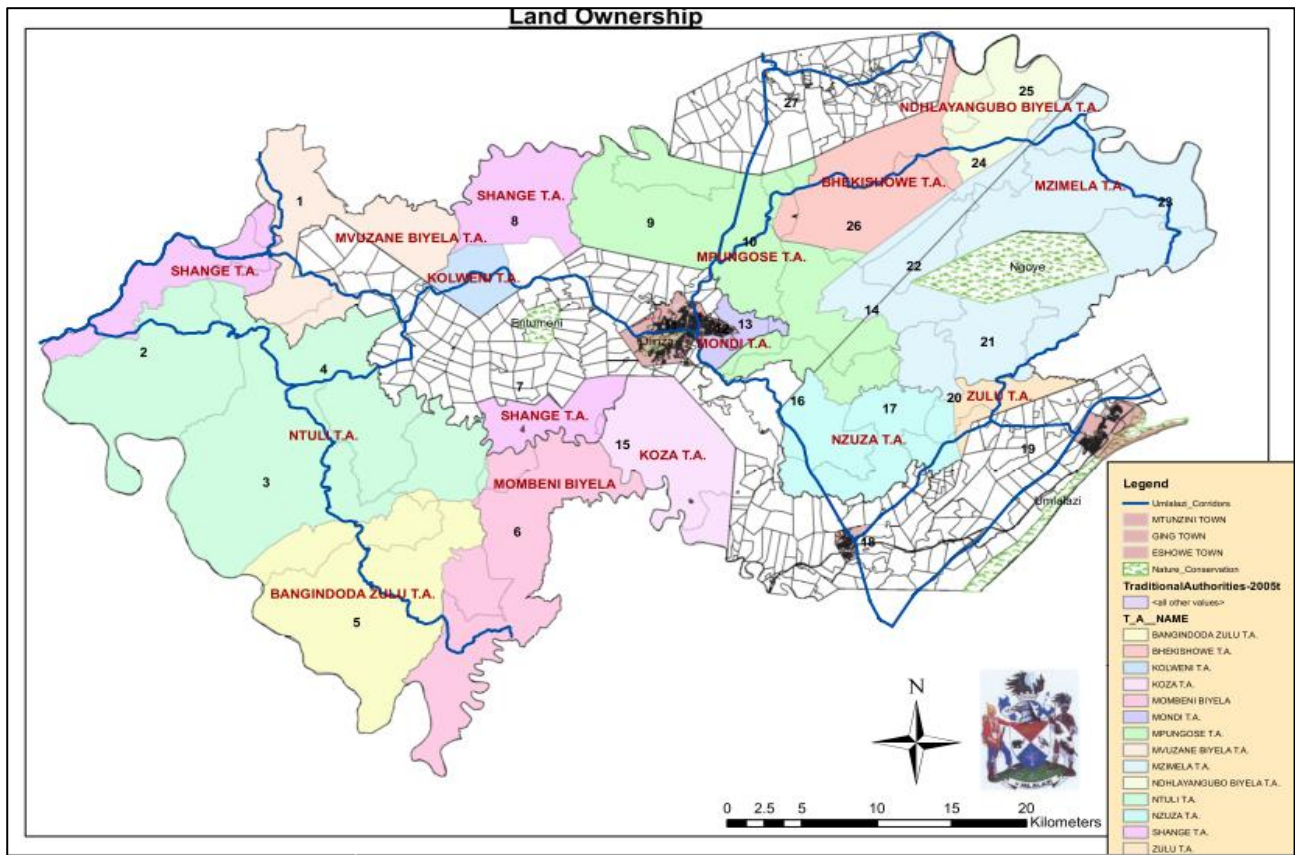
One of the outstanding features in the uMlalazi Area is the coastal zone from north of Mtunzini to the Amatikulu River mouth. It covers an area of approximately 17km in length. This coastline presents outstanding opportunities in respect of tourism and recreational facilities. The so-called Siyaya Coastal Park will be included as a Management Area in terms of the uMlalazi Land Use Management System.

It must also be noted that there are mining rights allocated to areas south of Mtunzini, which are not clearly reflected on the map below.



## Land Ownership

There are isolated pockets of state land evident in the central parts and the northern parts of the Municipal Area. Further, as indicated previously, there are private commercial farms in the south-east, the central parts and the northern parts of the Municipal Area. The balance of the Municipal Area is Ingonyama Trusts Areas.



Map 12: Land Ownership

## Land REFORM

LAND CLAIMS			
LAND CLAIM STATUS	KM <sup>2</sup>	% OF TOTAL GAZETTED LAND CLAIMS AREA	% OF TOTAL MUNICIPAL AREA
Settled	38.74	39.61%	1.75%
Not Yet Settled	59.07	60.39%	2.66%
Total Gazetted	97.81	100.00%	4.41%
Total Municipal Area	2217.00		

Table 17: Status of Land Claims

Settled land claims constitute some 1.75% of the Municipal Area (or some 38.74km<sup>2</sup>). Land claims which have been gazetted but not yet settled affects some 2.66% (or 59.07km<sup>2</sup>) of the Municipal Area. The following farms are under land claims as provided by the Land Claims Court;

- The Farm Obanjeni Portions: 17853; 9394; 10059; 9141; 9387)
- The Farm Ranch (Portions: 11368)
- The Farm Balcomb (Portions: 15241)
- The Farm Hall (Portions: 14196)

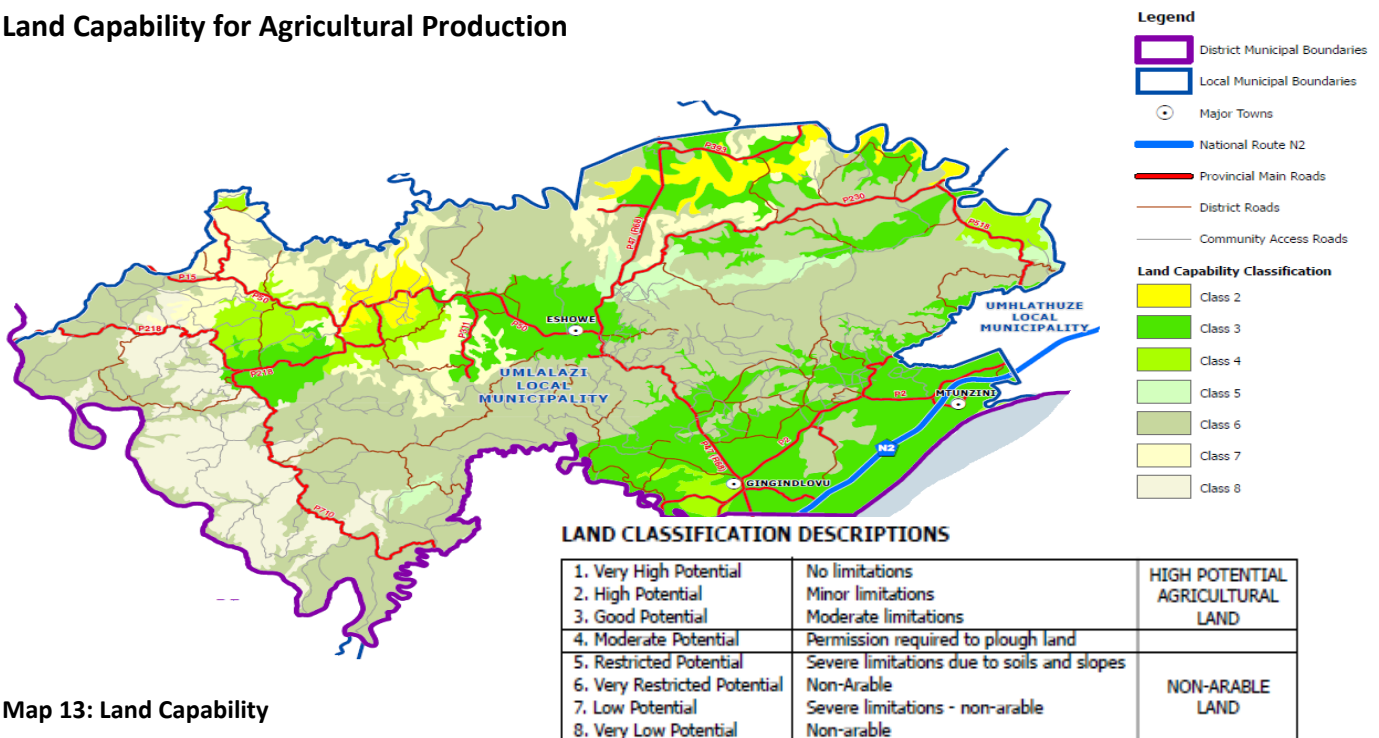
- The Farm Garland (Portions: 15475)
- The Farm Enyezane (Portions: 9348; 10617)
- The Farm uMlalazi (Portions 14081; 9705; 10011; 9116; 9667; 13684; 10263; 10072; 9707; 12848; 14798)
- The Farm Emoyeni (Portions: 10344; 9105; 12613)
- The Farm Darling Estate uMlalazi (Portions: 14752)
- The Farm Nuwers (Portion: 15242)
- The Farm Balton Rouge (Portions :17433)
- The Farm Carlyle (13747)
- uMlalazi Nature Reserve

## Private Sector Developments

The uMlalazi Municipality is in support of all private sector developments which are adequately applied through the SPLUMA channels. The Joint Municipal Planning Tribunal assesses and facilitate all developments to be in libe with the provisions of the Act. However, various projects are stagnant due insufficient bulk services in terms of water and sanitation. The following catalytic projects have been presented to the municipality with full support from council to be established within the municipal area;

- Atrium Mall Development (Old Eshowe Mall additions and alterations)
- Proposed Eshowe Private Hospital
- Proposed R 66 Mixed Use Development
- Proposed ERF 167 Mixed Use Development (Mthunzini)
- Installation of a 0.45m Optical Telescope At KwaNtoza Mountain (UNIZULU)
- Amatigulu AgriVillage
- Eshowe Gardens Mixed Use Development
- NCLude Integrated Data Digitalization Project (IDDP) – Rollout of rural addresses (All Wards)
- Eshowe & Gingindlovu Industrial Area Sites Development
- Portion 17 (of 16) of the Farm Lot 94 uMlalazi 13684 (Mixed Use Development)

## Land Capability for Agricultural Production



**Map 13: Land Capability**

Most of the high potential agricultural land is in private ownership. This land is located along the coastal strip between Mthunzini and Gingindlovu – on the lower lying areas. It is also located in the area surrounding the town of Eshowe and

extending to the west thereof. There is also some very high potential agricultural land situated in the north-eastern part of the Municipal Area.

### **3.3. ENVIRONMENTAL ANALYSIS**

#### **3.3.1. Habitats**

The following critical habitat types exist within the municipality:

- Coastal Dune forest
- Riverine / riparian and swamp forest
- Secondary grassland
- Wetland
- Estuaries
- Mangrove swamp and salt flats
- Open space within the towns
- Natural vegetation
- Open woodland and forests

#### **3.3.2. Key Hydrological Features**

The municipality has two key hydrological features including the following:

##### **The uMlalazi Estuary**

The estuary is easily accessible by road and lies below the Mtunzini Village. The river is approximately 54 km long with a catchment area of 492 sq. km. approximately 46% of the catchment land-cover of the Umlalazi system is agriculture and consists mainly subsistence farming, sugar cane and commercial forestry. About 1% of the catchment is urban comprising mainly the residential and industrial developments associated with of the coastal village of Mthunzini and the town of Eshowe further inland. The catchment does not appear to be degraded and about 53% of the catchment is natural. This natural vegetation is comprised of grassland, bush land and forest. There have however been reports of bank erosion as a result of ploughing close to the river's edge. 72 % of the catchment falls within traditional Ingonyama trust area. The surrounds of the estuary however are owned by the state and managed by Ezemvelo KZN Wildlife.

##### **The Mbongolwane Wetlands**

The Mbongolwane Wetlands has survived despite the fact that most wetlands within the municipal area have been drained to make land available for commercial agriculture and this wetland system is therefore particularly critical. Mbongolwane wetland is about 400 hectares and is a prime example of a reed marsh and remains wet even through the dry season. The wetland is a source of reeds used in the weaving of traditional mats. While a large majority of the wetland remains under natural vegetation certain parts of the wetland have been drained for cultivation of root vegetables.

##### **Protected Areas**

The Municipality has 4 proclaimed protected areas. These include the following:

- **Dlinza Forest**

Established in 1947, this 250 ha forest is uniquely situated within the urban environment of Eshowe. The Dlinza Forest historically provided a burial site for the Zulu dead during the Anglo-Zulu War in Eshowe. The forest is best known for its birds, two species in particular, the Spotted Thrush and Delagorgues Pigeon are sought after by birdwatchers in the forest. Numerous other beautiful species such as Green Coucal, Grey Cuckoo Shrike, Narina Trogon, Trumpeter Hornbill,

Red backed Mannikin, Green Twinspot and Crowned Eagle are found in the forest. Numerous tree plaques provide information of biological interest and describe Zulu medicinal use of the various trees.

- **Entumeni Forest**

Established in 1970, this little-known 750 ha reserve consists largely of a gorge covered by forest. It can be found approximately 20 km from Eshowe on the Nkandla/Ntumeni Road. The Ntumeni Forest is located on a beautiful but strenuous terrain, and consists of a spectacular waterfall on the Ngoje stream. At this point the rare Longtailed Wagtails are often observed along the stream. Birding can be very rewarding with species such as Delagorgues Pigeon, Brown Robin, Yellow streaked Bulbul, Olive Woodpecker, Grey Cuckoo shrike and Black Cuckoo. As with the Dlinza Forest, both blue duiker and bushbuck occur in the forest. The grasslands in the reserve are home to a herd of zebra, and numerous grassland bird species such as the Lazy and Croaking Cisticola.

- **Ongoye Forest**

Ongoye Forest is an exceptionally rare and diverse habitat. It is probably the most famous example of the extremely rare scarp forests. The Ongoye mountain range is well-drained by numerous fast-flowing streams such as the uMlalazi and its tributaries the Thondo and the Intuze arising from valley-head springs and is of great importance as a water catchment area. It has large array of rare and endemic tree and plant species which include magnificent giant umzimbeet, *Millettia sutherlandii*, forest mangosteen *Garcinia gerrardii*, forest water berry, *Syzygium gerrardii* and pondoland fig *Ficus bizanae* amongst others. The cycads *Encephalartos ngoyanus* and *Encephalartos villosus* are also found here. Birding and hiking are also very popular all year round. There are about 130 bird species found on the reserve. The green barbet is endemic to the forest. Bushbuck, red duiker and red squirrel are also found. The giant Wood's cycad, *Encephalartos woodii*, now extinct in the wild, but surviving at the botanic gardens in Durban only occurred here. In the past, Ongoye forest was protected by the Zulu Royal household because of the medicinal value of the plants found there.

- **Umlalazi Coastal Nature Reserve**

This coastal reserve is situated one km from Mtunzini on the KwaZulu-Natal North Coast. Umlalazi was established as a protected area in 1948 and is 1 028 hectares in extent. Home of the palmnut vulture, which is one of the rarest birds of prey in South Africa. There is an easy walk through one of the best examples of mangrove swamps in South Africa, where several species of. Wildflowers and a great variety of bird life can be seen

### **3.3.3. Biodiversity**

The uMlalazi Municipality lies within the Maputaland Coastal Plain, and its biodiversity is of particular importance in a biodiversity-rich country, from a nature conservation perspective, for intrinsic reasons, and for the ecosystem services (as below) it provides, as it occurs within one of the two biodiversity hotspots.

#### **Status of uMlalazi Weed Eradication Program**

The following provides a brief summary of the uMlalazi Weed Eradication Program:

- The uMlalazi Municipality improved its weed eradication program.
- Special programs are in place to draw weedicide;
- The weed eradication program for Mtunzini is conducted by the Mtunzini Conservancy and finances are provided by the uMlalazi Municipality.
- The Gingindlovu weed eradication program is undertaken by the uMlalazi Municipality and temporary workers are employed as a job creation project and trained.

- The Eshowe weed eradication program was outsourced and consequently the contractor has been employed by the Municipality as the skill member who now coordinates temporary workers as a job creation project and supervises the weed eradication program.
- The urban areas of Mtunzini, Gingindlovu and Eshowe have respective teams with one permanent employee and the rest made up of temporary staff and have collectively eradicated + 400 ha of noxious weeds.
- The municipality supplies KZN Wildlife with herbicide which is then, in turn, through an approved program distributed to the residents free of charge.
- The uMlalazi Municipality through its statutory Community Services Committee advises all aspects of the environment. This Committee was instrumental in the compilation of a letter of agreement between the uMlalazi Municipality, the Department of Environmental and Agricultural Affairs which is a guideline pertaining to environmental impacts and relevant legislation all of which streamlines development in rural and urban areas.

### **3.3.4. Climate Change**

As part of the municipality's response to climate change, the District Environmental Management Framework requires that all district projects including that of local municipalities incorporate Climate Change mitigation & adaptation measures. A simple thing as making sure that all new buildings have energy efficient lighting goes a long way. The National Department of Environmental Affairs has a Climate Change "LETS RESPOND" tool kit that is available to serve as a guide for municipalities in initiating Climate Change Mitigation & Adaptation plans.

### **3.3.5. Strategic Environmental Assessment (EMF UNDER REVIEW)**

The King Cetshwayo District Municipality is reviewing the Environmental Management Framework, the purpose of which is to secure environmental protection and to promote sustainability and environmental co-operative governance. The overall objective of the EMF is to guide environmental decisions making within the district. In view of the development of this framework, the uMlalazi municipality will subsequently review its Strategic Environmental Assessment in order to align with the provisions and strategic imperatives of the EMF. The development of the SEA will form part of the full review of the 5 year IDP and SDF.

### **3.3.6. SPATIAL: SWOT ANALYSIS**

#### **Strengths**

- uMlalazi LM is strategically located along the N2 Corridor between Durban and Richards Bay, the R34 between Richards Bay/Empangeni and Nkweleni valley to the north of Eshowe, and the R66 (King Shaka Heritage Route) from the N2 Freeway inland towards the Zululand District.
- The municipality has adopted the wall to wall scheme to manage and regulate land use management throughout the municipal area. The SDF is also under review which will provide a framework for spatial development as it directly links to the IDP vision, mission and strategic objectives.
- Umlalazi municipality is the culture and heritage destination for the Zulu and the European population. There are also extraordinary environmental features (rain forests and wetlands) that attract tourists afar. Mountainous reaches in various awards are prime spots for hunting, birding, hiking and rock climbing.
- The beauty and ambiance with particular reference to the coast, the lagoon, indigenous forests and the activities of the conservancies active in the area is an asset which has a considerable impact on the tourism potential of the municipality.

## **Weaknesses**

- In many instances, the Traditional Authority areas are characterized by poor land management practices that presents a challenge in respect of the unlocking of the agricultural potential that exists. This is exacerbated by uninformed allocation of land practices.
- Traditional Authority areas also accommodate scattered settlement on undulating land, posing considerable pressures in respect of the provision of basic services.
- The urbanization rate is increasing in the municipal area and appropriate responses are required to adequately accommodate this tendency.
- Lack of economic activity in rural areas due to lack of bulk services and poor state of rural roads.

## **Opportunities**

- Economic tradeoffs from the strategic location of the municipality (SEZ/Dube Trade Port, N2 Corridor Development, Logistics Hub serving inland)
- Coastal Development (Blue Flag Status, Coastal Resorts, Pristine Beaches, Ocean Economy)
- The Development of Rural and Urban Nodal Development Plans will assist in decentralizing economic activities within the congested towns thereby enhancing rural economies.
- The vastness and rural component of the municipal area provides and opportunities in extensive agricultural development which should be further complimented with the development of agri-processing hub. An agricultural sector plan therefore being.

## **Threats**

- Mountainous topographical areas are more prone to lightning and wind related disasters.
- Low lying areas are prone to flooding
- Urbanization and mass migration due to lack of services in far rural areas.
- Urban sprawl promotes disorder and responsive (not proactive) planning.
- Slow delivery of services result in protest which lead to the eventual damage to strategic infrastructure.

### **3.3.7. ENVIRONMENTAL: SWOT ANALYSIS**

#### **Strengths**

- The beauty and ambiance with particular reference to the coast, the lagoon, indigenous forests and the activities of the conservancies active in the area is an asset which has a considerable impact on the tourism potential of the municipality. The strong ties that have been forged between the uMlalazi Local Municipality and the King Cetshwayo District Municipality support the development and promotion of tourism. The fact that Mtunzini was the first town to be declared as a conservancy makes a large contribution to the ambiance of the municipality and greatly contributes to the tourism potential in the area.
- The indigenous ecosystems provide habitat for medicinal plants, a rich resource for homeopathic and traditional medicines and these areas include the Ongoye, Dhlinda and Ntumeni Forests.
- A coastal and lagoon experience is provided with attractive urban nodes.
- The municipality demonstrates a substantial conservation “feel” demonstrated by the protected areas in existence.
- The municipality has a high value ecosystem good and services as a result of the indigenous forest and grasslands.
- The region’s scenic public open space provides many goods and services which contribute to the regional tourism potential.



## **Weaknesses**

- The alignment between municipalities at the local level, the district municipality and the provincial government departments requires strengthening.
- Poor Environmental Practices contribute to the degradation of the environment
- Service delivery within the municipality is problematical due to the large area of the municipality and the sparsely populated character thereof. This has resulted in community dissatisfaction with the integrated development planning process in which external service providers regularly fail to deliver.
- Poverty and unemployment is rife within the rural areas of the municipality. A large proportion of the population within the municipality is not within the employable age group and this further complicates measures for the alleviation of poverty levels.
- The lack of a tourism skills base and capital investment in respect of tourism development and promotion has limited the ability of the municipality to realize its tourism potential.
- Access to markets from the rural areas is limited and problematical and places limitations on agricultural and tourism potential.
- The absence of an environmental chapter as well as from the vision of the municipality is to be corrected by the completion of the Strategic Environmental Assessment and the Environmental Management Plan.
- Littering is a serious problem in the urban areas of the municipality and has ecological, animal and human health and aesthetic impacts with negative consequences for the tourism potential and general health in the area.
- The degradation of wetlands is occurring as a result of cultivation and artificial drainage, river nitrification, dams, urbanization, soil erosion and alien plant invasion and has serious consequences for ecological function and water quality.
- Informal housing along the banks of rivers and streams and near major transportation routes is a weakness requiring attention. Informal housing has substantial impacts in respect of water pollution due to a lack of sanitation, aesthetics, poor land management and health and safety.

## **Opportunities**

- Social upliftment as a result of economic growth is expected.
- Economic growth is expected in areas of tourism in areas such as the coastline, near protected areas and indigenous forests.
- Agri-industry opportunities exist inland and are related to agricultural produce such as sugarcane.
- Nodes or the various forms of development should be carefully selected or identified.
- The provision of housing together with basic services particularly in the rural areas and the formalization of current informal and overcrowded settlements present an opportunity.
- Informing the communities at “grass-root” level will serve to integrate development and inform communities of development opportunities in its area.
- The broadening of the municipality’s rates base through the valuation of the rural areas and commercial farming areas will increase internal funds available for the funding of capital projects.
- The N2 Motorway offers a corridor of opportunities in respect of tourism and agriculture.
- Development in an integrated manner will discourage piecemeal development.
- Optimization of tourism potential in the area in tandem with environmental sustainability can aid poverty alleviation.
- Improved tourism signage will also enhance tourism opportunities.
- Non-industrial labour intensive recycling of waste presents opportunities for employment throughout the municipality.



- The creation of an interlinked open space system using the protected areas and rivers and streams to enhance the aesthetical appeal of the area.
- The introduction of a Land Use Management System (LUMS) for the entire municipal area.
- Some important species of fauna and flora exist within the municipality and is of educational and tourism value.
- The area is linked to the “Valley of the Kings” by the R66 transportation route and presents a tourism opportunity.
- The area offers a pleasant climate that will also encourage tourism.

## **Threats**

- The categorization of the uMlalazi Local Municipality as a “low-impact municipality” is a negative influence on the overall image of the municipality, particularly in respect of its ability to render essential services.
- There is a high prevalence of water borne diseases as a result of the lack of formal engineering services.
- The prevalence of HIV/Aids in the Kwa Zulu Natal Province is alarmingly high and represents a serious threat to economic development in general.
- Development pressures will be experienced along the coastline and particularly in Mtunzini as an urban area on the coastline.
- Much of the population is involved in migrant labour as a result of the lack of employment opportunities within the municipal area and this has severe social impacts.
- High illiteracy rates prevail within the municipality and are a limitation for the population restricting it to unskilled jobs with a commensurate threat in respect of economic and earnings potential.
- Poor farming practices in the rural areas in particular are a threat to agricultural production.
- There is a lack of infrastructure maintenance impacting negatively on the aesthetics of the municipality.
- Monoculture is resulting in a loss of both genetic and biodiversity goods and services produced in the area.
- Alien vegetation has a negative impact on water resources in the area.
- There is a limited understanding of the downstream impacts of environmental degradation with apathy towards offenders.
- The subdivision of agricultural land into small entities often results in non-viable agricultural production units.
- The use of pit latrines in low-cost housing development will lead to environmental problems.
- The migration of biodiversity up and down altitudinal gradients is critical to the survival of species during global climatic events. Monoculture has created islands of biodiversity in the municipality which inhibits the ability of ecosystems to adapt and migrate.
- The lack of rehabilitation in some areas is an identified problem.

## **3.4. DISASTER MANAGEMENT**

### **3.4.1. uMlalazi Disaster Management Plan (2018)**

The uMlalazi Municipality has developed and adopted the Disaster Management Plan and Disaster Management, Fire & Rescue Sector Plan concurrently in June 2018. The issue of disaster management within the municipality, is a broad and multi-sectoral one, thus it requires a broader consultation and support by all relevant stakeholders. The Umlalazi municipality disaster management plan is a document that:

- describes how communities, environment and property will be protected during emergencies and disasters;
- identifies personnel, equipment, facilities, supplies, and other resources available within the municipal jurisdiction or by agreement with other agencies for use during response and recovery operations;

- sets forth lines of authority and relationships, and shows how all actions will be coordinated; and
- assigns responsibility to individuals or departments within the municipality for carrying out specific actions at projected times.

The Plan articulates actions to prevent and mitigate disasters and how risk reduction measures are dealt with in the long-term and managing emergencies in the shorter term, including aspects of preparedness, response and recovery. Provision is also made for the periodic reviews and updates of the plan.

The Plan establishes the arrangements for disaster risk management within the Municipality and has been prepared in accordance with the requirements of the Disaster Management Act. The Plan should be read in conjunction with the Provincial and National legislation, policy and guidelines. This living document is a collation of information and inputs received from the different stakeholders and need to be constantly reviewed and updated.

The Umlalazi Municipality Disaster Management Plan, in which the scope, objectives, management issues and other elements pertaining to disaster management are outlined, also aims to achieve the following objectives.

- prevention and reduction of disaster risks;
- mitigation of impacts; preparedness for effective response to disasters; and
- minimize loss and property damage and quick recovery from the impacts

Also, in keeping with international and national best practice, the uMlalazi disaster risk management framework places explicit emphasis on the risk reduction concepts of disaster prevention and mitigation, as the core principles to guide disaster risk management in the area.

#### **3.4.2. Ecosystem Based Disaster Risk Reduction (EcoDRR)**

Ecosystem-based approaches to Disaster Risk Reduction and Climate Change Adaptation (Eco-DRR/CCA) relate to ecosystem-based solutions, such as the protection, restoration and the sustainable use and controlling of land, wetlands and other natural resources, in disaster and climate risk management. Umlalazi municipality needs ensure that the programmes that promote (Eco-DRR) are continuous within the municipal area. Programmes like wetland rehabilitation and weed eradication must be constant encouraged and supported. The wetlands help to buffer flood waters, soak up water to release more gradually over time, filter sediments, purify water, and provide forage for livestock and refuge for numerous species. The Eco-DRR programmes include, restoration of wetlands and engagement with communities on deforestation to create awareness.

#### **3.4.3. Disaster Risk Profiling**

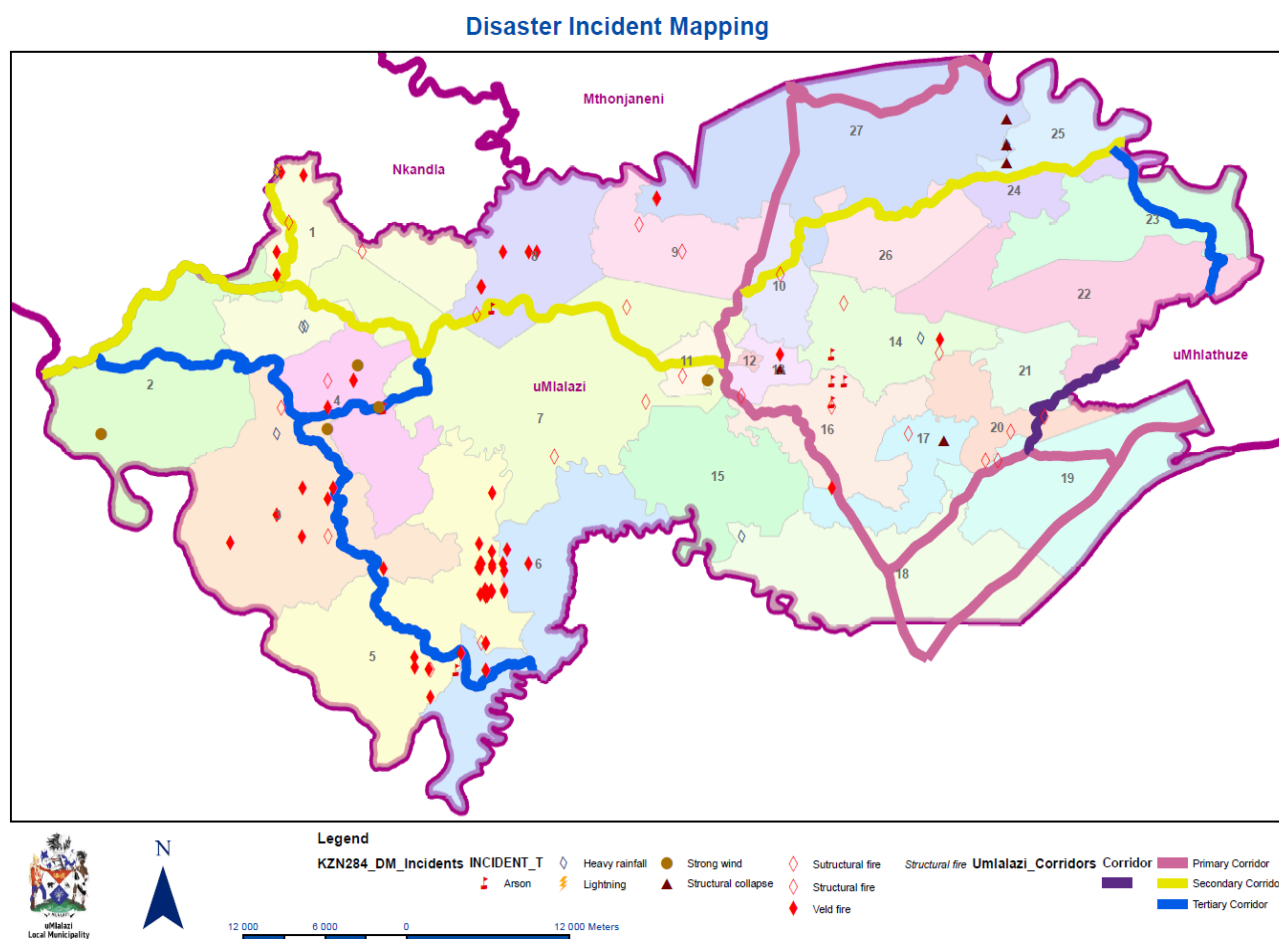
In terms of Section 53 of the Disaster Managements Act of 2002 (Act 57 of 2002), each municipality (Metropolitan, District and Local) must prepare a Disaster Risk Management Plan for its area of responsibility. In order to develop a Disaster Risk Management Plan, it is necessary to conduct a Risk Analysis which will identify and priorities potential hazards and threats that are likely to occur within the area of responsibility of the Municipality. For this process to be effective, detailed indigenous knowledge is to be sought from the local people in each ward. Physical inspections of each ward is also required in order to be acquainted with the physical characteristics of each ward, the terrain, the altitude, environmental features and any other aspects that could have (positive or negative) implications on disasters.

The Municipality current disaster risk profile is based on a detailed disaster risk assessment process. The disaster risk profile for the municipality is based on the data received from the consultations with stakeholders, communities and community development workers. The risk prioritization for the uMlalazi Municipality is shown below:

Legend:										
Red	Extreme high									
Orange	High									
Yellow	Medium									
Green	Low									
Ward No	Lightning	Strong Winds	Hailstorm	Heavy Rainfall	Floods (River, urban, dam failure)	Drowning	Drought	Veld fires	Structural fires	Hazardous material- Hazmat: Spill/ Release
1	Red	Orange	Green	Orange	Yellow	Orange	Green	Orange	Yellow	Green
2	Red	Orange	Green	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Green
3	Orange	Yellow	Green	Yellow	Yellow	Green	Green	Yellow	Yellow	Green
4	Red	Green	Green	Green	Green	Green	Green	Orange	Yellow	Green
5	Orange	Red	Green	Yellow	Yellow	Green	Yellow	Red	Orange	Green
6	Yellow	Orange	Green	Yellow	Green	Green	Green	Orange	Orange	Green
7	Green	Red	Green	Orange	Yellow	Green	Yellow	Red	Green	Green
8	Orange	Red	Green	Orange	Yellow	Green	Green	Orange	Green	Green
9	Orange	Red	Green	Red	Orange	Green	Green	Orange	Yellow	Green
10	Green	Green	Green	Orange	Yellow	Green	Green	Green	Orange	Yellow
11	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Orange	Yellow
12	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green
13	Green	Green	Green	Yellow	Yellow	Green	Green	Green	Orange	Yellow
14	Yellow	Yellow	Green	Yellow	Orange	Yellow	Green	Orange	Yellow	Green
15	Green	Yellow	Green	Yellow	Orange	Green	Green	Yellow	Orange	Green
16	Green	Green	Green	Yellow	Green	Green	Green	Orange	Yellow	Yellow
17	Green	Green	Green	Yellow	Yellow	Yellow	Green	Orange	Green	Yellow
18	Green	Green	Green	Orange	Red	Yellow	Green	Yellow	Orange	Yellow
19	Green	Green	Green	Orange	Orange	Orange	Green	Yellow	Yellow	Yellow
20	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green
21	Green	Yellow	Green	Orange	Orange	Orange	Green	Yellow	Yellow	Green
22	Yellow	Yellow	Green	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Green
23	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Green
24	Yellow	Yellow	Green	Orange	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
25	Green	Yellow	Green	Orange	Orange	Green	Green	Yellow	Yellow	Green
26	Orange	Orange	Green	Yellow	Green	Green	Green	Yellow	Yellow	Green
27	Green	Yellow	Green	Yellow	Yellow	Green	Green	Green	Yellow	Green

**Table 18: Ward Risk Profiling (DMP 2013)**

The table above indicates that lightning and strong winds are prevalent in the western and central regions of the municipal area where the risks are extremely high. The overall analysis indicates that heavy rainfall, floods, veld fires and structural damage are disasters that are most prone to occur within the municipal area. The map below provides an analysis of the spatial representation of disaster incidents within the municipal area.



**Map 14: Disaster Incident Mapping**

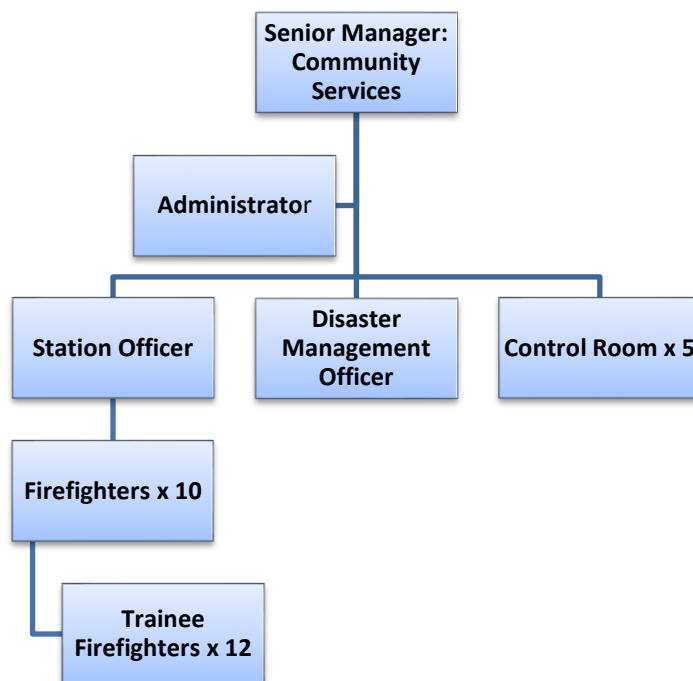
#### **3.4.4. Safety and Security Plan (CURRENTLY BEING DEVELOPED)**

The Municipality is in the process of developing the Safety and Security Plan (SSP) for the entire municipal area. The plan is being developed in-house with the assistance of the Department of Community Safety and Liaison. The SSP will address issues of combating and mitigating crime and implementing strategies in ensuring the safety of the populace of the municipality.

#### **3.4.5. Institutional Arrangements for Disaster Management**

The Department of Community Services within the uMlalazi local municipality is assigned with the Disaster Management function. The Department of Community Services within the uMlalazi local municipality is also responsible to ensure the regular review and updating of the disaster management plan.

The uMlalazi Municipal Disaster Management and Fire & Rescue Services is the primary functional unit for disaster management in the municipal area. The Municipal Disaster Management and Fire & Rescue Services provide direction for the implementation of disaster management policies and legislation and integration and coordination of municipal disaster management activities and priorities in order to ensure that national and provincial objectives are achieved.



**Figure 5: Disaster Management and Fire & Rescue Structure**

INSTITUTIONAL INDICATORS	STATUS
1. Disaster Management, Fire and Rescue Plan	Approved 6/2018
2. Disaster Management Plan	Approved 6/2018
3. Disaster Management Interdepartmental Committee	In place
4. Disaster Management Portfolio Committee	In place
5. Disaster Management Advisory Forum	Operational
6. Disaster Management Personnel	1 x Chief Fire Officer 1 x Lead Fireman 1 x DMO 10 x Qualified Firefighters 12 x Cadet Firefighters

**Table 19: Status of Disaster Management**

### 3.4.6. Infrastructural Arrangements

The uMlalazi Municipality has two fire stations situated in Gingindlovu and Eshowe. There are appeals for the municipality to establish a two satellite fire stations in Mbongolwane and KwaBulawayo. The main objective of the municipality is to construct new fully equipped fire and emergency service centers in Eshowe and Mtunzini which will benefit residents, businesses and the agricultural sector around these areas and the community at large. The second objective in terms disaster management is to refurbish the Gingindlovu Fire Station. These centers will ensure optimal provision of fire and rescue serves in towns and surrounding areas. The municipality has hence undertaken the process of the reconstruction of the existing fire stations.

### 3.4.7. Operational Plan for Disaster Management

The Disaster Management, Fire and Rescue Sector Plan contains the Disaster Management Plan, The purpose of the disaster management plan is to document the institutional arrangements for disaster risk management planning which includes the assignment of primary and secondary responsibilities for priority disaster risks posing a threat in the Umlalazi Municipality. It further provides the broad framework within which the departments will implement the

disaster risk management planning requirements of the Act and other entities included in the organisational structure of the uMlalazi Municipality. It establishes the operational procedures for disaster risk reduction planning as well as the emergency procedures to be implemented in the event of a disaster occurring or threatening to occur in council's area.

### 3.4.8. Identified Role Players

Municipal departments and stakeholders within the Municipality can be tasked with responsibilities to deal with internal disaster management issues such as the compilation of departmental or municipal disaster management contingency plans for facilities and services of the department or local municipality.

These general responsibilities are the minimum requirements in order to give effect to the MDMAF. It should however be noted that this list is not exhausted and serve as a guide for departments to take their own initiatives. The roles and responsibilities identified are also understood as an extension of the normal day- to-day business of the role-players involved, and have been agreed to by the all concerned.

The following general responsibilities pertain to each and every municipal department of the Umlalazi Local Municipality. The municipality's main role-players in disaster management and their primary responsibilities are summarised in the table below;

Role-players	Primary roles and responsibilities
The Mayor/Municipal Council	The Mayor/Municipal Council declares a state of disaster and receives and considers reports with regard to disaster risk management.
The Municipal Manager	The Municipal Manager is responsible for governance in the Municipality, including effective disaster risk management.
The Municipal Disaster Management Centre	The Disaster Management Centre has an overall disaster risk management and co-ordination, as per section 44 of the Act. Each Municipal Organ of State (which implies each Municipality Department and each Municipal Entity), will complete its own disaster management plans, to be incorporated into the Municipality's Municipal Disaster Management Plan.
Fire, Protection and Emergency Management Services	Assist with disaster risk reduction, implementation and co-operation.
The Disaster Management Volunteers	The formal, trained volunteer unit assist Disaster Management in their functions.
The residents and communities affected	Assist with disaster risk reduction and co-operation.
The Ward Councillors	The Ward Councillors assist with community liaison.
The Traditional Leaders	The Traditional Leaders assist with community liaison
The Community Leaders	The Community Leaders assist with community liaison.
Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) and Faith-Based Organisations (FBOs)	The NGOs and CBOs assists with disaster risk reduction and co-operation.
Private Sector and Industry	Assist with disaster risk reduction and co-operation.
Health Care	Assisting with prevention/mitigation, response and recovery actions. Treating and transporting of patients.
Corporate Services and Financial Services	Assisting with administration, legal advice and funding.
Communication & Public Participation and Social Services	Assisting the disaster management function with communication and awareness.
Engineering, Development, Infrastructure & Technical Services and Social Services	Assisting with prevention/mitigation, response and recovery actions.
SASSA	To make provision of the different types of grants to needy communities To also provide relief such as food vouchers and/or groceries
Department of Social Development	Provision of food parcels Psychosocial support services to affected families Bereavement counselling where necessary Placement and displaced children to place of safety Reunification services of families and family members
Home Affairs	To ensure that communities receive official documents To control illegal emigration of people to and from the South African Borders

Role-players	Primary roles and responsibilities
Eskom	To provide technical information on electricity safety and disaster risk reduction Conduct community education and awareness Provide emergency response to disaster affected areas
Transnet	Chemical incidents Chemical spillage Restoration of the pipeline to normal operating conditions as soon as possible after the incident. Transporting goods Servitude pipe lines
South African Police Services	Maintain peace and order Provide intelligence services To ensure safety and security Investigate criminal activities Deal with bomb threats & hostage situations Serious and violent crimes Chemical incidents Chemical spillage
Department of Transport	Department of Transport's Road Traffic Inspectorate is responsible to monitor traffic flows and the effect of adverse weather conditions. Monitoring road conditions (bridges washed away etc.) Removing of debris from all roads is implemented and monitored by DOT. Reconstruction and rehabilitation of roads Identify a safe alternative. To make provision of measures to prevent motor vehicle accidents
Telkom	Install communication lines Provide emergency response to disaster incidents
Human Settlements	Implementing housing projects and respond to disaster housing reconstruction and rehabilitation
Department of Water and Sanitation	Water and sanitation infrastructure maintenance, facilitation and implementation of water and sanitation projects and issuing of water licencing. Identification of communities in flood zones Monitor status of other major dams throughout province Monitor catchment's saturation conditions, surface water levels, stream flow conditions
Department of Education	Evacuation places for emergency Coordination of response and recovery Conduct inspection of damages Coordinate school infrastructure rehabilitation

**Table 20: Disaster Management Roles and Responsibilities**

### 3.4.9. Management Structure

The management structure for the uMlalazi Disaster Management Plan is the following:

- The Municipal Manager and a Management Committee consisting of senior officials of the municipality execute the core management function.
- A Health and Medical Committee which is headed by the Manager of Community Services and includes as members thereof the Senior Medical Superintendent of the Eshowe Provincial Hospital, the District Surgeon, Senior Health Nurse and others.
- A Welfare and Relief Committee which is headed by the Manager Corporate Services of the municipality with other officials of the municipality.
- A Response and Rescue Committee headed by the Director Community Services of the municipality with representation thereon by the Provincial Area Manager of the Kwa Zulu Natal Department of Transport, the Station Commissioner of the South African Police Service.
- A Reconstruction Committee headed by the Manager Engineering Services of the municipality, officials of the municipality and the General Manager of the Kwa Zulu Natal Department of Transport.

- A Development Committee headed by the Manager Financial Services of the municipality and other officials of that department

### 3.4.10. Disaster Management SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Risk Assessment has been conducted to identify all Disaster Risks and have formulated a Disaster Reduction model to mitigate casual disaster risks.</li> <li>• Disaster Risk Management Plan is in place</li> <li>• 10 Fire Fighters employed to combat disasters.</li> <li>• 12 Fire Cadets</li> <li>• 2 active Fire stations, 3 Fire Trucks, 2 Fire Bakkies and 1 Disaster management vehicle.</li> <li>• Fire Hydrants to be install on street curbs.</li> <li>• Catchment Management Forum is operational.</li> <li>• Budget for Humanitarian Assistance and Disaster Relief</li> <li>• Land Use Management Scheme in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding arrangements for Disaster Management insufficient.</li> <li>• Shortage of Staff</li> <li>• Poor Road Infrastructure in rural areas and overall topography makes rural areas inaccessible</li> <li>• Slow Water and Sanitation projects.</li> <li>• Unplanned allocation of Traditional Authority land</li> <li>• Training not provided to fire fighters.</li> <li>• Old firefighting vehicles.</li> </ul>
OPPORTUNITES	THREATS
<ul style="list-style-type: none"> <li>• Rural Fire prevention programs</li> <li>• Upgrading of Firefighting/ Disaster infrastructure.</li> <li>• EPWP Programs (Working on Fire, Food for waste,)</li> <li>• OSS flagship program.</li> <li>• Awareness Campaigns in Communities and schools.</li> <li>• Rural Housing Developments</li> <li>• Fast track electrification projects</li> <li>• Satellite fire station.</li> <li>• Sidewalks to prevent road accidents.</li> <li>• Installation of lightning conductors budget allocated.</li> <li>• Alien Invasive Control Plan is approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Water shortage/Drought</li> <li>• Alien weeds in rivers</li> <li>• (Sugar Cane) Fires</li> <li>• Slums/Informal Settlements – unsafe practices.</li> <li>• Crime</li> <li>• Road Accidents.</li> <li>• Some rural households rely on candles for lighting and fire for cooking.</li> <li>• Climate Change</li> <li>• Poor Firefighting/ Disaster management infrastructure.</li> </ul>

## 4. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

### 4.1. Municipal Transformation

Municipal Transformation plays an integral role in the maximizing of sustainable service delivery. uMlalazi Municipality operates within a sphere of continuous progressive transformation. This is made possible through the implementation of transformative strategies which will ultimately feed into building a strong municipal administrative system and processes. The municipality is geared towards the transformation through the development and implementation of the following plans;

#### 4.1.1. Human Resource Strategy

The HR Strategy is in place and was adopted on the 30<sup>th</sup> of June 2015 and submitted to the Local Labour Forum for monitoring and implementation. The main objectives of the HR Strategy are;

- To ensure that the management team is aligned in its views on what is the organizations' cultural fit.
- To attract and retain critical skills by using world-class recruitment and selection strategies and talent management.



- To maintain a credible performance management system across the entire organization to maximize employees contribution to the achievement of business objectives
- To implement and drive Employment Equity in order to give effect to the agreed plan
- To develop Competency Based Training and Development to ensure that the municipality has the right skills and leadership in alignment with national and provincial view
- To regularly develop and review an updated HR policies and procedures – to ensure common understanding – by all stakeholders
- To focus on skills audits by assessing the people capabilities- in order to identify opportunities for further growth and development (career development and succession planning including focus on Integrated Development Planning)
- To ensure through initial induction that new employees enter the organization effectively and are introduced to the organizational culture and behaviours.

#### ***Implementation of the HR Strategy***

- The municipality holds weekly management committee meetings to ensure that the organizational culture is maintained. Human Resources is a standing item in MANCO where HR issues such as the Organogram, trainings, attendances etc.
- Critical skills are retained in terms of the skills retention policy, whereby staff is constantly trained thereby ensuring capabilities for suitable for promotions. All vacant positions are advertised in terms of the employment equity plan and the selection process is determined by the EEEP
- The municipality implemented a web based automated Performance Management System which monitors performance throughout the organization. This system requires that milestones targets be accounted for in terms of them being achieved and the provision of correctional measures if they are not achieved. This ensure that all the strategic objectives of the municipality are achieved.
- All senior managers (S54/56) undergo a competency testing through SALGA prior to their appointment. The gaps in training for those managers are identified during this process which informs the Personal Development Plan. Employees and Councillors are provided with CPMD and MFMP trainings.
- The HR Policies are continuously reviewed and workshopped to the relevant stakeholders
- Annual skills audits are undertaken and this informs the workplace skills plan as a means for identifying opportunities for further growth and development.
- Continuous induction programs are undertaken to introduce new employees to the organisation culture.

#### **4.1.2. The Human Resource Plan**

uMlalazi Municipality has an approved Human Resource Strategy and plan which was adopted on the 30<sup>th</sup> of June 2015. The following areas are being implemented in terms of the HR Plan and relevant policies:-

##### **a) Recruitment and Selection**

The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.

A transparent and objective approach to appointments is currently being followed where both trade unions are invited to short-listing sessions and interviews as observers. In this regard, the municipality will ensure that assessments are fair, equitable, objective, consistent, transparent and non-discriminatory.

##### **b) Retention**

To achieve its strategic objectives, it is just as crucial for the municipality to retain its competent staff. A major source of discontent amongst staff is the drawn out process of TASK Job Evaluations, which was targeted at

- i. “a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;
- ii. “clearer and consistent job descriptions and job titles/designation;”
- iii. “a better understanding by employer and employees of the skills content of posts and therefore their education and training needs; and
- iv. “a basis for understanding employment cost factors from one municipality to another.”

The process of Job Evaluation is in progress. The finalisation of post level adjustments, remuneration adjustments and addressing all issues of parity following the Job Evaluation Process might significantly boost the municipality’s ability to retain competent staff as proper recognition will be given to current responsibilities performed, Staff Retention and Exit Management is currently practiced on an ad-hoc basis. The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organisational culture. Consistent monitoring of these factors will inform interventions to be addressed via Employee Wellness and Employment Equity Strategies.

c) Education, Training and development of staff

Education Training and Development of the uMlalazi Municipality is focused on the enhancement of knowledge, skills and behavioral competencies of employees and councillors to the appropriate levels required to deliver on and exceed organisational requirements, as embedded in the Organisational Strategy / Integrated Development Plan and legislative prescripts. The main purpose of training and development to date was to ensure that the organisation’s staff have the competencies necessary to meet performance and quality standards in their current jobs. Training and development interventions are also focusing on the development of individual employees’ career and personal potential in order to meet their growth needs as well as the future human resource needs of the organisation.

The Municipality acknowledges the value to its own development and that of its employees in cooperating fully with the LGSETA and ensures that it participates in all relevant grants and training opportunities. The Municipality complies with LGSETA requirements and makes all reasonable and cost effective efforts to obtain the highest possible rebate on the Skills Development Levy.

d) Employment Equity & diversity management

As an employer designated in terms of the Employment Equity Act (Act 55 of 1998), the uMlalazi Municipality is under legal obligation, in terms of Section 20(1) of the Act to draft an Employment Equity Plan, which is reviewed annually.

e) Occupational Health and Safety

The Occupational Health and Safety function is primarily focused on

- i. Creating and maintaining a safe working environment and
- ii. Preventing workplace accidents.

f) Individual Performance Management

In terms of Section 67(1) and specifically Section 67(1)(d) of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to “develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) “the monitoring, measuring and evaluating of performance of staff.”

The development of such an Individual Performance Management System in essence enables municipalities to give effect to the legislative requirement of being “performance-oriented” and ensures the achievement of the strategic and operational objectives of the organisation. The roll-out of an Individual Performance Management System further creates the opportunity to ensure the achievement of legislative obligations as, amongst others, Employment Equity Objectives can be reflected in the Individual Performance Agreements of managers, consistent with the recommendations in the relevant Employment Equity Act Code of Good Practice. The agreement entrench organisational values and consequently contribute to the development of a positive corporate culture. To be effective, the Individual Performance Management Process and Procedures is closely aligned with the Organisational strategies and objectives as currently being formulated in the Organisational Performance Management Process.

g) Employee wellness

Employee Wellness, is based on the premise that “People who are well work well”. In this context, Employee Wellness entails all the strategies, action plans and methods used to promote physical, emotional and mental health of employees. In certain instances employees are experiencing distress as a result of emotional, psychological or relationship difficulties. Where these occurrences of distress have a direct impact on work performance or result from work-related incidents, employees are provisionally counselled internally and in the event of severe and/or deserving cases referred for external counselling or psychological intervention. The Municipality undertakes annual Employee Wellness programmes to promote physical, emotional and mental health of employees.

h) Workforce planning and personnel administration

Personnel Administration is attending to the administration of all employee contracts, benefits and conditions of service as well as all administration and procedures incidental to employee appointments and terminations. The intensive TASK Job Evaluation process is in progress. The progress on the TASK process is considered to be a major milestone and will have a significant positive impact on staff morale, staff uncertainties and parity between positions, as it will ultimately lead to

(a) “a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;”

(b) “clearer and consistent job descriptions and job titles/designation;”

(c) “a better understanding by employer and employees of the skills content of posts and therefore their education and training needs;” and

(d) “a basis for understanding employment cost factors from one municipality to another.”

#### **4.1.3. Work Place Skills Plan**

Municipalities are required to develop the Workplace Skills Plan in terms of the Skills Development Act (Act No. 97 of 1998). The Workplace skills plans (WSP) identifies the skills needs in the municipality and describes the range of skills development interventions that the municipality will use to address these needs. As part of this, Human Resources Department rolls out a full skills audit annually to develop and update the skills profile, which provides important data for the training and career development of each municipal staff.

The current municipality’s Workplace Skills Plan was adopted on the 30<sup>th</sup> of April 2018 and submitted to the LGSETA for consideration and municipality implements training interventions in accordance with the plan. As part of the WSP the municipality develops an Annual Training Report which will indicate skills development and training needs of all the employees and Councillors. [The municipality is currently developing the 2019/20 WSP and ATR which will be adopted and submitted no later than 30 April 2019. The HR Department is doing extensive consultations to establish the key](#)

skills development areas of each employee. Below is a table quantifying the number of trainings implemented through the WSP

**Table 21: Councillor Training**

No.	Dates	Training	Training Provider	Number of staff trained
1.	10-14 July 2017	Itil And Cobit V3 Foundation	Think360 KZN (Pty) LTD	2
2.	18-21 July 2017	Invasive Species training	South African Green Industries Council (SAGIC)	2
3.	25 July 2017	Public Sector Development Monitoring and Evaluation	University of Witwatersrand School of Governance	1
4.	02 August 2017	Employment Equity Roadshow	Department of Labour	01
5.	15 August 2017	Employment Equity Workshop	Department of Cooperative Governance	02
6.	21-25 August 2017	Municipal Finance Management Programme	University of Pretoria	12
7.	27-30 August 2017	Cemeteries and Crematoria Conference	South African Cemeteries Association	2
8.	30-31 August 2017	Case Law Conference	South African Local Government Association	02
9.	4-5 September 2017	Introduction to Risk Management training	Institute of Risk Management South Africa (IRMSA)	01
10.	11-15 September 2017	MCSA Windows Server 2016	Think360 KZN (Pty) LTD	01
11.	14-15 September 2017	Job Description Writing Training	South African Local Government Association	01
12.	18-22 September 2017	Municipal Finance Management Programme	University of Pretoria	10
13.	24 October 2017	Employment Equity Workshop	Department of Cooperate Governance and Traditional Affairs	01
14.	07-08 November 2017	Law Enforcement and Energy Efficiency	Ethekwini Municipality	28
15.	30 October 2017– 03 November 2017	MCSA Windows Server 2016	Think360 KZN (Pty) LTD	01
16.	24-26 January 2018	LEU Examiners training	KZN Department of Transport	02
17.	26-28 February 2018	Human Resources Development for Good Municipal Governance	Local Government Seta in partnership with Stellenbosch University's School of Public Leadership	4
18.	27 February- 02 March 2018	Health and Safety Training (Supervisors, Team Leaders and General Assistant)	BMT Solutions	30
19.	26 - 28 march 2018	Conciliation & Arbitration Training	South African Local Government Association	2
20.	09 April 2018 until 07 May 2018.	Examiner of Driver's Licences (Grade F)	KZN Traffic Training College	2
21.	16 -20 April 2018	CFPA Europe Ordinary Diploma In Fire Prevention	Fire College in Boksburg	1
22.	02 to 04 April 2018	Comprehensive SA Waste Laws 2008-2018 & Waste Classification	Tylor Envirowaste Consulting	1
22.	12 to 15 June 2018	Health & Safety	BMT Solutions	30

No.	Dates	Training	Training Provider	Number of staff trained
1.	10-14 July 2017	Itil And Cobit V3 Foundation	Think360 KZN (Pty) LTD	2
2.	18-21 July 2017	Invasive Species training	South African Green Industries Council (SAGIC)	2

3.	25 July 2017	Public Sector Development Monitoring and Evaluation	University of Witwatersrand School of Governance	1
4.	02 August 2017	Employment Equity Roadshow	Department of Labour	01
5.	15 August 2017	Employment Equity Workshop	Department of Cooperative Governance	02
6.	21-25 August 2017	Municipal Finance Management Programme	University of Pretoria	12
7.	27-30 August 2017	Cemeteries and Crematoria Conference	South African Cemeteries Association	2
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11.	14-15 September 2017	Job Description Writing Training	South African Local Government Association	01
12.	18-22 September 2017	Municipal Finance Management Programme	University of Pretoria	10
13.	24 October 2017	Employment Equity Workshop	Department of Cooperative Governance and Traditional Affairs	01
14.	07-08 November 2017	Law Enforcement and Energy Efficiency	Ethekwini Municipality	28
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21.	16 -20 April 2018	CFPA Europe Ordinary Diploma In Fire Prevention	Fire College in Boksburg	1
22.	02-04 April 2018	Comprehensive SA Waste Laws 2008-2018 & Waste Classification	Tylor Envirowaste Consulting	1
23.	12-15 June 2018	Health and Safety Training (Supervisors, Team Leaders and General Assistant)	BMT Solutions	30
	<b>TOTAL</b>			<b>139</b>

**Table 22: Staff Trainings**

#### **4.1.4. Recruitment and Selection Policy**

The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organisation to deliver on its strategic and operational priorities.

A transparent and objective approach to appointments is currently being followed where both trade unions are invited to short-listing sessions and interviews as observers. This process is followed in terms of the Recruitment and Selection Policy. In this regard, the municipality ensures that appointments are fair, equitable, objective, consistent, transparent and non-discriminatory.

#### 4.1.5. Retention/Succession Policy

To achieve its strategic objectives, it is just as crucial for the municipality to retain its competent staff. A major source of discontent amongst staff is the drawn out process of TASK Job Evaluations, which was targeted at

- (a) “a consistent basis for pay and remuneration in which the relationships between jobs are systematic and transparent both within and between municipalities;
- (b) “clearer and consistent job descriptions and job titles/designation;”
- (c) “a better understanding by employer and employees of the skills content of posts and therefore their education and training needs; and
- (d) “a basis for understanding employment cost factors from one municipality to another.”

The process of Job Evaluation is in progress. The finalisation of post level adjustments, remuneration adjustments and addressing all issues of parity following the Job Evaluation Process might significantly boost the municipality’s ability to retain competent staff as proper recognition will be given to current responsibilities performed, Staff Retention and Exit Management is currently practiced on an ad-hoc basis. The ability of the municipality to retain competent staff is closely linked to, amongst others, staff morale, motivation, job satisfaction and the organisational culture. Consistent monitoring of these factors inform interventions to be addressed via Employee Wellness and Employment Equity Strategies

## 4.2. Organizational Development

### 4.2.1. Institutional Arrangements

The structure established to manage all aspects of the Municipality is summarized as follows:

The Council Executive/Committee served by the Municipal Manager.

The uMlalazi Municipality has five departments, namely:

- Engineering Services;
- Community Services and Public Safety;
- Financial Services;
- Corporate Services; and
- Planning and Economic Development

### 4.2.2. Powers & Functions

The following table indicates the Powers and Functions for uMlalazi Municipality:

**Table 23: Municipal Powers and Functions**

LOCAL FUNCTION	DISTRICT FUNCTION	SHARED FUNCTION
<ul style="list-style-type: none"> <li>• Air Pollution Control</li> <li>• Building Regulations Enforcement</li> <li>• Planning and Economic Development control</li> <li>• Child-Care Facilities</li> <li>• Pontoons, Jetties, Ferries, Piers, Harbors</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity Reticulation</li> <li>• Municipal Health Services</li> <li>• Potable Water</li> <li>• Sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Fighting Services</li> <li>• Local Tourism</li> <li>• Municipal Airport</li> <li>• Municipal Planning</li> <li>• Municipal Public Transport</li> </ul>

LOCAL FUNCTION	DISTRICT FUNCTION	SHARED FUNCTION
<ul style="list-style-type: none"> <li>Storm Water Management (Built-Up Areas)</li> <li>Trading Regulations</li> <li>Beaches and Amusement Facilities</li> <li>Billboards and Display of Advertisements in Public Places</li> <li>Cleansing</li> <li>Control of Public Nuisances</li> <li>Control of Sale of Liquor to the Public</li> <li>Facilities for the Accommodation, Care and Burial of Animals</li> <li>Fencing and Fences</li> <li>Licensing of Dogs</li> <li>Local Amenities</li> <li>Local Sports Facilities</li> <li>Municipal Parks and Recreation</li> <li>Noise Pollution</li> <li>Pounds</li> <li>Public Places</li> <li>Street Trading</li> <li>Street Lighting</li> <li>Traffic and Parking</li> </ul>		<ul style="list-style-type: none"> <li>Cemeteries, Funeral Parlors and Crematoria</li> <li>Markets</li> <li>Municipal Abattoirs</li> <li>Municipal Roads</li> <li>Refuse Removal, Refuse Dumps and Solid Waste</li> </ul>

#### 4.2.3. Staff Composition and Equity (Employment Equity)

The Municipality has an Employment Equity Plan in place, as part of the HR Plan and it is being implemented. It is reviewed annually. Further to this, through this plan, the municipality has developed progressive strategies to overcome the following challenges in which the municipality is faced with;

- Human resource capacity constraints.
- Shortage of skilled staff within the organization
- Improve the management of service providers
- Improve and continuously upgrade ICT within the organization

The following table depicts the staff composition of the uMlalazi Municipality. The information only reflects the staff that is permanently employed by the municipality. Councilors, Temporary staff and EPWP employees are not accounted for in this table. The **Staff composition of a total of 423 fixed employees**, categorizes staff into race and gender.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	3	0	0	0	2	0	0	0	0	0	5
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	14	0	0	1	4	0	1	1	0	0	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	51	0	3	4	40	1	7	3	1	0	110
Semi-skilled and discretionary decision making	80	1	1	1	42	0	4	4	0	0	133
Unskilled and defined decision making	92	1	1	0	55	1	3	0	0	0	153
<b>TOTAL PERMANENT</b>	240	2	5	7	143	2	15	8	1	0	423
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	240	2	5	7	143	2	15	8	1	0	423

**Table 24: Staff Composition and Equity**

#### 4.2.4. Employment Equity Plan Targets

The table below depicts the municipality's employee equity targets which are numerical goals required to be achieved by 2020.. The municipality sets is targeting to achieve this demographic and gender equity within the institution. The municipality has, in compliance with the EEP targets, employed two female Senior Managers at top management level.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	2	0	0	0	0	0	6
Senior management	0	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	14	0	0	1	4	0	1	1	0	0	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	51	1	4	4	41	1	7	3	0	0	112
Semi-skilled and discretionary decision making	80	1	2	1	42	0	4	4	0	0	134
Unskilled and defined decision making	92	2	1	0	55	2	3	0	0	0	155
<b>TOTAL PERMANENT</b>	<b>241</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>144</b>	<b>3</b>	<b>15</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>429</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>241</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>144</b>	<b>3</b>	<b>15</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>429</b>

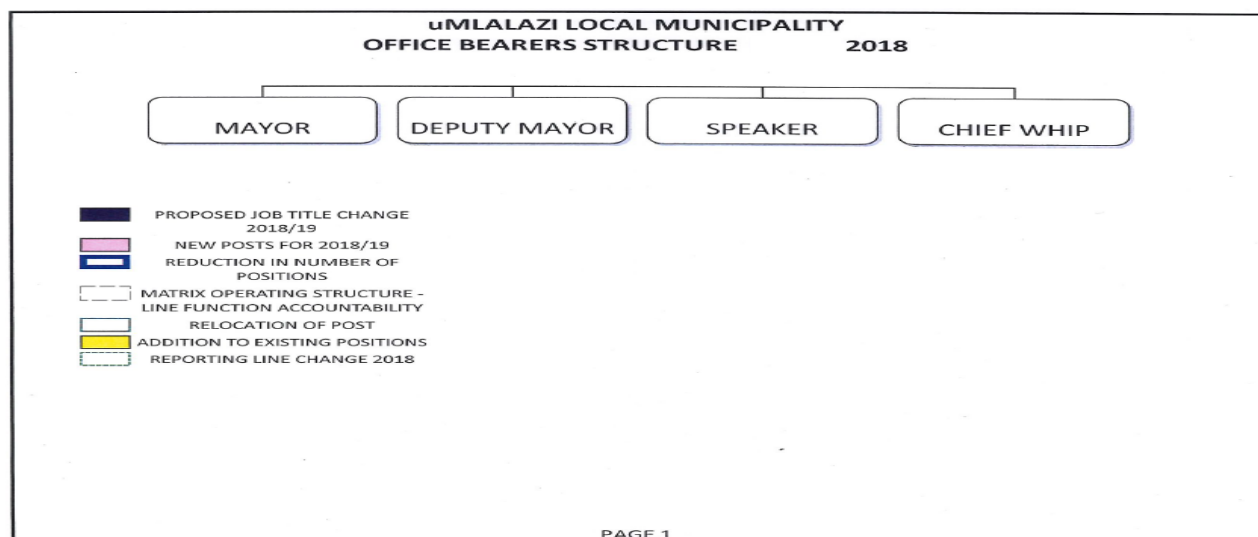
Table 25: Employment Equity Targets

#### 4.2.5. Vacancy Rate

The municipality has a fully-fledged staff component of 423 employees and there are 123 vacancies. The Vacancy rate is therefore 28%.

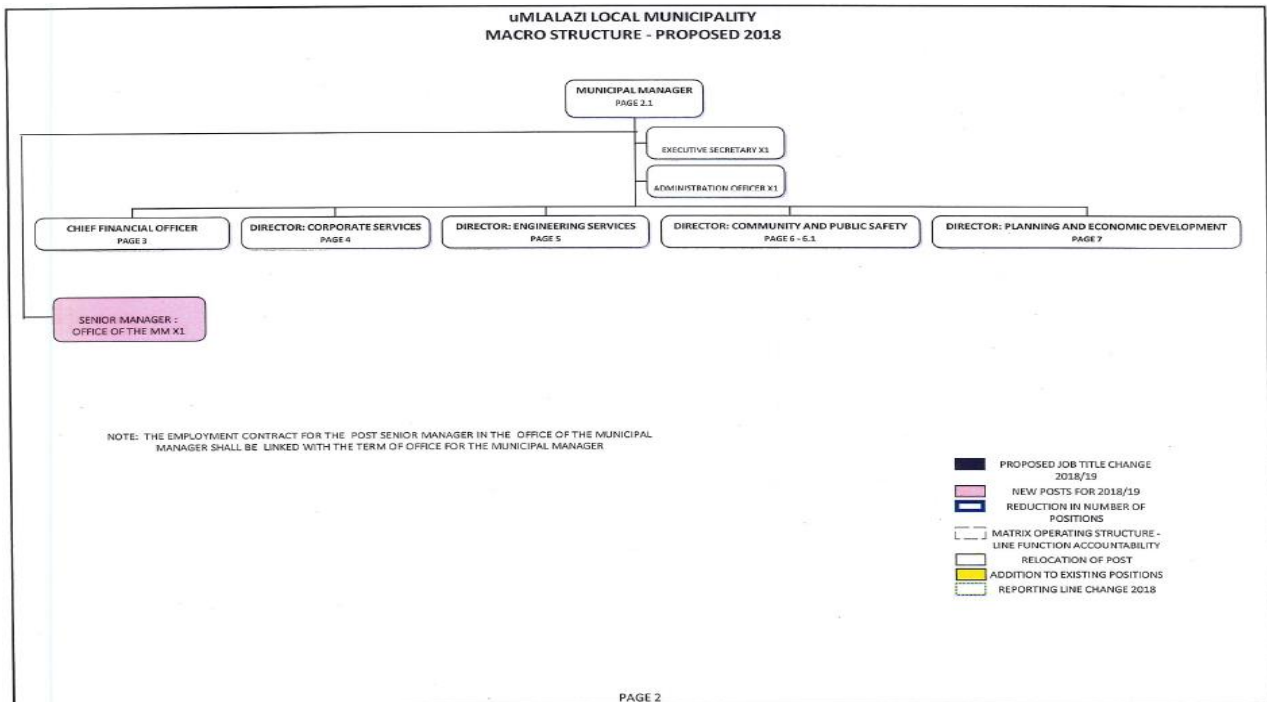
#### 4.2.6. Organizational Structure / Organogram

The municipality adopted the new organogram in March 2017 and is annually reviewed with the IDP. Additional new positions will only be filled upon availability of financial resources. Further to this, the municipality has employed capable and experienced staff within various sections of the organization so as to align itself with the requirements SPLUMA which has taken effect.





**Figure 6: Political Office Bearers**



**Figure 7: Macro Structure**

#### 4.2.7. Municipal Institutional Capacity & Critical Posts

##### **Critical Posts**

The posts of Municipal Manager, as well as all Section 56 posts, are considered as critical posts. All these post have been filled and all Departments are functioning effectively and efficiently.

##### **Institutional Capacity**

As indicated previously, the Municipality has the following five Departments.

- Engineering Services;
- Community Services
- Financial Services;
- Corporate Services.
- Planning and Economic Development

The following provides an overview of the above Departments:

##### **Office of the Municipal Manager**

- Compliance and Legal
- Performance Management
- Internal Audit
- Public Participation

### ***Engineering Services Department***

- Civil Services (Roads and storm water; Sidewalks etc.)
- Municipal Building Maintenance Services
- Civil Infrastructure Planning, Construction & Routine Maintenance
- Project Management Unit
- Electrical & Mechanical

### ***Finance Department***

- Revenue
- Expenditure
- Supply Chain Management
- Budget and Financial Reporting

### ***Corporate Services Department***

- Human Resource Management
- ICT
- Administration
- Corporate Services
- Registry and Archives
- Secretariat

### ***Community Services Department.***

- Waste management
- Sustainable Job creation
- Waste Management Successes
- Protective Services Unit

### ***Planning and Economic Development***

- Town Planning (Spatial, Statutory and Landuse Management)
- Integrated Development Planning (Strategic Planning and Policy Development)
- Human Settlement (Urban and Rural, Rental, Title Deeds, Slum Clearance)
- Building Control (Building Plan Examining, Building Inspectorate),
- Local Economic Development and Tourism

#### **4.2.8. The Spatial Planning and Land Use Management Act and Its Implementation**

The Spatial Planning and Land Use Management Act 13 of 2013 (SPLUMA) came into effect on the 1st July 2015 as per gazette notice number 38828 published on 27 May 2015. The Minister of Rural Development and Land Reform has also gazetted and published the final SPLUMA Regulations in terms of section 54 (1) of the SPLUMA on the 23 March 2015.

With regard to development application processes, the municipality is still continuing to use the existing planning legislation to the extent that it is not inconsistent with the SPLUMA (Section 2(2) of SPLUMA) until such time that the by-laws and systems are adopted by Council.

The King Cetshwayo District municipality resolved to establish a King Cetshwayo South Joint Municipal Planning Tribunal (JMPT), a committee which consists of members from King Cetshwayo District Municipality, uMlalazi, Nkandla and Mthonjaneni Local Municipality and a King Cetshwayo North Joint Municipal Planning Tribunal which consists of the remaining municipalities in the district.

The advert calling for nominations for membership of King Cetshwayo South (JMPT) was placed on the Zululand Observer and Ilanga and the closing date for nominations was 30 October 2015. The Evaluation committee met on 21 January 2016 to evaluate nominations received.

After thorough assessment of the applications received, the following nominees were appointed as internal members of the King Cetshwayo South Joint Municipal Planning Tribunal Committee:

INTERNAL MEMBERS	MUNICIPALITY AND NOMINATED FIELD
1. Thembinkosi Jele	King Cetshwayo District Municipality Engineering
2. Gcina Dlamini	King Cetshwayo District Municipality Land Legal
3. Wisdom Mpofu	King Cetshwayo District Municipality Planning
4. Gift Mathalise	King Cetshwayo District Municipality Planning Vise chairperson
5. Khethokule Zondi	Nkandla Local Municipality Engineering
6. Mthobisi Shezi	Nkandla Local Municipality Engineering
7. Ntuthuko Mhlongo	Nkandla Local Municipality Planning
8. Mthokozisi Ngubane	uMlalazi local Municipality Planning Chairperson
9. Wenzile Sibiya	uMlalazi local Municipality Planning
10. Helman Dlamini	uMlalazi local Municipality Engineering
11. Suzie Van Der Westhuizen	uMlalazi local Municipality Land Legal Administrative Officer
12. Jaap Le Grange	uMlalazi local Municipality Engineering-Electrical
13. N Mathonsi	Mthonjaneni Local Municipality Planning
14. P Vilakazi	Mthonjaneni Local Municipality Local Economic Development
15. D Horne	Mthonjaneni Local Municipality Traffic
16. N Zikhali	Mthonjaneni Local Municipality Engineering

The following nominees were appointed as external private members of the King Cetshwayo South Joint Municipal Planning Tribunal Committee:

EXTERNAL MEMBERS	NOMINATED FIELD
Thulani Nkosi	Land Legal
Sibongiseni Maseko	Planning
Thamsanga Majola	Land Legal
Aubrey Ngcobo	Land Legal
Nomfuneko Mkhize	Land Legal
Lulama Miya	Land Legal
C P Cele	Planning
Robert Wilson	Planning

It shall be noted that the external members will be paid by King Cetshwayo District Municipality an amount of R750.00 per hour with maximum of R3000 per meeting and the internal members will not be paid since there are the employees of the state. Travelling costs to external members will also be paid as per Department of Transport rates.

The three Local Municipalities (Nkandla, Mthonjaneni and uMlalazi) will share the cost of advertising the appointed members of King Cetshwayo South MPT and divide amongst the each other.

#### **4.2.9. Municipal Transformation & Organizational Development: SWOT ANALYSIS**

##### ***Strengths***

- All HOD Positions are filled
- Functional Municipality
- Staff Moral
- Competent and capacitated staff
- WSP and EEP in place and implemented
- Employee Wellness Programs in place
- Low vacancy
- Clean Audit in ICT and HR

##### ***Weaknesses***

- Job Evaluations
- Registry non-compliant with National Archives Act
- ICT: Slow Internet Connections
- Employment equity can still be improved upon
- Lack of office space
- Outdated non transformational policies
- Inadequate Fire Fighting Tenders
- Limited Eshowe Testing Station services due to lack of space
- Insufficient security at municipal buildings

##### ***Opportunities***

- Upgrade of ICT to Fibre Optic
- Funding to effectively implement ICT Master Systems Plan
- Expansion of municipal buildings (including new town hall, registry, council chambers)
- Full Policy Review
- Partnerships with Department of Arts and Culture (Roll out of rural libraries)

##### ***Threats***

- Corruption
- Protests
- Fraud

## 5. SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### 5.1. Water & Sanitation

King Cetshwayo District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction, apart from the City of uMhlathuze. The WSA has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water supply and sanitation (collectively referred to as water services). As a WSA, King Cetshwayo District Municipality focuses on water services and on providing at least a basic level of service to consumers in its area of jurisdiction.

#### Water

King Cetshwayo District Municipality as WSA has a number of initiatives underway, notably:

- Water loss management strategy
- Water meter installation
- Water quality improvement interventions

When WSDP was going under review, WSD introduced a work based WSDP which resulted in change of scope for the appointed consultant and started with this work based WSDP. The scope of the work based WSDP was broad which resulted in it being done in phases since it exceeded the appointment of the consultant. Phase 1 & 2 of the work based WSDP was completed in April 2016 and Technical services is still doing the planning for phase 3 which will be implemented in 2017/18. The Water Services Development Plan (WSDP) is an important tool in achieving set objectives and feeds information into the Integrated Development Plan (IDP).

According to the 2016 Community Survey from StatsSA, uMlalazi Municipality has 7154 (15.2%) households with access to piped water within the dwelling, where 13 351 (28.4%) have access to piped water within the yard. It is concerning to note that almost 13% of households depend on streams and rivers as their main source of water supply. This has hazardous impacts on the health of the population and ultimately their economic productivity.

INDICATOR	TYPE	NUMBER	PERCENTAGE
Main source of drinking water	Piped (tap) water inside dwelling	7 154	15,2%
	Piped (tap) water inside yard	13 351	28,4%
	Piped water on communal stand	8 244	17,6%
	Borehole in yard	308	0,7%
	Rain-water tank in yard	815	1,7%
	Neighbours tap	758	1,6%
	Public/communal tap	4 831	10,3%
	Water-carrier/tanker	3 479	7,4%
	Borehole outside yard	1 228	2,6%
	Flowing water/stream/river	6 063	12,9%
	Well	0	0,0%
	Spring	552	1,2%
	Other	169	0,4%

Table 26: Access to Piped Water (CS 2016)

#### Water Backlogs

The strategies to eradicate backlogs by KCDM is summarized as follows:

- To provide at least 90% of the backlog population with a water volume of 5l/capita/day within a 1000m walking distance, and;

- To provide at least 35% of the backlog population with water to the RDP level of service, i.e. 100l/capacity/day.

In addition to the above, there are about 220 small, stand-alone supply schemes in the District that supply water to many rural areas. At least 145 of these schemes are fed by boreholes or springs. However, these groundwater resources are either not reliable or too low-yielding to be relied upon for the establishment of bulk supply systems. For this reason surface water resources are relied upon to a greater degree to feed the bulk water systems while groundwater resources are used in the interim to maintain existing services levels and provide a survival level of service in remote grey and drought affected areas in the District.

**Table 27: Water Supply Backlog in King Cetshwayo District (2015/16)**

Municipality	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Water	Household without Water	2015/2016 % Backlog
uMfolozi (KZ281)	12664	97.0%	25584	17744	7 840	34%
uMlalazi (KZ284)	34484	82%	45062	25 034	20 028	44%
Mthonjaneni (KZ285)	6056	78%	10433	7407	3026	29%
Nkandla (KZ286)	21085	72%	22463	15499	6964	31%
<b>Total</b>	<b>82817</b>	<b>81%</b>	<b>116 367</b>	<b>74494</b>	<b>41874</b>	<b>36 %</b>

Source: King Cetshwayo DM

## Sanitation

KCDM has extensively covered sanitation facilities in all four local municipalities except in uMlalazi LM where there is still backlog of 22% which is to be finished by 2017/18. The Technical services department is however busy with the planning for quantifying of the infills in all local municipalities within KCDM by 2017. The table below indicate statistics from the 2016 Community Survey conducted by StatsSA. The below indicates that the majority of the households within uMLM have some access to sanitary facilities with almost 3% use other unconventional means.

INDICATOR	TYPE	KZN	KCDM	uMLM	uMLM (%)
Main type of toilet facility used	Flush toilet (Sewage system/sceptic tank)	1345349	70590	8279	20,0%
	Chemical toilet	421037	58474	9827	23,8%
	Pit latrine (with/without) ventilation	876969	82936	22242	53,8%
	Ecological toilet (e.g. urine diversion, enviroloo)	20299	1411	686	1,7%
	Bucket toilet (collected by municipality/Emptied by household)	50655	1874	290	0,7%

**Table 28: Community Access to Sanitation Facilities (2016)**

Municipality	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Sanitation	Households without Sanitation	2015/2016 % Backlog
uMfolozi LM	12664	99.00%	25584	25584	0	INFILLS
uMlalazi LM	34484	85%	45062	35148	9914	22%
Mthonjaneni LM	6056	95%	10433	11069	0	INFILLS

<b>Nkandla LM</b>	21085	94%	22463	22463	0	INFILLS
<b>Total</b>	<b>82817</b>	<b>89%</b>	<b>116368</b>	<b>104451</b>	9914	12%

**Table 29: Sanitation Backlogs by King Cetshwayo District (2015/16)**

All of the above is the result of expenditure in water and related infrastructure. Such expenditure is guided by the Water Services Development Plan (WSDP). The focus of the WSDP is as follows:

- Reflection of current levels of services experienced by communities.
- Revised need for water services by all communities in the district.
- Prioritized projects for development of water services, coupled with budgets and time frames.
- Strategies regarding technical, social and financial principles of water sources.

The WSDP also deals with issues pertaining to the provision of sanitation services. The eradication of water backlogs have been addressed since the 2001/2002 financial years. The backlogs for water and sanitation (as the main expenditure items on the municipal budget) relate to the following RDP standards:

- The minimum RDP level of water supply is 25 liters per capita per day within a walking distance of 200m.
- The minimum RDP level of sanitation supply is 1 VIP per household, detached from the household, inclusive of superstructure.

The following is the **KCDM Strategies** relating to water and sanitation provision:

- Low cost housing projects
  - The KCDM will install basic water infrastructure (reticulation and bulk)
  - Rural: Metered connection within 200 m from dwelling (funded from housing subsidy)
  - Urban: Metered connection on plot boundary
  - Households have a choice of minimum free basic or metered above 6 kl/month stepped tariffs
  - Developer to construct basic on-site sanitation (VIP's)
- Upper income housing developments
  - The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
  - KCDM to approve design standards
  - Households billed on metered stepped tariffs
- Industrial developments
  - The developer constructs all water and wastewater infrastructure, including bulk where there is not sufficient capacity, at own cost
  - KCDM to approve design standards
  - Water consumption billed on metered fixed tariff
  - New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment
- Metering System
  - Proposed metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes
  - All connections, including communal stand pipes to be metered
  - New design created for metered yard connections
- Implementation of SMME programs including EPWP
  - Strategy document to Implement Small contractor development on water reticulation projects

- Involves Level 1 contractors registered with the CIDB
- Various disciplines to train, support and develop the contractors
- Assistance from Department of Public Works required regarding the EPWP

The following table depicts the funds required in order to eradicate backlogs for water and sanitation in rural areas. The total amount of money required for both water and sanitation is just under R 4bn;

**Table 30: Funds required for rural water scheme:**

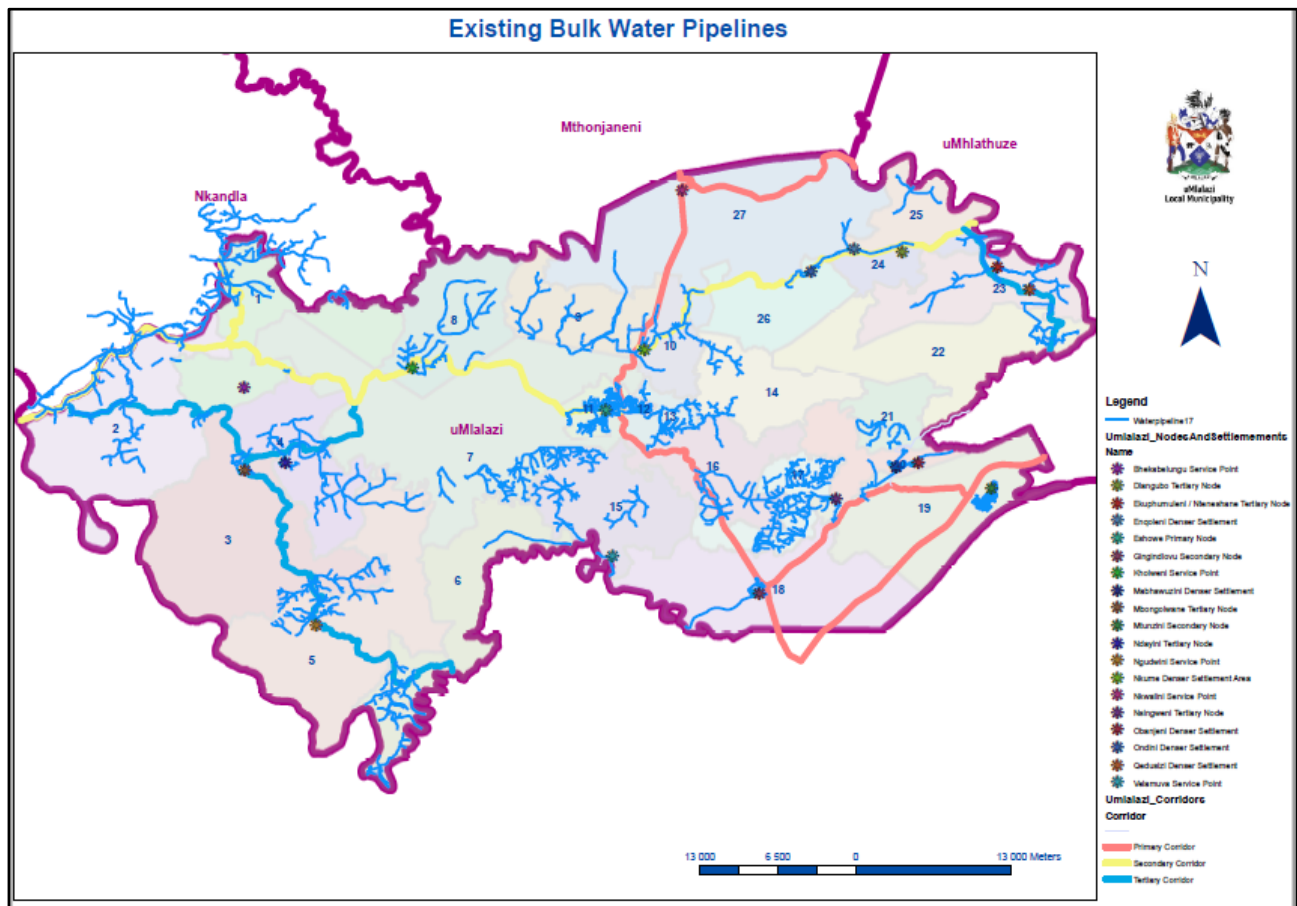
Local Municipality	2009 / 2010 Households	Population with growth	Capital Cost R, incl. VAT
uMfolozi (KZ281)	20 615	123 693	334,457,347
<b>uMlalazi (KZ284)</b>	<b>42 623</b>	<b>255 735</b>	<b>1,210,563,792</b>
Mthonjaneni (KZ285)	9 712	58 272	270,379,491
Nkandla (KZ286)	25 757	154 539	1,174,289,839
<b>Total</b>	<b>115 046</b>	<b>1,063,977</b>	<b>3,483,648,915</b>

**Table 31: Funds required for rural sanitation/VIP:**

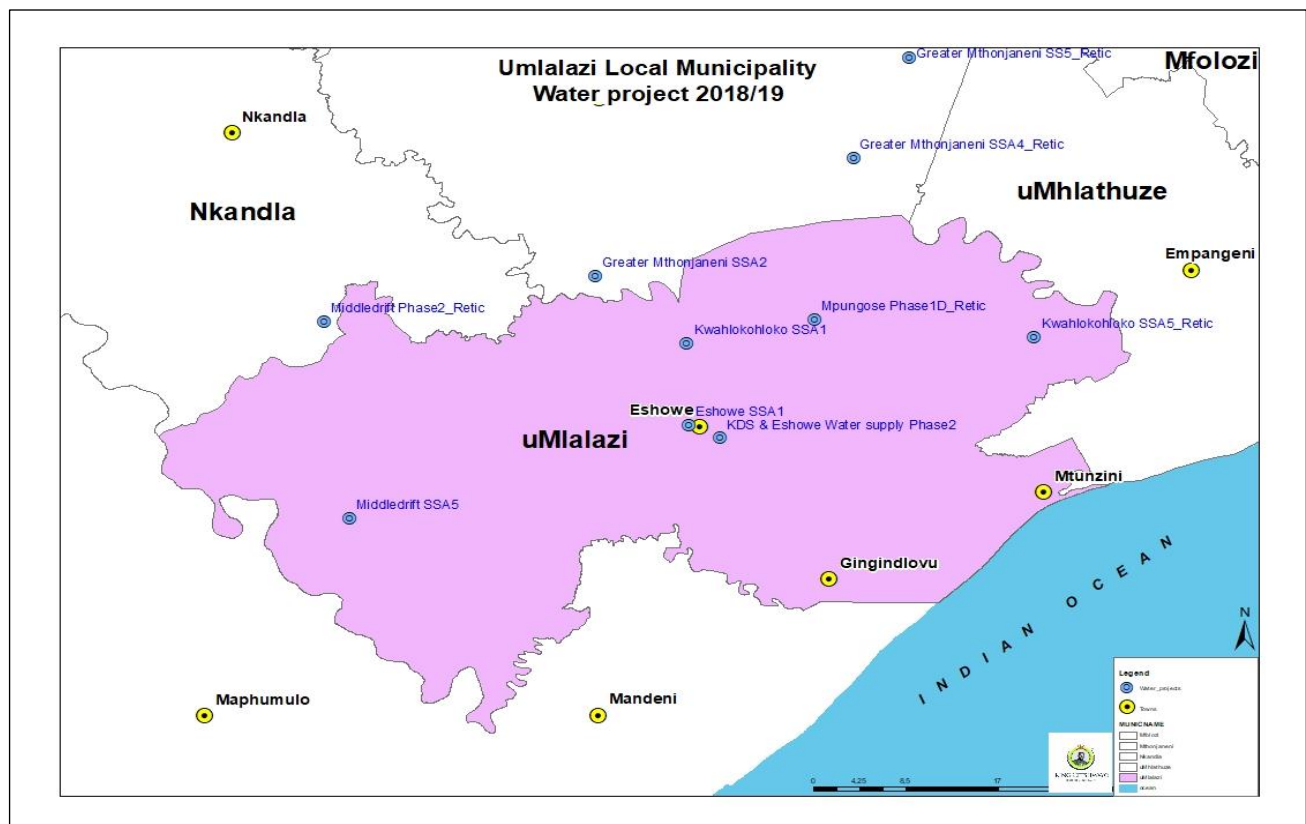
Local Municipality	2008 / 2009 Households	Households without Sanitation	Capital Cost R, incl. VAT	Cost per capita R, incl. VAT
uMfolozi (KZ281)	20 615	7018	52,635,000	7,500
uMlalazi (KZ284)	42 623	21624	162,180,000	7,500
Mthonjaneni (KZ285)	9 712	384	2,880,000	7,500
Nkandla (KZ286)	25 757	5422	40,665,000	7,500
<b>Total</b>	<b>115 046</b>	<b>34948</b>	<b>288, 321, 000</b>	

The Maps below depict the existing bulk water pipelines as well as the planned water and sanitation projects for 2018/19 financial year. The project values are further unpacked in with the Financial Plan Section of this document.

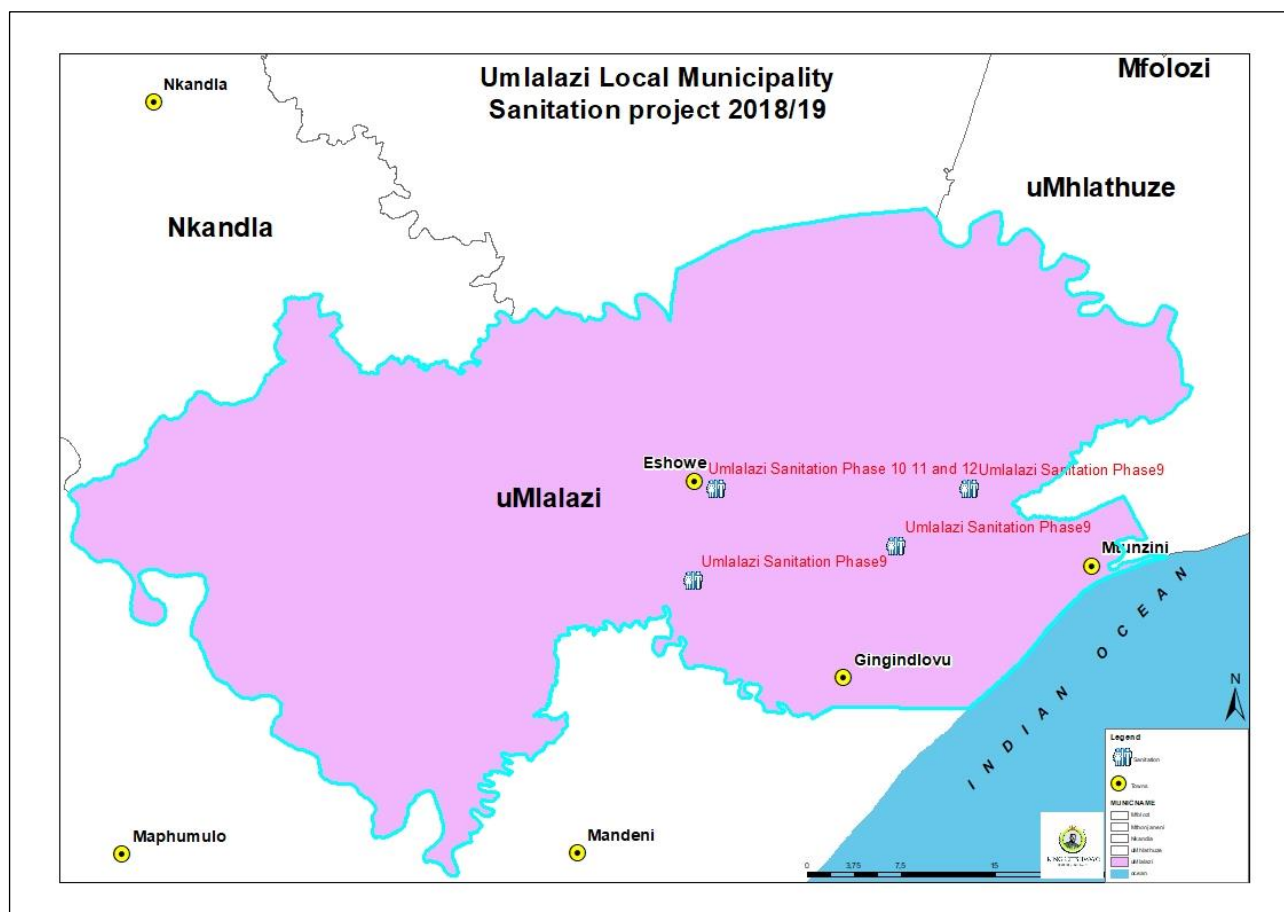




Map 15: Existing Bulk Water Pipelines (2018)



Map 16: Planned Water Projects (2018/19)



**Map 17: Planned Sanitation Projects (2018/19)**

## 5.2. Solid Waste Management

The uMlalazi Municipality is responsible for waste collection within its area of jurisdiction. The National Environmental Management Waste Act: (Act No. 59 of 2008) Chapter 3, section 11 of the Waste Act requires that all government spheres must develop Integrated Waste Management Plans (IWMPs). Section 12 of the Waste Act outlines what the contents of integrated waste management plans should be, whilst section 13 stipulates the reporting mechanisms on the implementation of IWMP's.

In terms of section 11 (4) (a) (ii) of the Waste Act, municipalities must incorporate the approved IWMP in their IDP's as called for by chapter 5 of Municipal Systems Act, 2000 (Act 32 of 2000) MSA. Section 36 of the MSA states that, a municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with its IDP. This means that the development and implementation of the IWMP must be aligned with the IDP

The table below reflects on the recent statistics pertaining to solid waste disposal:

**Table 32: Solid Waste Disposal – (CS 2016)**

INDICATOR	TYPES OF SOLID WASTE DISPOSAL	NO OF HH	(%)
Refuse removal	Local authority/Private/community members at least once a week	6 220	13.2%
	Local authority/Private/community members less often than once a week	2 471	5.3%
	Communal refuse dump	1 863	4.0%
	Own refuse dump	32 233	68.6%
	Dump or leave rubbish anywhere (no rubbish disposal)	4 100	8.7%
	Other	66	0.1%

Between 2011 and 2016 there has been an increase in the number of households who had their refuse removed by the local Municipality. However, there are still some 4100 households who had no refuse disposal which is a major decline when compared to 10,227 households in the 2011 statistics.

### 5.2.1. Integrated Waste Management Plan (2018)

The Municipality has developed an IWMP for the 5 year period starting from its adoption in June 2018. The purpose of this plan is to set out priorities and objectives for waste management; establish mechanisms for collection, minimization; re-use and recycling and also provides for the management of landfill and transfer sites and the decommissioning thereof. It further indicates the financial resources required for effective waste management. As part of the IWMP, the municipality further developed Refuse Bylaws, which were promulgated in 2006. The Refuse Bylaw outlines guidelines on the disposal of various forms of waste, control of littering and illegal dumping. Medical waste is generated within the municipality, but the responsibility of storage, collection and disposal or treatment does not lie with the uMlalazi Municipality. The IWMP is implemented through following;

- Schedules and mechanisms for collection of waste
- Disposal of waste relative to its category
- Maintenance of disposal sites and transfer stations

#### Areas prioritized for waste collection

Refuse removal service is once a week for all urban households where refuse is removed on the kerbsite and in rural areas collection is done once a week where collection is done certain locations where households are clustered. Access to most izigodi is a challenge due to undulating topography which characterises our municipality.

Urban areas are both serviced by municipality staff using a caged truck, recyclable materials get sorted before the final disposal for transportation to the landfill site.

Residents are issued on an annual basis an amount of black refuse bags for general refuse as well as orange bags to encourage residents to separate recyclable materials from source.

#### Business Refuse Collection

Businesses are serviced by refuse mass containers which are placed on their business premises and collection is done in terms of their agreement with the municipality. Separation is mostly done at source from the business premises by local recyclers which include cupboard, plastic cans and bottles. Ishongwe Mall which is newly established have their own recycling station within their premises where they bail cupboard and plastic and send their recyclables directly to MPACT.

#### Refuse Removal Backlog

Currently the refuse removal collection is at 43% due to insufficient funding available to roll out refuse removal service to all Izigodi in rural wards and all rural households. Rural households are encouraged to dispose of their refuse in an acceptable manner to prevent environmental pollution.

Households	Backlog: Census 2011	Backlog: Percentage – 2011	Number of households receiving the service – June 2018	Backlog: June 2018	Backlog as at June 2018
46 953	35457	79%	19 986	26 967	43%

Refuse waste is collected in all suburban areas of all three towns namely; Eshowe, Gingindlovu and Mtunzini. Waste is collected once a week in suburban areas and collected six times a week within the CBDs.

The table below indicates the frequency of collection within the identified priority areas within the uMlalazi Municipality;

Waste	Area Covered	Frequency	Services provided by
Domestic	Mpushini Park	X1 per week	Municipal own staff
	Norwood Park		
	Eshowe		
	King Dinuzulu		Service providers
	Gingindlovu		
	Mtunzini		
	Cluster1	X1 per week per clustered wards in six (6) zones	Private Service providers
	Cluster2		
	Cluster3		
	Cluster4		
	Cluster5		
	Cluster6		
Commercial	Eshowe CBD/Industrial	X 6 per week (as and when required)	Municipal own staff
	Gingindlovu		
	Mtunzini		
Garden Refuse	Eshowe	Collection when services requested	Municipal own staff/contractor
	Gingindlovu		
	Mtunzini		

**Table 33: Frequency of Collecting and Responsible Persons for Refuse Removal**

The municipality enjoys the services of contractors who assist with the following functions;

- All general waste, street sweeping and household waste collection
- Commercial street sweeping (CBD, Taxi Ranks)
- Transportation to landfill/transfer sites and recycling

### Role of EPWP (Job Creation)

Refuse removal by the municipality is also extended (as part of the War to Poverty/EPWP programs) to include various Izigodi in rural wards. Within this process, six (6) SMMEs/contractors are involved for the cleaning of routes at specified wards. These routes are mainly used by tourists and are treated as priority areas for waste removal services:

- P248 (Shakaland Road);
- P47 (to Melmoth from Gingindlovu);
- R102 (Gingindlovu to Mtunzini);
- P5 (Eshowe to Nkandla).

Refuse removal service in urban area is outsourced to service providers who are appointed on a three year contractual basis. The Municipality has **created 249** job opportunities under EPWP for waste removal services. These temporary employees are employed and based in all 27 wards (both rural and urban) to provide refuse removal services. A total of 19 986 households i.e. 14 388 rural and 5598 urban households, receive refuse removal services from the municipality

Through this EPWP program, beneficiaries have been identified who assist in the waste collection and cleaning in mostly the rural wards. The cleanup operation focuses mainly on the rural main roads within the municipality. Refuse removal in rural areas has been clustered as follows:-

Cluster	Ward No	Izigodi
Cluster 1	1	Mvuzane; Osungulweni, Gopotane
	2	Mamba, Sithilo

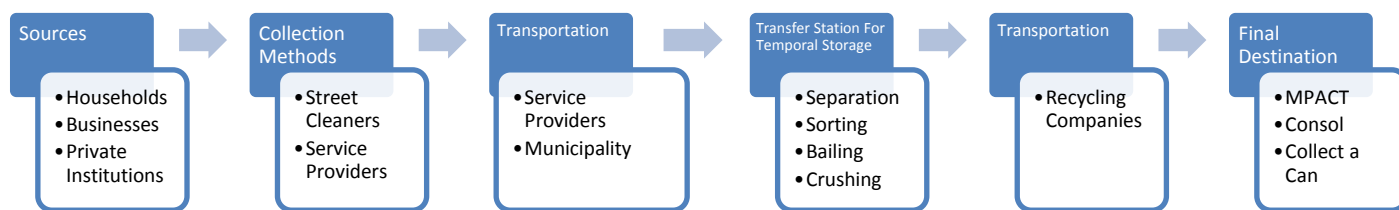
	3	Emkhwishimane, Esilambo, P218, P710
	4	Enkuzempunga, Endayini
Cluster 2	5	Ngudwini, Shayinja
	6	Samungu; Mombeni
	7	Nkanini, Mathibelana
	15	KwaKhoza, Emabhudla
	18	Thafeni; Matikulu, Matibomvana
Cluster 3	16	Nyezane; Makhilimba, Wombane
	17	Nhlababo; Maqhulu, Vekeza
	19	Nsingweni; Moyeni, Masundwini
	20	KwaSbhamu; Ebhadi;Ezingeni; KwaMakeqe; Doviyane; Masundwini& Ireland
Cluster 4	12	Maqedipuleti
	13	Nyanini; KwaMondi; Berea; Ezwelithini High School; Mosco; Galagala; Kwamfana
	21	Ezingwenya; Fohlweni; Kukhanyakufikile; Felisilwane; (Emanyameni)
	22	Emanzamnyama, Qwayinduku
Cluster 5	8	Ntumeni, Gcininhliziyi,
	9	Siphezi, Imbizo no1,
	10	Nkume, Eziqwaqweni & Mandawe
	26	Ncemaneni, Shakaland, Matheku & Nomyaca
Cluster 6	14	Mpumaze, Mfenyana, Hologo
	23	Nteneshane, Ntshidi
	24	Nqoleni; Ndlangubo, Fasimba
	25	Habeni; Bhekeshowe; Maqhwakazi, Tap tap, Matheku, P230
	27	Ncemaneni, Shakaland & Nkwalini

**Table 34: Rural Waste Removal Clusters**

### Systems to Divert Waste

The IWMP for the municipality identifies the following system in which the municipality uses to divert waste from the source to its final destination.

**Figure 8: Systems to Divert Waste**



## Status Quo on Waste Disposal Facilities

There two disposal facilities in uMlalazi LM (with weigh bridges),

- a) Eshowe Transfer Station - servicing Eshowe Suburbs and surrounding wards.

The following type of waste is disposed/ allowed:

- Organic waste
- Garden waste
- Building Rubble

- b) Mtunzini Transfer Station – servicing Mtunzini and surrounding wards.

The following types of waste is disposed/ allowed:

- Organic waste
- Garden waste
- Building Rubble

- c) Gingindlovu Dumping Site – Servicing Gingindlovu and surrounding wards

The following types of waste is disposed/ allowed:

- Organic waste
- Garden waste
- Building Rubble

Hazardous and medical waste is not permitted to enter the waste transfer station. The site is controlled for entry and exit, and is open to the public 7 days a week.

## Status of Transfer Stations

Name of Disposal Facility: Eshowe Transfer Station			
General Description			
Year of construction	2007	Area covered	29 385 m2
Geographic location	28°52'42" S 31°29'1" E	Condition of access road to site	Tar road
Is the site legal?	Yes. Permit no.: 12/9/11/L18/4	Surrounding land use	Agriculture and residential
Resources on Site			
Type of access control at gate	Boom gate and fenced with security guard	Resources/ Equipments on site	1. Ablution facility 2. Water & Electricity 3. Recycling station
Site Management			
Site Management	Private Contractor – MelaOkuhle Trading		

Type of waste stored	All general waste	Waste quantity threshold before transported to landfill	Waste removed by a private contractor
Nuisance control on site (e.g. litter, odour, vermin)	Yes. Incidence minimal.	Is there public participation in the management of the site?	Yes. Public awareness of transfer station
Are there plans to extend the site?	Yes	Are waste disposers charged for disposal?	Yes. Businesses
Does leachate and gas management occur on site?	Yes	Are there plans to close the site?	No
<b>Waste Recycling and Reuse</b>			
Are there recycling facilities on site?	Yes.	Is there waste reclamation on site? What materials?	Yes. Card board, paper, glass, tin cans & plastic.

**Table 35: Status of Eshowe Transfer Station**

**Mthunzini Waste Transfer Station:**

<b>Name of Disposal Facility: Mthunzini Transfer Station</b>			
<b>General Description</b>			
<b>Year of construction</b>	2009	<b>Area covered</b>	22 000 m2
<b>Geographic location</b>	28°52'42" E 31°29'01" S	<b>Condition of access road to site</b>	Gravel
<b>Is the site legal?</b>	Yes. Permit no.: 12/11/4/P43	<b>Surrounding land use</b>	Agriculture and N2
<b>Resources on Site</b>			
<b>Type of access control at gate</b>	Boom gate and fenced	<b>Resources/ Equipments on site</b>	1. Ablution facility 2. Water & Electricity 3. Building on site
<b>Site Management</b>			
<b>Site Management</b>	Private company – Dolphin Coast Waste Management		
<b>Type of waste stored</b>	All general waste	<b>Waste quantity threshold before transported to landfill</b>	Waste removed by private contractor
<b>Nuisance control on site (e.g. litter, odour, vermin)</b>	Yes. Incidence minimal.	<b>Is there public participation in the management of the site?</b>	Yes. Public awareness of transfer station
<b>Are there plans to extend the site?</b>	No	<b>Are waste disposers charged for disposal?</b>	Yes. The waybill ticket is generated at the time of disposal under the classification declared by the generator or transporter
<b>Does leachate and gas management occur on site?</b>	No	<b>Are there plans to close the site?</b>	No
<b>Waste Recycling and Reuse</b>			
<b>Are there recycling facilities on site?</b>	No. Only containers available for recyclables.	<b>Is there waste reclamation on site? What materials?</b>	Yes. Card board, paper, glass, tin cans & plastic.

**Table 36: Status of Mthunzini Transfer Station**

**Gingindlovu Dumping site:**

<b>Name of Disposal Facility: Gingindlovu Dump Site</b>

<b>General Description</b>			
<b>Year of established</b>		<b>Area covered</b>	22 000 m2
<b>Geographic location</b>	31°34"54" E 29°2"865" S	<b>Condition of access road to site</b>	Gravel
<b>Is the site legal?</b>	Yes. Waste Management Licence : <b>DC28/WML/0001/2014.</b>	<b>Surrounding land use</b>	Agriculture and R102
<b>Resources on Site</b>			
<b>Type of access control at gate</b>	NONE	<b>Resources/ Equipment on site</b>	NONE
<b>Site Management</b>			
<b>Site Management</b>	Municipality		
<b>Type of waste stored</b>	Garden waste and building rubble	<b>Waste quantity threshold before transported to landfill</b>	
<b>Nuisance control on site (e.g. litter, odour, vermin)</b>	Yes. Maintained by levelling by a bulldozer	<b>Is there public participation in the management of the site?</b>	
<b>Are there plans to extend the site?</b>	Yes , to fence it and establish a proper transfer station	<b>Are waste disposers charged for disposal?</b>	No
<b>Does leachate and gas management occur on site?</b>	No	<b>Are there plans to close the site?</b>	No
<b>Waste Recycling and Reuse</b>			
<b>Are there recycling facilities on site?</b>	No..	<b>Is there waste reclamation on site? What materials?</b>	No

**Table 37: Status of Gingindlovu Dumping Site**

### 5.3. Transportation Infrastructure

The Municipality has a well-developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The KCDM has prepared an Integrated Transportation Plan which will designate roads in need of upgrade thus hopefully improving local movement.

The following primary and secondary transportation routes are aligned through the uMlalazi Municipal Area:

- The N2 Motorway which is aligned through the eastern sector of the municipal area in proximity to both Gingindlovu and Mtunzini. This implies that the majority of the municipal area is well removed from this primary transportation corridor. There are two tollgates in respect of this route the one being the Mtunzini Plaza and the other being the Dokodweni Ramp Plaza
- The R102 is aligned almost parallel to the N2 Motorway and represents the previous only North Coast Road. It is still a popular route particularly for operators wishing to avoid the payment of toll.
- The R66 which links the N2 Motorway with Eshowe, Melmoth and Vryheid. Some surface improvements were recently completed but substantially more could be done as it is an important transportation route or Eshowe from both transportation and an economic development perspective.
- The R34 linking the Nkweleni Valley midway between Eshowe and Melmoth with Empangeni. It links with the John Ross Highway in Richards Bay and the latter is in the process of a substantial upgrade.

#### 5.3.1. Pavement Management System

The municipality sourced the services of a consultant to develop the municipal Pavement Management System (PMS) in 2016. The purpose of developing this system was for it to provide for a conditional assessment of all urban roads from which the municipality derives its maintenance plan based on the available budget. The PMS outlines the condition of all urban roads (ward 11, 12, 7, 18 and 19) and categorizes the roads in terms of them being primary roads, secondary roads and tertiary roads. An assessment of these roads then indicates what type of rehabilitation is required.



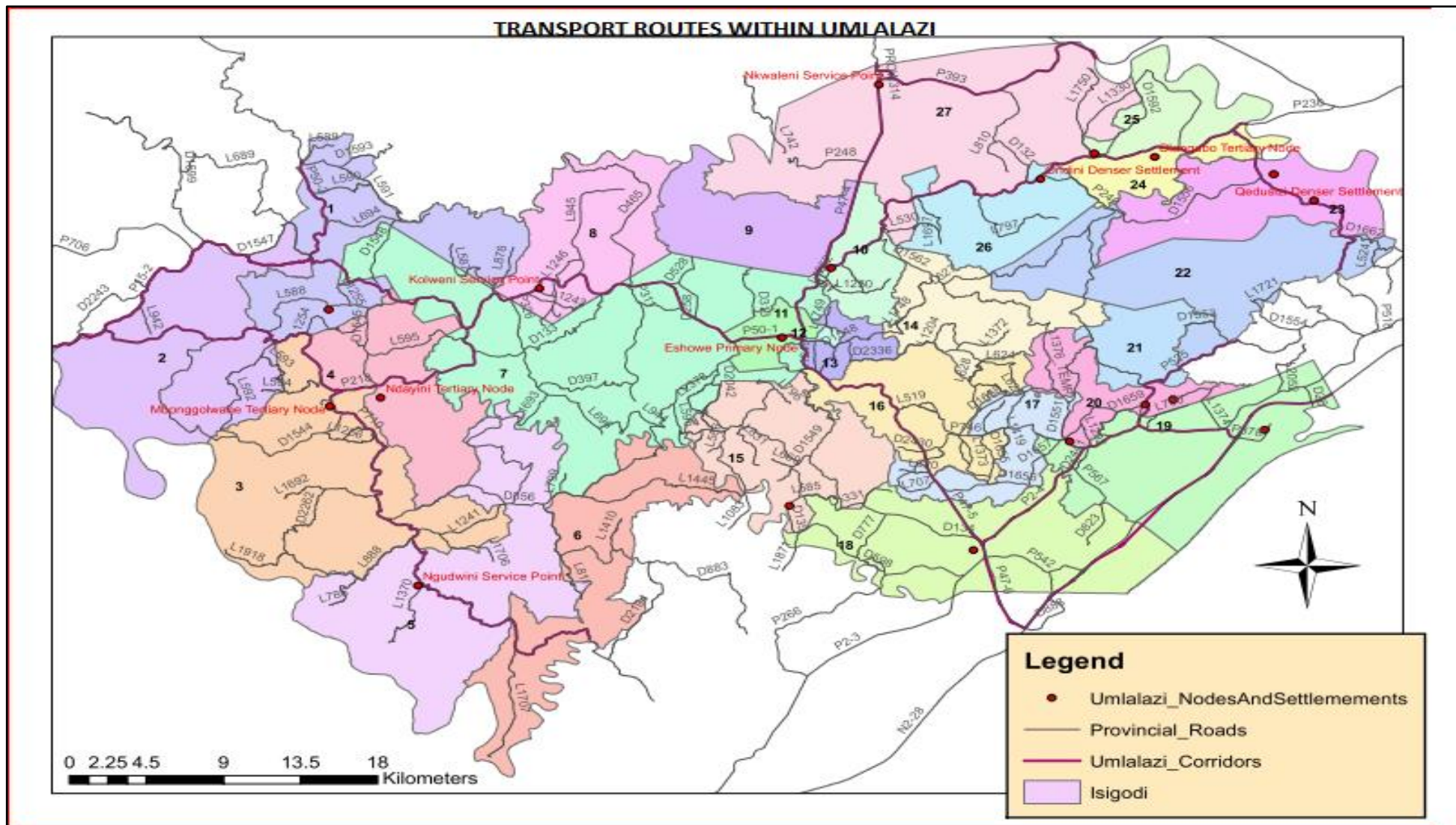
Rehabilitation ranges from heavy rehabilitation, structural rehabilitation and light rehabilitation. The Engineering Department is then able to quantify the budget required to rehabilitate each road and implement the projects as per the system. The PMS includes a routine maintenance program which indicate that R 10 000 000.00 is required per financial year and that the total replacement value for the urban roads is R 392 000 000.00.

### **5.3.2. Rural Roads Assets Management System (RRAMS)**

The King Cetshwayo District Municipality has developed and is the process of implementing the Rural Roads Asset Management System which categorizes and classifies the status of all the roads within the district. Though this plan the district ensures efficient and effective investment in rural municipal roads through development of Road Asset Management Systems (RAMS) and collection of data Grant purpose to assist rural district municipalities to set up rural RAMS, by collecting road, bridge and traffic data on municipal road networks in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA).

### **5.3.3. The Local Integrated Transport Plan**

The uMlalazi Municipality does not currently have a LITP. The KCDM have to committed to assisting the municipality into developing and subsequently adopting a concise LITP within the 2020/21 financial year for implementation.



Map 18: Transport Routes

- The P230 which is an important alternative route to the R34 and is in the process of being upgraded to full tarmac standard. This will elevate this route to an important secondary transportation route offering alternative access to Empangeni.
- The P710 links the south-western sector of the municipal area with Mandeni and is a gravel surfaced transportation route which is in need of a similar upgrade as is being implemented for the P230.
- The P50-2 to Nkandla is also an important link through Mbongolwane and some improvement to the surface has been done.
- The P15-2 links with the P15-2 which is aligned across the Tugela River linking Kranskop in the south-west. Upgrading of it is taking place.
- Other than the above the municipal area is crisscrossed by a number of district traffic routes, often in a poor condition and making effective transportation problematic.
- Lowest in the ranking of transportation routes are the so-called agricultural roads which provide access to agricultural crops and link with the district roads.

### 5.3.4. Municipal Road Infrastructure

#### *Rehabilitation of Urban Roads*

The rehabilitation and maintenance of urban roads is the responsibility of the municipality. The custodian department for roads maintenance is the Engineering Department. Although the municipality is largely rural in nature, the municipality ensures that a proper maintenance plan for urban roads is effected for all urban roads as well. Urban roads maintenance projects are restricted to wards 11, 12, 18 and 19.

#### *Rural Roads Maintenance*

As part of rural road maintenance the municipality implements a grader program in rural areas. This program entails graders having a grader to maintain key rural feeder roads as well as access roads in each ward for a period of five days. The municipality has also procured a TLB truck for problematic roads with boulders.

The Department of Transport implements a rural roads blading program as well as betterment and regravelling. The following table indicates the projects that are currently underway and their progress. Planned projects will be further unpacked in the Financial Plan Section of the document.

Activity	Location	Ward No	Road number	Output (km/m <sup>2</sup> /no)	Project Status	Comments
Blacktop Patching		8, 17, 19, 27	P50/1, P326, P393,P2/4, P47,P266,P240		90-99% Complete	On progress
New Gravel Road	Sgodo	Ward 21	L627	2,8	41-80% Complete	Busy with headwalls
Blading	Various Roads	1,2,3,4,5,6,8,6,7,9, 10,13,14,	Various		80-90% Complete	On progress
Betterment & Regravelling	Mbongolwane-Madidima	Ward 4	P218	3,3	0-10% Complete	
Patch Gravelling & Gabions protection	Mbongolwane (kopokopo)	Ward 2,3	L594	2	95% Complete	Done by internal team
Patch Gravelling	Ntumeni	Ward 8	L1371	0.5	90-100% Complete	Done by internal team
Patch Gravelling	Nkanini (Mathibelana)	Ward 7,15	L537	0.5	100% Complete	Done by internal team
Patch Gravelling	Mpumazi	Ward 13	D1548	1.8	100% Complete	Done by internal team
Betterment & Regravelling	Mthintombi	Ward 22	L524	2,5	100% Complete	
Betterment & Regravelling	Ntshidi	Ward 23	(D1556)	2,5	0-10 % complete	Still to lay pipes

Activity	Location	Ward No	Road number	Output (km/m <sup>2</sup> /no)	Project Status	Comments
Patch Graveling	Mombheni	Ward 6	D356	2.3	100% Complete	Done by internal team
Patch Graveling	Khoza	Ward 15	D135	3.3	100% Complete	Done by internal team
Patch Graveling	Obanjeni	Ward 20	L1696	2.9	100% Complete	Done by internal team
Patch Graveling	Khoza	Ward 15	A1641	3.2	100% Complete	Done by internal team
Patch Graveling	Mzimela	Ward 23	D1560	4.4	100% Complete	Done by internal team
Betterment & Regraveling	Mbongolwane	Ward 2	L588	3,4	41-80% Complete	

**Table 38: DoT Rural Roads Projects (2018/19)**

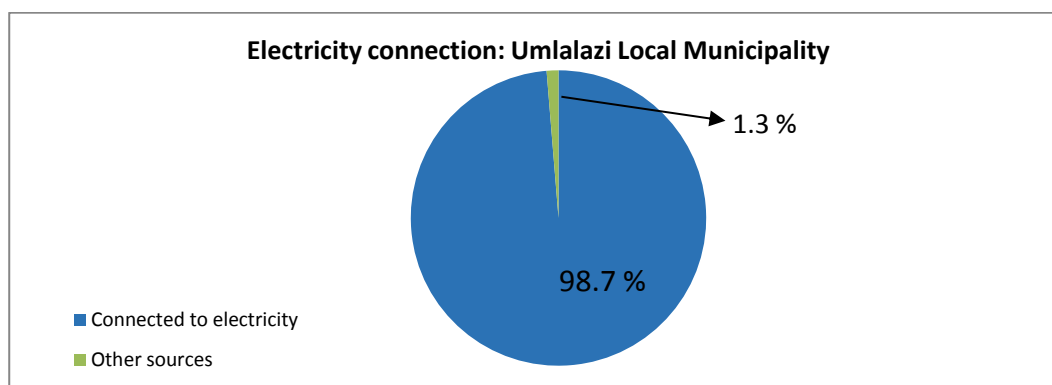
## 5.4. Energy

The municipality is the electricity service provider for Eshowe, KDS, Sunnydale and Mpushini Park areas and the majority of the municipal area is supplied by ESKOM. The municipality receives a grant through the INEP grant funding through which the municipality carries out Schedule 5 electrification projects which are prioritized in terms of the CBP and WBP. A similar process is carried out with infills, whereby councillors identify various type infills within the ward which then forms part of the Infills Electrification Plan. There are however some challenges with regards to infills as the municipality receives a limited budget to effectively carry out these projects.

The following table depicts the types of electricity usage within the municipal area;

**Table 39: Electricity Usage – 2011 and 2016**

Usage of Electricity	2011	2016
Lighting	26 238	38 193 (81,6%)
Heating	16 016	31 671 (67,7%)
Cooking	20 505	32 159 (68,5%)



**Figure 9: Electricity Connection (CS 2016)**

### 5.4.1. Eskom Infrastructure Plan

Eskom has committed to the following Infrastructure Projects moving forward to 2022;

NO	Project Name	Status	Construction Start date	Completion date
1	Eshowe SS Capacity Increase	In construction	2015	2017
2	Mbongolwane 132 kV line establish	Conceptual stage	2021	2022
3	Mbongolwane 132/22 kV 20 MVA SS	Conceptual stage	2021	2022
4	Gingindlovu SS additional 132 kV fdr bay for Mandini line est	Design stage		The project will be triggered by Amatikulu's commitment to co-generate and will be initiated as a DIRECT CUSTOMER project.
5	Amatikulu 132 kV Switch station	Conceptual stage	2023	2024
6	Kwambonambi 132/22 kV SS 2x132 kV Line bays Establish	Conceptual stage	2024	2025
7	Est Port Durnford 20 MVA 88/11 kV Transformer	Conceptual stage	2024	2025
8	Nkwaleni SS 10MVA (88/11 kV) Trfr Upgrade to 20MVA (88/22 kV)	Finalised	2013	Completed in 2014
9	Nkandla 22/11 kV 2.5 MVA to 5 MVA transformer upgrade	In construction	2016	2017
10	Mandini-Gingindlovu 24 km 132 kV Double circuit line est	Design stage		The project will be triggered by Amatikulu's commitment to co-generate and will be initiated as a DIRECT CUSTOMER project.

**Table 40: ESKOMs Infrastructure Plan**

#### 5.4.2. Electricity Plan

The municipality is in the process of developing and adopting the Electricity Plan for the Municipality which will be reviewed annually.

#### 5.4.3. Electricity Operation and Maintenance Plan

The Electricity Operations and Maintenance Plan for the Municipality is in place and reviewed annually through the Electricity Unit of the Engineering Department. The O & M Plan takes inventory of all electrical equipment the municipality has including transformers and minisubs and records the efficiency status of each. The plan then indicates what needs to be repaired and when. The maintenance process includes the scanning of all the electrical inventory by infrared scanning equipment. The infrared imagery shows hot connections where problems may arise and able to detect problematic areas before they erupt into financially detrimental faults.

#### 5.4.4. Electrification Projects

The uMlalazi LM has since 2011 made huge strides in terms of supplying electricity to communities within the municipal area. Statistically uMlalazi is the leading municipality in terms of electricity supply within the province. The municipality receives a conditional grant funding through INEP for electricity projects. The municipality received confirmation from the DoRA allocation (INEP Funding) of an amount of R 7 million for the 2019/2020 financial year. This funding has been earmarked for the Mkhuphulangwenya Electrification Project in Ward 25 which will consist of 282 connections. This project will be implemented in terms of schedule 5B

The municipality is furthermore implementing various electricity projects (ESKOM and Schedule 5B) in various wards and are depicted in the following tables;

#### Eskom Electrification: Progress of 2017/18 Projects

**Table 41: Progress of 2017/18 ESKOM Projects**

**Schedule 5B Electrification Progress 2017/18 Projects**

WARD	PROJECT NAME	COMPANY	Connections	Contractor	CONNECTIONS COMPLETE	% COMPLETE	PROGRESS
1	Izinyosi (Part of Entumeni #3)	Eskom	248	KEV Accurate	99	40%	Izinyosi is part of Evuma project 17/18 Plan and it was a left out zone of Entumeni
2	Mankhumbu # 2	Eskom	84	Techniteck Seven	84	100%	Project complete in Aug 2018
3	Slambo # 2	Eskom	258	MG contracting	78	30.8%	2nd Contractor appointed & kick off meeting 21/2/2019
5	Hayinyama # 2	Eskom	272	KZN Power Line	272	100%	Project complete
5 & 6	Hayinyama / Zimbidli	Eskom	350	Super Centre Trading	350	100%	Project complete in Jan 2019
6	Hayinyama / Zimbidli	Eskom	65		65	100%	Project complete
5	Ngudwini / Saron Shahinya	Eskom	786	Prime Electr contract.	626	98%	Project on construction - connect first 100 customers 22/2/2018
7	Emahusheni / Samungu	Eskom	118		118	100%	Project complete as per Eskom report
8	Entumeni #3	Eskom	163	KEV Accurate		100%	Project completed in Jan 2019
8	Entumeni Infills	Eskom	200	KEV Accurate	190	100%	Completed 190 infills connections March 2018
14	Oyemeni #3	Eskom	(113) 70 left	Zizamele Electr	76	100%	Include w14,20,21 & 24: - project complete, 37 customers left out - wait funding
22	Oyemeni #2	Eskom	113	Howard	113	100%	Project complete
26	Mphehlele	Eskom	96		96	100%	Project complete
25	Ofasimba	Eskom	100		100	100%	Project Complete
WARD	PROJECT NAME	CONNECTIONS	CONTRACTOR	CONNECTIONS	CONNECTIONS COMPLETE	PROGRESS	
21	Izingwenya #1	188	Omphile Electrical	188	100%	Project complete Dec 2017 with close out report	
21	Izingwenya #2	250	Omphile Electrical	250	100%	Project complete Dec 2017 with close out report	
21	Izingwenya #3	142	Omphile Electrical	142	100%	Project complete Dec 2017 with close out report	
24	Bonisani	124	Shanti's	124	99%	Makhehle / Bonisani Project - busy outage & close out report	
25	Makhehle	91	Shanti's	91	99%	Makhehle / Bonisani Project - busy outage & close out report	
27	Emvini	61	Shanti's	61	99%	Makhehle / Bonisani Project - busy outage & close out report	
25	Mkhuphulangwenya	146	Shanti's		25%	Eskom to approve design & project preparations for contractor Shanti's to commence	

**Table 42: Schedule 5B Projects Progress**

**Eskom Electrification Projects - Progress 2018/19**

WARD	PROJECT NAME	COMPANY	Connections	% COMPLETE	PROGRESS
17	Mabhokweni #3	Eskom	143	10%	Eskom scheduled project for 2018/19 - Contractor waiting contract to commence
14,20, 21	Manyameni/Oyemeni #1	Eskom	254		Eskom scheduled project for 2018/19 - Contractor waiting contract to commence

**Table 43: Eskom Projects 2018/19**



### Eskom Electrification Projects Submitted to Eskom for Funding 2019/2020

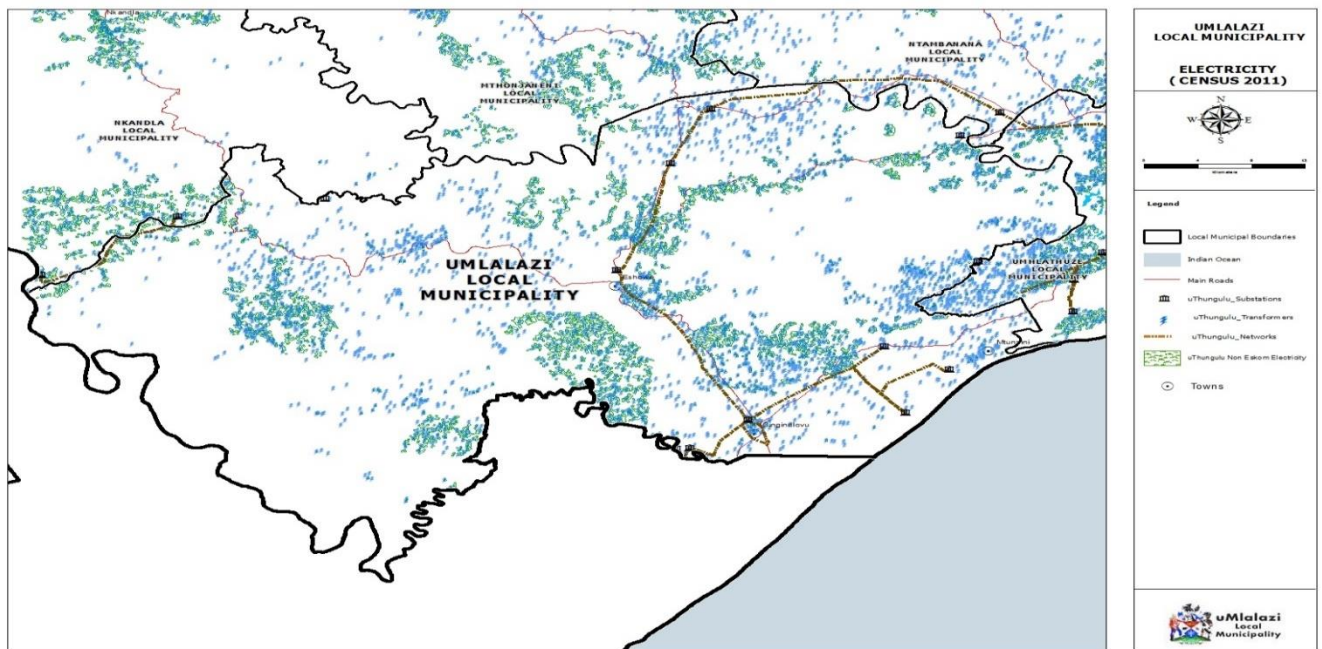
WARD	PROJECT NAME	COMPANY	Connections	PROGRESS
20, 21	Manyameni/Oyemeni #2	Eskom	120	Eskom to schedule project for 2019/20
3	Mbizane	Eskom	157	
9	Mbiza No. 1 & 2	Eskom	367	
	Ngedlesi #2	Eskom		
	Kwadedda	Eskom		
15	Various areas	Eskom	174	Prepare design - premarketing complete
10	Mthilombo	Eskom	40	Submitted to Eskom to include into program - funding to be obtain
20	Izikhoshi	Eskom	27	Submitted to Eskom to include into program - (will form part of Emanyameni)
3	Slambo area	Eskom	30	Submitted to Eskom to include into program - funding to be obtain
2	Mankumbu - phase 2	Eskom	21	Submitted to Eskom to include into program - funding to be obtain - Machotchaneni
2	Mankumbu - phase 2	Eskom	28	Submitted to Eskom to include into program - funding to be obtain - Matini area

**Table 44: Electrification Projects Submitted to Eskom 2019/2020**

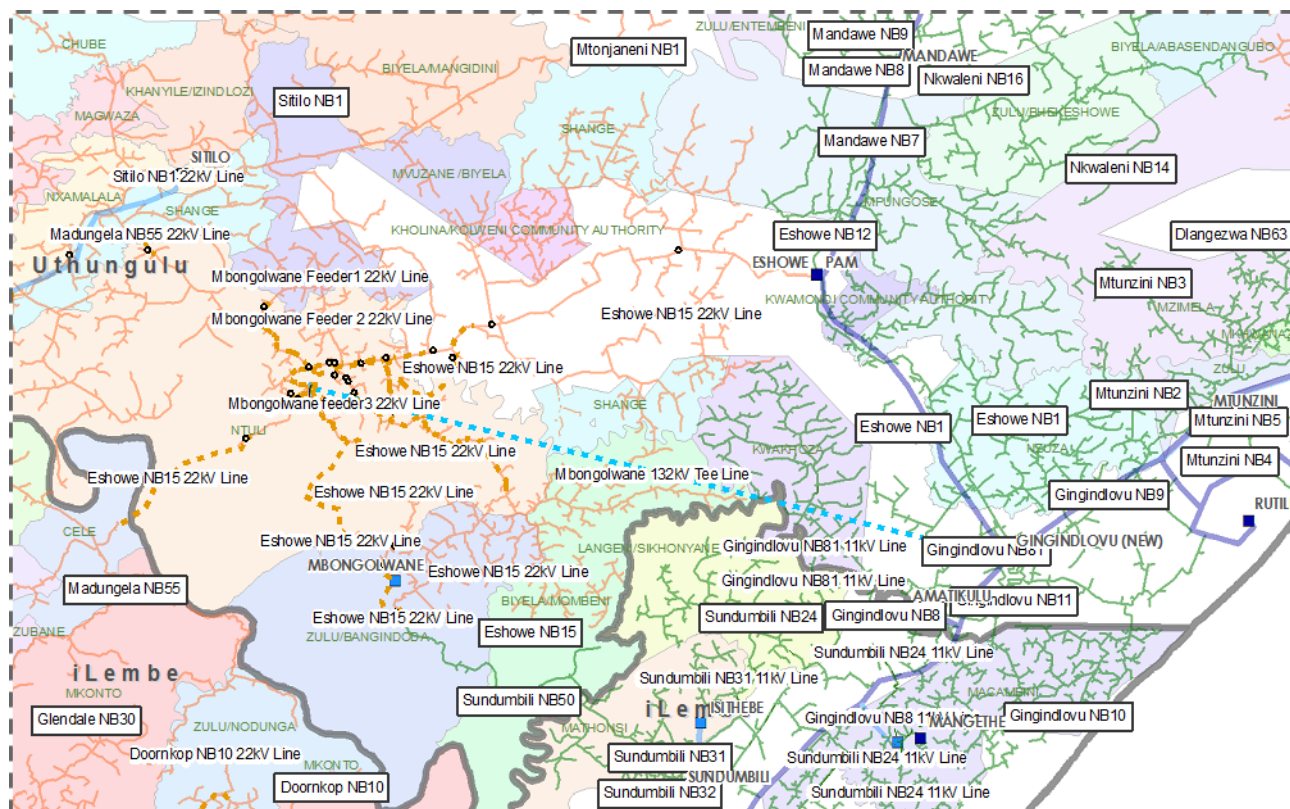
### Schedule 5B Electrification Progress 2018/19 Projects

WARD	PROJECT NAME	Connections	Contractor	% COMPLETE	PROGRESS
4	Masundwini	180	Rock Power line	87%	Contractor on site - busy construction
5	Masundwini	287	Rock Power line	87%	Contractor on site - busy construction

**Table 45: Schedule 5B Electrification Progress 2018/19 Projects**



**Map 19: Electrification Map**



**Table 46: Eskom Network Constraints**

## 5.5. Access to Community Facilities

In this sub-section, accessibility to social facilities and services, i.e. tribal courts, community halls, pension payout points and sport facilities are provided. The rationale behind this analysis is that (1) areas that have poor access to community facilities are shown in order to guide future development of such facilities. A further critical criterion is to consider the need for such facilities and services in relation to population densities because any such provision in community/social facility related needs has the potential to address the need of a relatively large beneficiary community



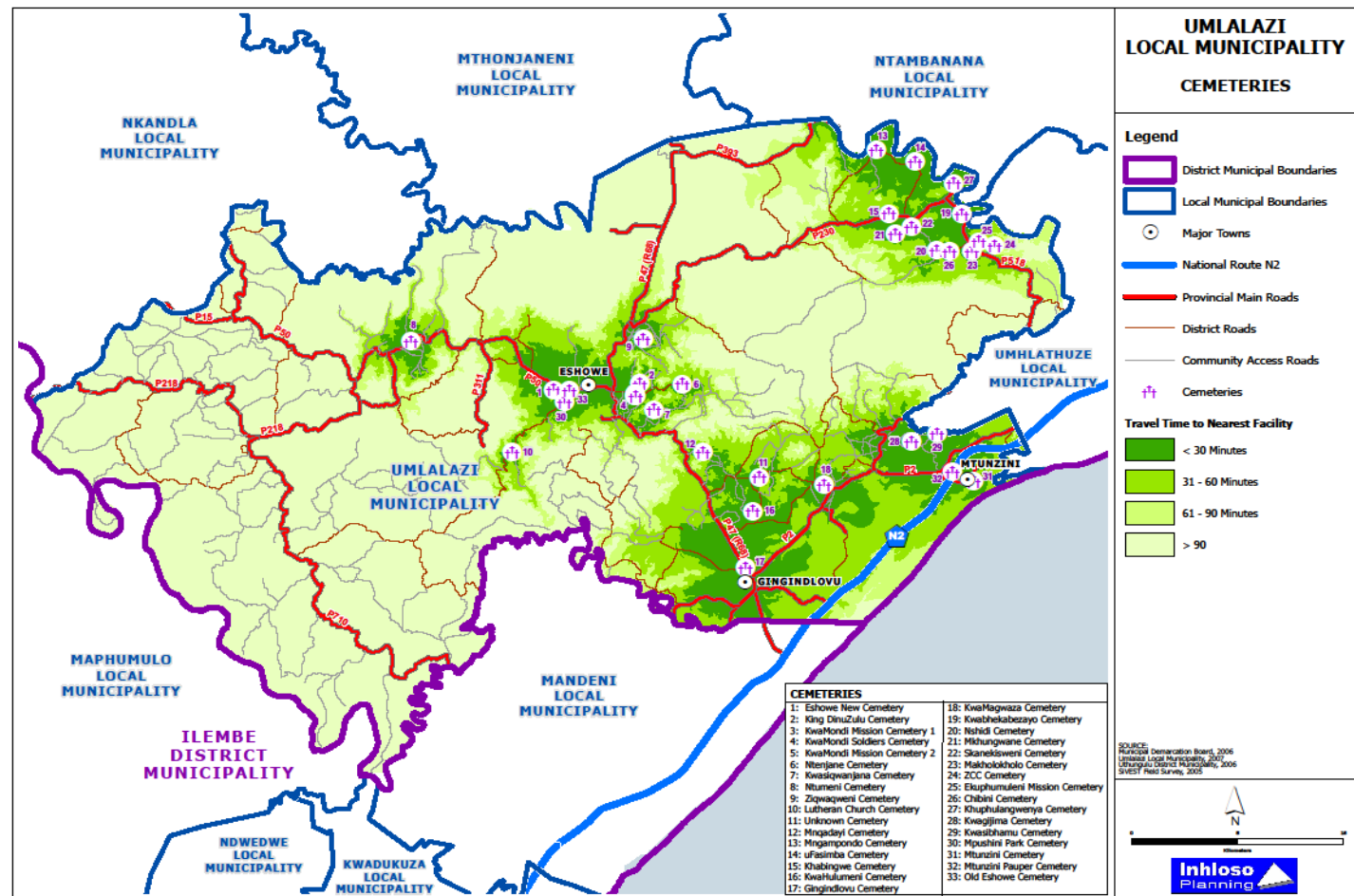
### 5.5.1. Access to Cemeteries

**Map 20: Access to Cemeteries**

Community Cemeteries are located in the north-eastern part of the Municipal Area, as well as in the area between Mtunzini and Gingindlovu and from Gingindlovu to Eshowe (including the area surrounding Eshowe).

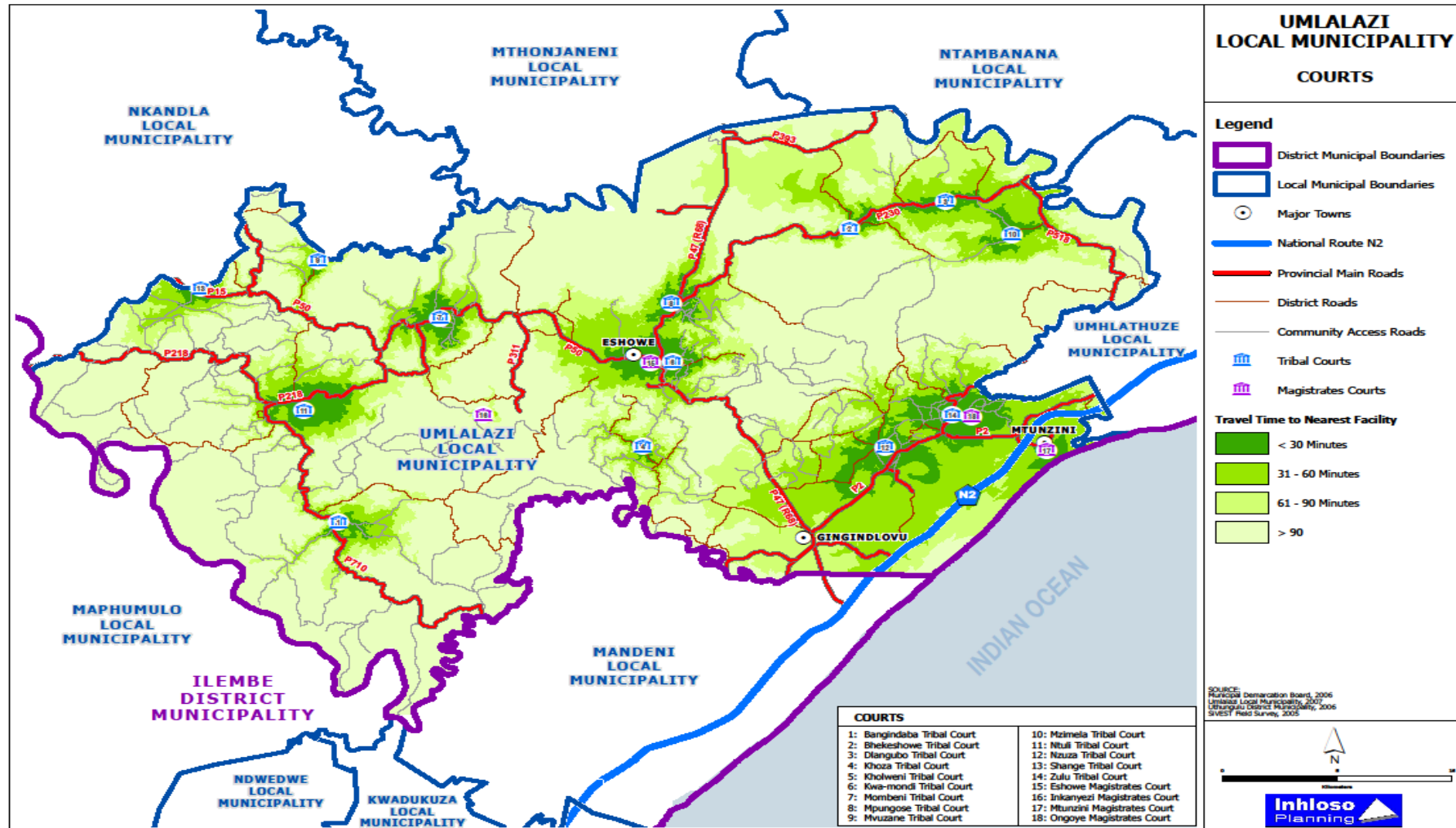
It must however be realised the community cemeteries are more prone to exist in some areas, whilst not in other areas, due to cultural preferences. Communities are however being encouraged to make use of municipal cemeteries due to the threats to the environment associated with backyard burials

The municipality is also looking into the expansion of various cemeteries to increase capacity in order to meet the demands of burial sites within the municipality



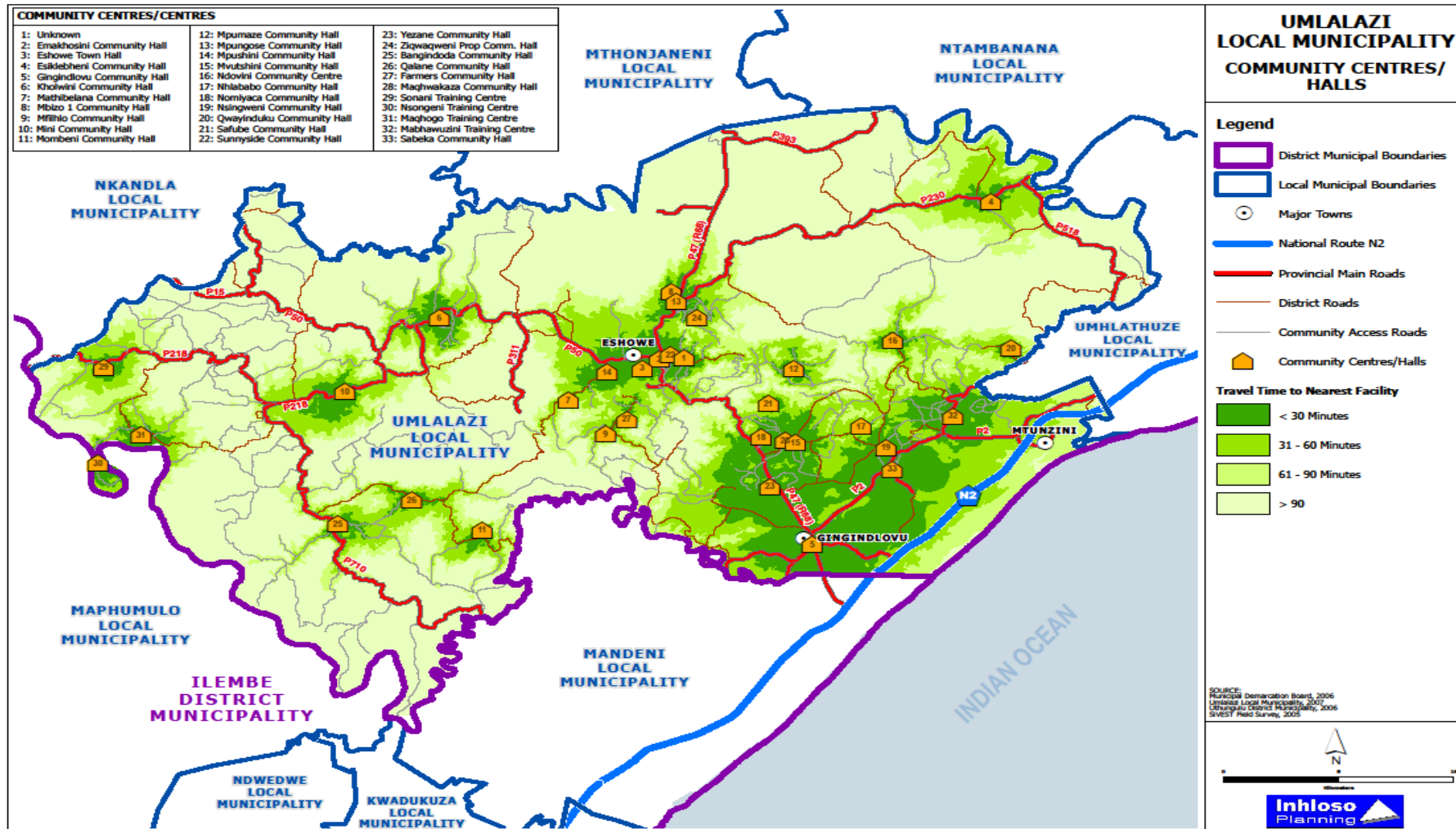
## 5.5.2. Courts

Map 21: Access to Courts



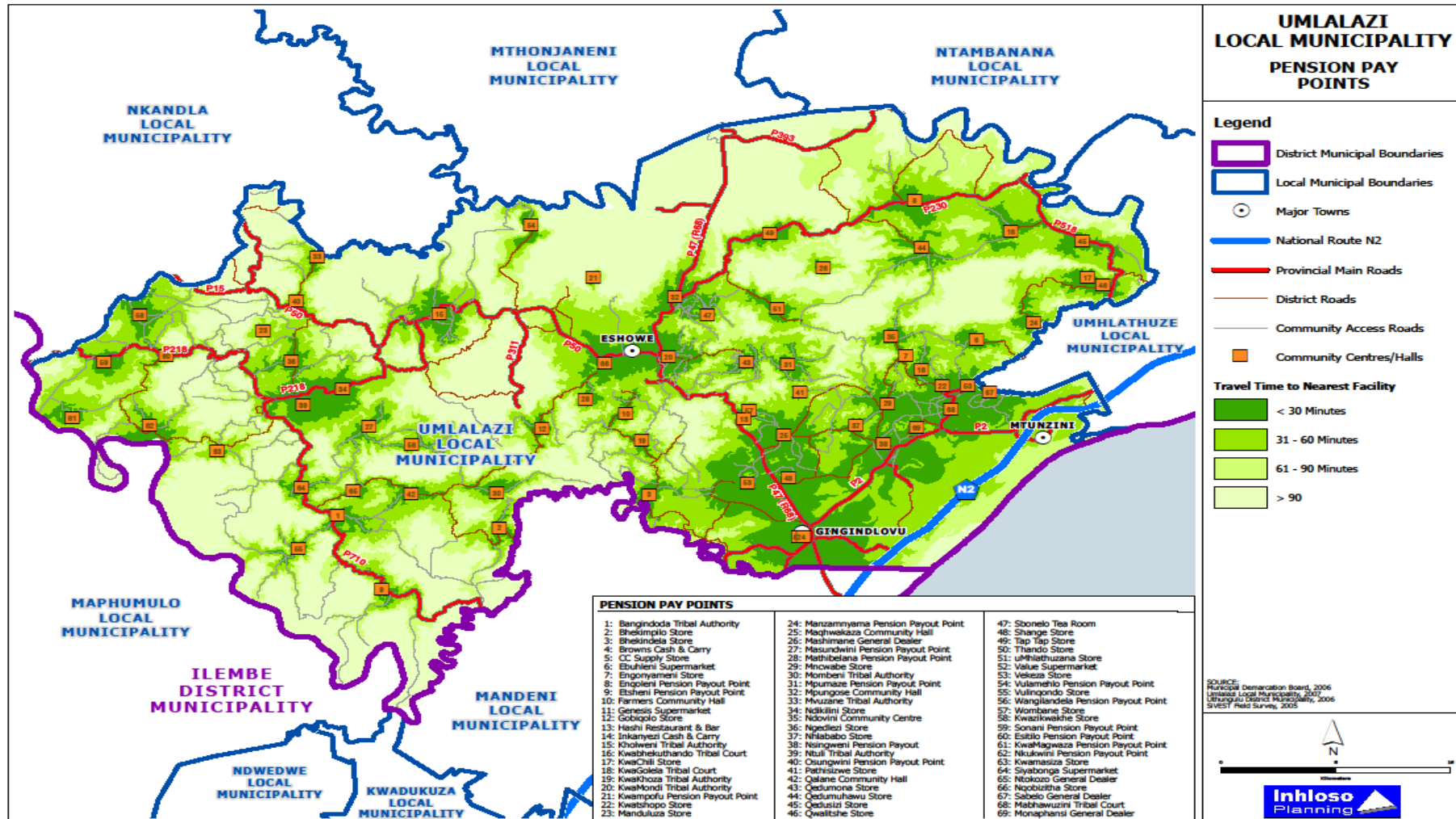
### 5.5.3. Community Centers / Halls

Map 22: Access to Community Centers / Halls



#### 5.5.4. Pension Pay Points

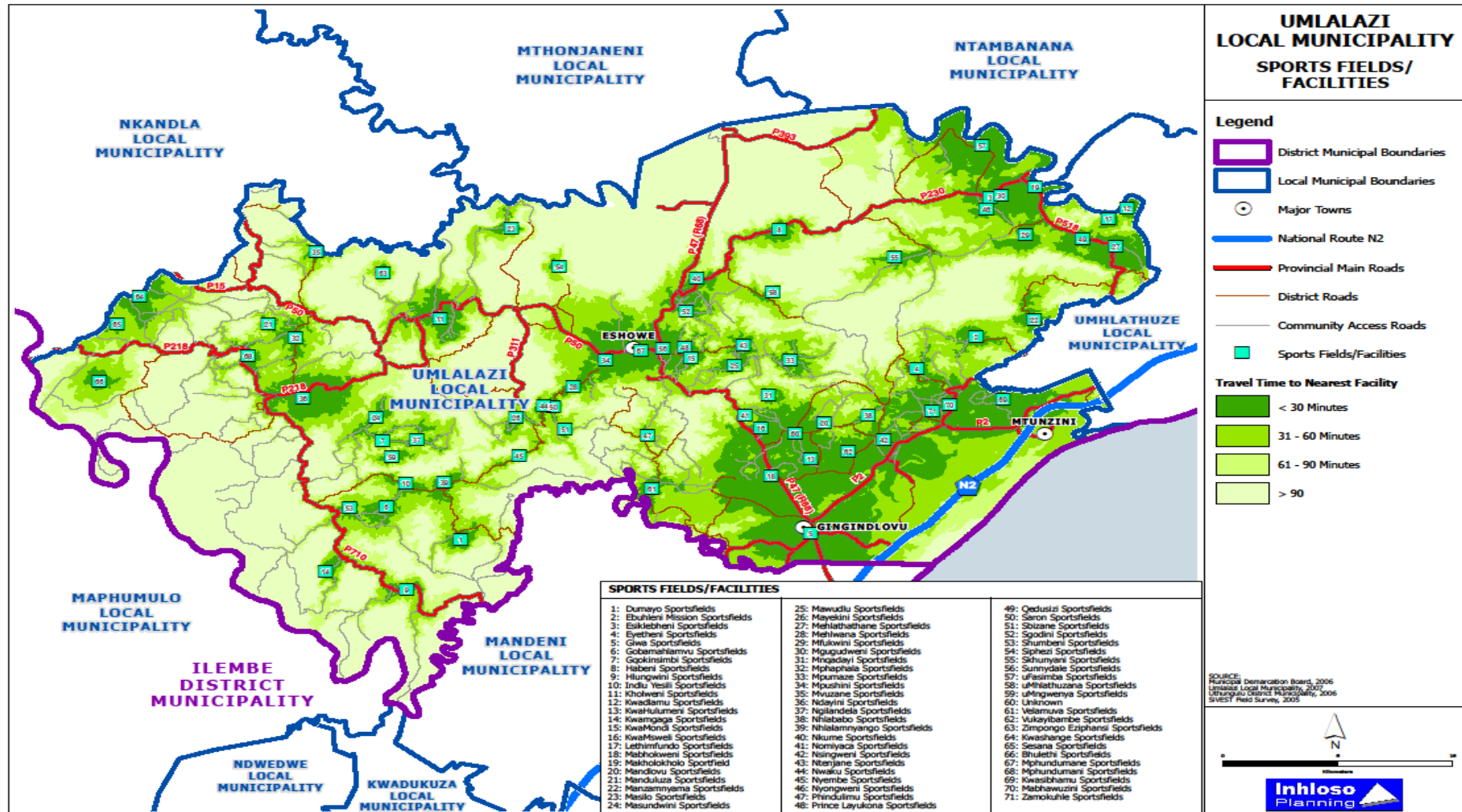
Map 23: Access to Pension Pay Points





### 5.5.5. Sport Fields / Facilities

Map 24: Access to Sport Fields / Facilities



## 5.6. Human Settlements

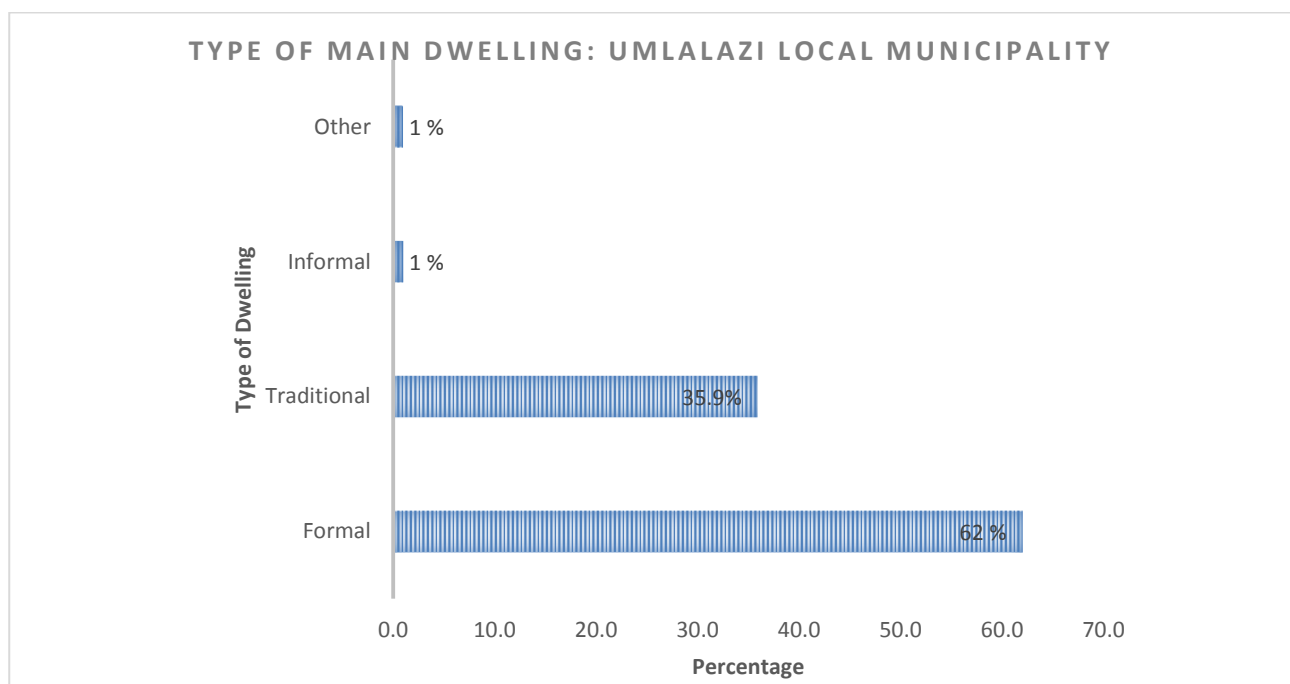
### 5.6.1. Housing Statistics

**Table 47: Formal, Traditional and Informal Dwellings (2001 – 2016)**

Dwelling Type	2001	2011	2016	(%)
Formal Dwelling	16 171	27 359	<b>29 285</b>	<b>62.4%</b>
Traditional Dwelling	21 296	16 370	<b>16 974</b>	<b>36.2%</b>
Informal Dwelling	791	828	<b>490</b>	<b>1.4%</b>

**Source: CS 2016**

The table above indicates the statistics pertaining to the type of main dwelling of each individual household. From this, it is clear that there has been significant increases in formal dwellings and a sharp decline of informal dwelling. Traditional settlements referred here are households made of natural products such as mud and grass. The positive changes in the dwelling type is mainly attributed to the positive strides that the municipality has taken to provide better human settlements especially within rural areas in the form rural housing projects. The municipality has completed Bhekeshowe Rural Housing Development, Gingindlovu and Sunnysdale Phase 1 & 2 low cost housing developments. These urban low cost housing projects have ensured the municipality eradicates slums within and the edges of towns.



**Figure 10: Formal, Traditional and Informal Dwellings (CS 2016)**

### 5.6.2. Umlalazi Municipality Housing Sector Plan (2018)

This Housing Sector Plan (HSP) has undergone a basic review and has been updated in terms of new policies adopted within the Province as well as the King Cetshwayo District. The HSP serves a crucial role in informing delivery of adequate and sustainable human settlements within the municipality. It provides for a realistic housing delivery process between the Municipality and the Department of Human Settlements and serves as an important tool for the Department of Human Settlements in the distribution of funding to municipalities. It will also ensure improved alignment between national, provincial and local level planning for housing delivery. The primary aim of the project is to provide a clear housing sector plan for the uMlalazi LM to support the Municipal Integrated Development Planning processes.

The following objectives have been adopted to undertake the Review of the Housing Sector Plan:

- To ensure that the housing planning activities which occur as part of the IDP are integrated and aligned with existing housing related documentation and data sources;
- To ensure that the definition of housing demand is comprehensive and inform IDP objectives, strategies and project formulation and enable the specification of a municipal-wide picture of housing demand in the context of sustainable human settlements;
- To achieve Spatial transformation;
- To provide a clear outline of responsibilities of relevant stakeholders critical to housing planning and deliverables with the context of integrated development planning;
- Compact and connected settlements and settlement patterns;
- To guide vertical and horizontal sector alignment with regards to housing planning and delivery and identify appropriate institutional structures to give effect to housing delivery;
- To inform multi-year housing development plans of the Provisional Sphere as the basis for vertical alignment;
- Integrated settlements and settlement patterns;
- To provide a quantified multi-year housing delivery programme;
- Functional residential property market in urban and rural areas;
- Consistent application of policies, principles, objectives and concepts across various scales (provincial, regional, local); and
- Institutional capacity for effective planning and implementation.

### Current Analysis of Housing Demand

The total number of informal dwellings in informal settlements is estimated at approximately 496 and the number of informal dwellings in backyards as 333. This implies a total potential housing backlog of 829 represented by households residing in informal structures. The total number of households in the uMlalazi LM that are residing in traditional dwellings is a high figure of 16 368. When combining these traditional housing structures with the informal structures it yields a potential housing demand in the order of 17 197. However not all these traditional dwellings constructed of traditional material can be regarded as representing inadequate shelter and thus part of the housing backlog. As a crude measure of the level of adequacy provided by this housing category, it was cross tabulated with the number of rooms available in these type of structures. It was assumed that all traditional dwellings constructed of traditional materials and consisting of two rooms or less represents inadequate shelter and could thus potentially be regarded as part of the housing demand or backlog. A total of just under 8 505 of the traditional housing structures in the uMlalazi LM falls in this category, and represents 51.96% of the total number of traditional dwellings in the Municipality.

**Table 48: Housing Demand in Rural Areas**

NO.	PROJECT NAME	WARD	RURAL/URBAN	NO. OF UNITS
01	Nkanini Phase 1 Rural Housing Project	7	Rural	1000
02	Vuma Phase 1 Rural Housing Project	8	Rural	1000
03	Bhekeshowe Phase 2 Rural Housing Project	25,26	Rural	2000
04	Mpungose Phase 2 Rural Housing Project	9,10,14	Rural	2000
05	Mombeni Phase 2 Rural Housing Project	6	Rural	2000
06	Ngudwini Phase 2 Rural Housing Project	5	Rural	2000
07	Uyaya Phase 2 Rural Housing Project	2,3,4,5	Rural	2000
08	Ndlangubo Phase 2 Rural Housing Project	24,26	Rural	2000
09	Mvuzane Phase 2 Rural Housing Project	1,4	Rural	2000
10	Kholweni Phase 2 Rural Housing Project	8	Rural	2000
11	KwaKhoza Phase 2 Rural Housing Project	15,18	Rural	2000
12	KwaMondi Phase 2 Rural Housing Project	13	Rural	2000
13	Mamba Phase 2 Rural Housing Project	2	Rural	2000
14	Nzuza Phase 2 Rural Housing Project	17,19,20	Rural	2000
15	Mzimela Phase 2 Extension Housing Project	21,23	Rural	2000
16	Ogagwini Phase 2 Rural Housing Project	20,21	Rural	2000

## Current Housing Projects

The following have been approved by the Department of Human Settlements' Housing Evaluation and Advisory Committee (HEAC), are being implemented currently:

**Table 49: Status of Housing Projects**

FUNCTION	PROJECT NAME	STATUS
Projects Completed	➤ Bhakeshowe RHP	➤ 1000 units completed
	➤ Sunnydale Phase 2	➤ 404 units completed
	➤ Mombeni RHP	➤ 956 units completed
	➤ Gingindlovu Ext 5&6	➤ 143 units completed
Project Under-construction	➤ UYaya RHP	➤ 959 units completed
	➤ Ngudwini RHP	➤ 740 units completed
	➤ Mpungose RHP	➤ 179 units completed
	➤ Sunnydale phase 2 Ext	➤ earthworks
Tranche/Stage 2- Pre-approved housing projects	Dlangubo Mvuzane KwaKhoza Kholweni KwaMondi	➤ Awaiting tranche 2 approval
Tranche/Stage 1- Pre-approved housing projects	Mamba Mpumshini Park Ogwagwini Mzimela Nzuza Gingindlovu	➤ Awaiting tranche 1 approval

**Table 50: Planned Housing Projects in within the Municipal Area.**

No	Housing Project	Ward	Urban / Rural
1	Ogagweni Rural Housing Project - Phase 2	20, 21	Rural
2	Mamba Rural Housing Project - Phase 2	2	Rural
3	Mzimela Rural Housing Project - Phase 2	21, 23	Rural
4	Mpumshini Housing Project - Phase 2	7	Urban
5	Nkanini Rural Housing - Phase 2	7	Rural
6	Vuma Rural Housing - Phase 2	8	Rural
7	Nzuza Rural Housing - Phase 2	16, 17,19,20	Rural
8	Ndlangubo Rural Housing - Phase 2	24,26	Rural
9	Mpumgose Rural Housing - Phase 2	9, 10, 14	Rural
10	Mombeni Rural Housing - Phase 2	6	Rural
11	Ngudwini Rural Housing - Phase 2	5	Rural
12	Bhakeshowe Rural Housing - Phase 2	25, 26	Rural
13	Mvuzane Rural Housing - Phase 2	1, 4	Rural
14	Oyaya Rural Housing - Phase 2	2,3, 4,5	Rural
15	Kwa Khoza Rural Housing - Phase 2	15,18	Rural
16	Kholweni Rural Housing, - Phase 2	8	Rural
17	Kwamondi Rural Housing - Phase 2	13	Rural
18	King Dinuzulu (Densification & link road project)	12	Urban

NO.	PROJECT NAME	WARD	RURAL/URBAN
01	Gingindlovu Phase 2 Housing Project	18	Urban
02	Rutledge Park Middle Income Housing Project	11	Urban
03	Mtunzini Middle Income Housing Project	19	Urban

**Table 51: Delayed Projects**



### 5.6.3. Private Housing Developments

The following Private Sector Housing Developments have been proposed for municipality;

- Erf 167 Mixed Use Development (Including up market housing as well as affordable housing) (Ward 19)
- Sunnydale Middle Income Housing

### 5.6.4. Institutional Capacity for Housing

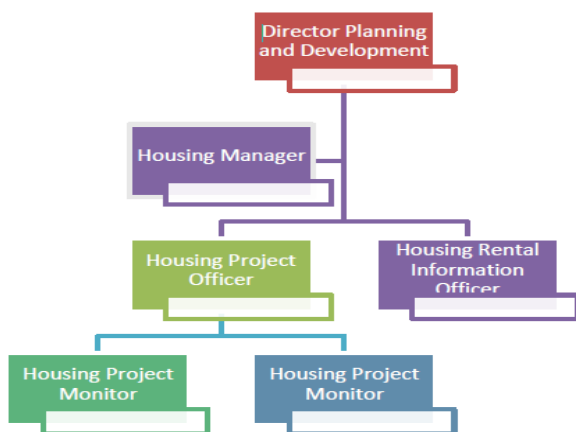


Figure 11: Organisational Structure of the Housing Unit

### 5.6.5. Types of Housing Programs

#### *Project Linked Subsidy*

This housing subsidy mechanism enables a qualifying household to access a complete residential unit, which is developed within an approved project linked housing subsidy project for ownership by the beneficiary.

#### *Rural Subsidies*

This housing subsidy is available to beneficiaries who only enjoy functional tenure rights to the land they occupy. This land belongs to the State and is governed by traditional authorities.

The subsidies are only available on a project basis and beneficiaries are supported by implementing agents. Beneficiaries also have the right to decide on how to use their subsidies either for service provision, on building of houses or a combination thereof.

### 5.6.6. Bulk Services Infrastructure Analysis: Water and Sanitation

King Cetshwayo District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its area of jurisdiction, apart from the City of uMhlathuze. The latest KCDM WSDP was completed in 2009. **However, it is currently under review.** Mentioned in Table 41 (previous sub sections) are some of the critical urban housing projects which have been delayed due to the unavailability of bulk water and sanitation services.

#### **Water and Sanitation Backlogs**

Municipality	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Water	Household without Water	2013/2014% Backlog
uMlalazi (KZ284)	34484	82%	45062	22 595	20 028	47%
Mthonjaneni (KZ285)	6056	78%	16849	11905	5979	28%
Nkandla (KZ286)	21085	72%	22463	17 781	7 976	31%

Municipality	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Water	Household without Water	2013/2014% Backlog
Total	83817	81%	116368	86034	29012	26.1%

**Table 52: Water Backlogs**

Municipality	2001 / 2002 Households	2001/2002 % Backlog	2011 Households	Households with Sanitation	Households without Sanitation	2015/2016 % Backlog
uMfolozi (KZ281)	12664	99.00%	25584	25584	0	INFILLS
<b>uMlalazi (KZ284)</b>	<b>34484</b>	<b>85%</b>	<b>45062</b>	<b>35891</b>	<b>9171</b>	<b>22%</b>
Mthonjaneni (KZ285)	6056	95%	10433	10433	0	INFILLS
Nkandla (KZ286)	21085	94%	22463	22463	0	INFILLS
Total	82817	89%	116368	107197	9171	7.9%

**Table 53: Sanitation Backlogs**

The following is the **new KCDM Strategies** relating to water and sanitation provision:

Low cost housing projects

- The KCDM will install basic water infrastructure (reticulation and bulk)
- Rural: Metered connection within 200 m from dwelling (funded from housing subsidy)
- Urban: Metered connection on plot boundary
- Households have a choice of minimum free basic or metered above 6 kl/month stepped tariffs
- Developer to construct basic on-site sanitation (VIP's)

Upper income housing developments

- The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
- KCDM to approve design standards
- Households billed on metered stepped tariffs

### 5.6.7. Integration with Other Departments

Coordination structures are set up to coordinate and integrate the implementation of housing projects from implementation to execution. It is most important that in the process of planning and implementing housing projects, the Municipality should make broad contacts with the certain institutions and sector departments in order to align housing projects with other service delivery plans for the sector departments. The stakeholder Representative, District and Provincial Forums within which housing projects are facilitated and discussed include the following sector

**Table 54: Government Departments affected by Housing Developments**

INSTITUTION	SERVICES
<i>Department of Health</i>	Clinics, Hospitals
<i>Department of Education</i>	Schools
<i>Department of Social Welfare</i>	Welfare Institutions, Crèches
<i>Department of Sports, Arts and Culture</i>	Sport fields and Recreational Facilities
<i>Department of Transport</i>	Roads, Public transport
<i>Department of Environmental Affairs</i>	Protection of the Environment
<i>Department of Water Affairs and Forestry (King Cetshwayo DC)</i>	Water, Sanitation and environmental protection
<i>Department of Safety and Security</i>	Police stations or Satellite police stations
<i>Eskom</i>	Electricity
<i>Telkom</i>	Telephones
<i>Financial Institutions</i>	Home Loans

INSTITUTION	SERVICES
<i>Local and Foreign Donors</i>	Funding
<i>Department of Local Government and Traditional Affairs</i>	Facilitation of Housing Projects with other Dept. and Traditional Leadership

## 5.7. Telecommunications

**Table 55: Household Access to Telecommunications (2016)**

INDICATOR	TYPE	NO OF HH	(%)
Household Goods	Cellphone	41 960	89.4%
	Landline	1 966	4.2%
	Satellite decoder	9 048	19.3%
	Computer/Laptop	5 119	10.9%
	Television	32 302	68.8%
	Internet Services - Connected in the dwelling	2752	5.9%

Source: CS (2017)

### 5.7.1. Umlalazi Municipal IT Governance Framework

In developing the ICT Governance Framework, the Municipality appointed Sigma IT to facilitate the development of the framework. This also included using the ICT steering committee as the driver of the process and its role being ultimately responsibility for devising and managing a comprehensive IT governance framework to meet the unique needs of the municipality and its recently consolidated technology.

The ICT Governance Framework of Umlalazi Local Municipality provides guidelines for both the Political and Administrative leadership on how the Municipality should plan and operate its ICT in a stable and controlled environment. ICT governance can be seen as a structure of relationships and processes to direct and control the enterprise use of ICT to achieve the enterprise's goals by adding value while balancing risk vs. return over ICT and its processes. ICT Governance:

- Provides the structure that links ICT processes, ICT resources and information to enterprise strategies and objectives;
- Enables the integration and institutionalization of best practices of planning and organizing, acquiring and implementing, delivering and supporting, and monitoring and evaluating ICT performance to ensure that the enterprise's information and related technology support its business objectives;
- Allows the municipality to take full advantage of its information; and
- Identifies control weaknesses and assures the efficient and effective implementation of measurable improvements.

### 5.7.2. Umlalazi Municipality Master Systems Plan

Having realized that ICT has become an integral part of the day to day operations, the uMlalazi Municipality has realized the need to develop its ICT strategy (here with called the ICT Master Systems Plan) which is aimed at aligning ICT to the business and ensuring that the Municipality gets best value for money out of its ICT investment. The MSP is a 5 year ICT strategy for the Municipality and the department of finance ensures that a budget is available each year to implement its projects in order to achieve its key objectives. The MSP is also developed a part of the Auditor Generals requirements as well as the international best practices for ICT to have a strategy. It outlines the ICT Vision, Mission and Objectives and informs of Strategic Actions that are required to be undertaken in order to achieve the objectives of the municipal IT Governance framework

## 5.8. The Intergrated Data Digitilization Project (IDDP)

The challenge that exists within local municipalities and service departments is the inefficiency of mechanisms to respond or identify with critical service delivery issues and threats, disasters and emergency situations. This directly translates to government institutions being unable to efficiently render essential service delivery, including basic infrastructure development for households and related facilities. On the other hand, the majority of rural households and other buildings are off the grid and do not have a physical address. This poses a severe challenges both for individuals who reside in these areas, and to the range of institutions that are either obliged or wish to render services. Lacking a physical address means that people residing in rural areas generally do not enjoy the same level of access to basic services as those who live in the cities.

The Intergrated Data Digitilization Project (IDDP) is an application based digital system that collects important data about households and buildings, and generates a household addresses and information about the circumstances in which people live. The system digitizes all the critical household information and arranges it in readable datasets and charts so that council is also able to monitor service delivery. These datasets will be essential in providing the municipality with information and tools which include the following:

- An indigent register that identifies municipal households that live below the poverty line
- Data on households that don't have access to essential services like running water, electricity and safe toilets
- A GPS navigation system for municipal emergency vehicles (fire trucks)
- Accurate shape-file (boundary maps) for all municipal villages/sub-places
- An app based platform where the municipality can send mass SMSs to its residents (communication)
- An app based platform where municipal residents can log complaints and faults to the municipality
- Online payment system for traffic fines, vehicle registration, water and electricity
- Online proof of residence generator (PDF)

**Table 56: ICT SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESS</b>
1. High levels of staff commitment	1. Slow machines and networks
2. Good relations with stakeholders	2. Poor environmental controls
3. All core ICT systems to support the business are currently in place	3. Lack of ICT policies, standards and strategy
4. Strong commitment from the business to support ICT initiatives	4. Poor Network Management
5. Dedicated server room	5. Insufficient ICT budget to meet ICT requirements
6. Full Management support of ICT	6. No ICT budget
7. ICT Steering committee	
8. Shared service agreement with the district	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
1. New technology can enhance business operations	1. Increasingly sophisticated security risks and threats
2. Using ICT to enhance revenue base	2. More stringent audits focusing on controls
3. Speeding up ICT services	3. Focus on ICT by Auditor General
4. Roll Out of Fibre Optic will enhance connectivity and thus ensuring efficiency	4. Business Units make decisions which may impact ICT without consulting ICT
	5. Constantly changing ICT technologies

## 5.9. Infrastructure Projects and the 2019 National Elections

The municipality has planned for infrastructure projects that are aimed to reduce backlogs in order to bring stability and peace during the 2019 and 2021 elections. Section F: 6 Financial Plan as well as the CBP outlines key infrastructure projects which will be implemented by different sector department as well as the municipality (MIG Projects) for the Council term ending 2022. These infrastructure projects have been identified as priority projects at ward level through the Community Based Planning process to ensure that government responds to the predetermined needs of the communities.

## 5.10. Service Delivery & Infrastructure: SWOT Analysis

### STRENGTHS

- Full range of engineering services provided to all urban areas.
- Free Basic services for electricity are being provided by the uMlalazi Municipality, for those people on the indigent register and residing in Eshowe and King Dinuzulu (where the Municipality is the electricity service provider). Monies are also being paid over to ESKOM on a monthly basis for free basic electricity for the indigents on ESKOM's Indigent Register.
- Free Basic Services for solid waste removal are provided by the Municipality for households on the Municipal Indigent Register for those residing in urban and rural areas.
- Recycling and buyback centers are being investigated and the Municipality has already commenced with the roll-out of pilot projects in the rural areas.
- The uMlalazi Municipality is crossed by a number of important transportation routes, such as the N2 Corridor, R66 Heritage Route, R34, P230, D135 (Currently being upgraded), P710, all of which are crucial economic catalysts. These routes link uMlalazi LM with the SEZ/IDZ, Isithebe Industrial Park, Dube Trade Port, Richards Bay & Durban Harbors
- The uMlalazi Local Municipality has a 24 hour Alpha Emergency Control Centre located at the offices of the Director Community Services in Butcher Street, Eshowe.
- Electricity Supply is high at 84%, being one of the best electricity supplying municipalities.

### WEAKNESSES

- High backlogs in water and sanitation provision in the rural areas, which is exacerbated by the poor maintenance of existing infrastructure.
- Greenfields and infill backlogs in electricity which is exacerbated by scattered rural settlement patterns and undulating topography.
- Illegal connections (electricity) pose safety risks to people.
- Rural access roads are in a poor state of repair. This is exacerbated by the fact that there is no clear alignment in the construction and maintenance of roads in all spheres of the DOT. There is also slow delivery in the upgrade of gravel roads.
- Fires occur during protracted periods of drought and are aided by the generally dense vegetation such as cane fields, forests and invasive alien vegetation throughout the municipal area.
- The uMlalazi Local Municipality does not have the capacity in terms of manpower nor the technical support equipment to deal with a major disaster. Poor access increases the potential impact of a disaster.
- The impact of climate change – more periods of heavy flooding and longer periods of drought – poses a very real threat to the sustainable livelihood of rural communities.
- Lack of sufficient storm water management in urban areas.
- Inadequate MIG Funding/Municipality is Grant Dependent.
- The reticulation of water is complicated by the undulating topography.
- The municipality needs to develop a Local Integrated Transport Plan.

### OPPORTUNITIES

- Construction of a new Testing Station
- Development of a LITP
- Liaise with NDOT (Establish a technical forum) for the upgrading strategic economic corridors which are gravel
- Source funding for servicing of residential, commercial and industrial sites (Ging, Eshowe, MTZ)
- Small Town Regeneration funding
- Develop a storm water management plan
- Establishment of Community Service Centers

- Construction of Halls and ECDs in all wards.
- Intensify engagements with DoHS for the development of Mpushini Housing Development (3000)
- Construction of a Waste Center (Landfill, buybacks, recycling park) in Gingindlovu

#### THREATS

- Protests which result in the damage of infrastructure.
- NO linkages between delivery of infrastructure (Halls, Creches, with beneficiary committee thus remaining abandoned and subsequently vandalized.
- Undulating topography and scattered settlement patterns make delivery of services to some areas extremely expensive.

## 6. LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

### 6.1. Local Economic Development Analysis

#### 6.1.1. Municipal Comparative & Competitive Advantages

- Pristine coastline of approximately 19 kms
- Excellent biodiversity, natural rain forest (fewest in the country)
- Goedertrouw/Phobane Dam offering adventure tourism/water sports
- Potential for Mining in identified specific areas
- uMlalazi Coastal Reserve (the uMlalazi Reserve and the Amatikulu Reserve) – potential blue flag status
- Four Conservation Areas (Ntumeni Nature Reserve, Mbongolwane Wetland, Ongoye and Dhlinda Forests)
- N2 National Road traverses through the Municipal Area along its south-eastern boundary connecting two of KZN biggest commercial hubs/ports.
- The R66 Main Road traverses through the center of the municipal area from south to north, providing a road link between Durban, Ulundi and Vryheid.
- The municipality is located adjacent and to the south of one of the fastest growing urban centers in South Africa, namely Richards Bay – Empangeni.
- The municipal area is rich in historical and cultural assets.
- Abundant development space in strategic areas within the municipality
- PGDS and the DGDPA has identified uMlalazi as a high agriculture potential area.

#### 6.1.2. Economic Profile of the Population

##### *Economic Profile (Employment Status)*

##### **Employment Status (15yrs – 65yrs) (2015)**

From the census data obtained by StatsSA, statistics indicate that there has been a noticeable improvement in the employment status within uMlalazi Municipality. Census 2011 data indicated that the unemployment rate was 35.2% and this has positively declined further to 26.2%. This indicates not, only that the employable population is more active, but also that local economic development within the municipality is increasing favorably over the years.

**Table 57: KCDM Unemployment Rate**

	Formal Employment	Informal Employment	Total Employment	% Share of KCDM Formal Employment	% Share of KCDM Informal Employment
<b>Kwa Zulu Natal</b>	1 989 908	446 487	2 436 395	100	100
<b>KCDM</b>	143 122	29 767	172 889	19.1	20.3

uMlalazi LM	26 999	4685	31 684	18.9	15.5
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Source: Global Insight, 2015

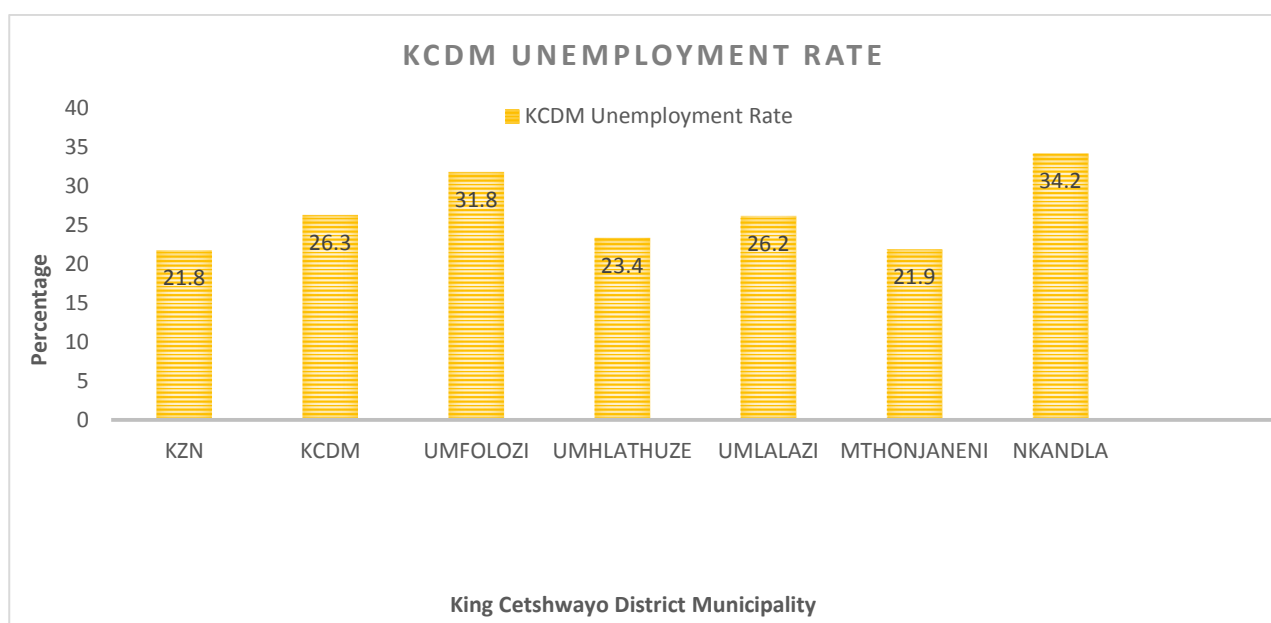
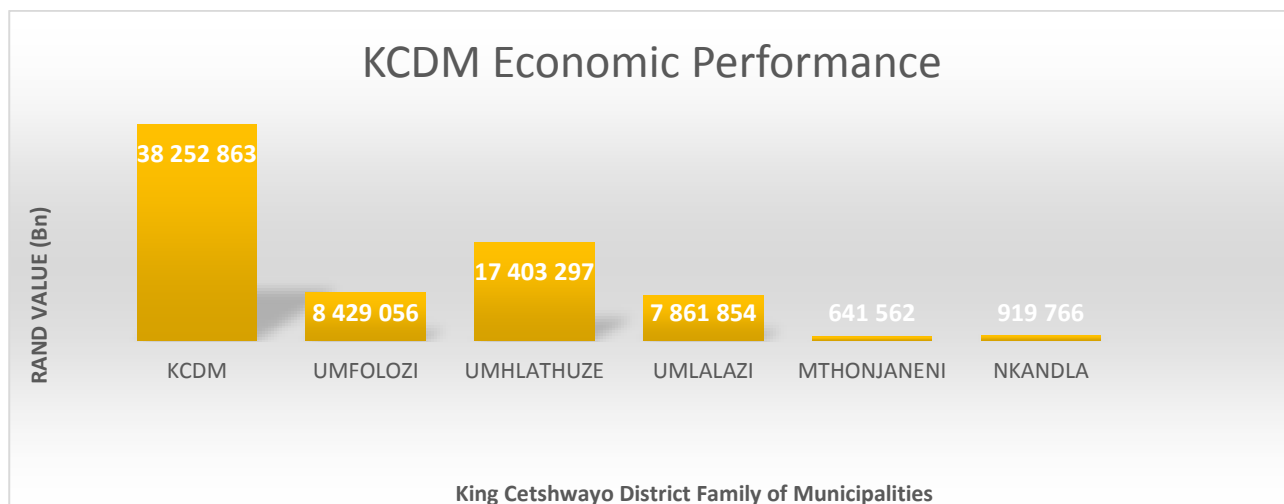


Figure 12: KCDM Unemployment Rate (Global Insights 2015)

### 6.1.3. King Cetshwayo District Municipality Economic Performance

Figure 2 below, represents the estimated Real GDP for King Cetshwayo district municipality and its local municipalities for the year 2014. King Cetshwayo district recorded an estimated GDP-R of R38.3 billion in 2014. Among all the six local municipalities, the largest contributor to the district's GDP-R is uMhlathuze at R17.4 billion (45.5 per cent) trailed by Mfolozi with contribution of R8.4 billion (22 per cent). Mthonjaneni local municipality was the lowest contributor to King Cetshwayo's GDP at R641.6 million (1.7 per cent). uMlalazi LM is 3<sup>rd</sup> in terms of GDP share with 20.6% share. This figure has the potential to increase noticeably through the intensification of tourism and agriculture.

Figure 13: Family of Municipalities Share in KCDM GDP



Source: Global Insight, 2015

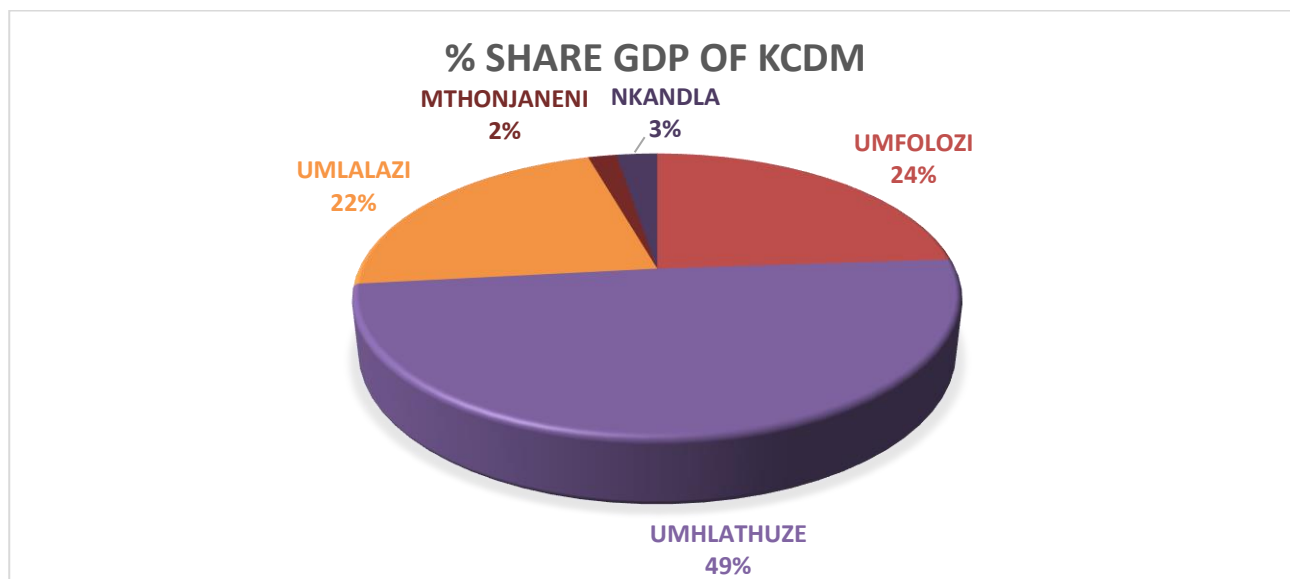


Figure 14: King Cetshwayo District Municipality Economic Performance

SECTOR	2003	2009	2014
<b>PRIMARY SECTOR</b>	<b>18.3</b>	<b>15.6</b>	<b>16.5</b>
Agriculture	6.7	6.8	7.3
Mining	11.6	8.8	9.2
<b>SECONDARY</b>	<b>43.11</b>	<b>34.2</b>	<b>34.1</b>
Manufacturing	29.2	28.32	28.7
Electricity	1.9	3	1.8
Construction	3	3.9	3.6
<b>TERTIARY SECTOR</b>	<b>47.6</b>	<b>50.2</b>	<b>49.4</b>
Trade	9.2	9.5	9.6
Transport	10.7	11.6	11.3
Finance	9.9	11	10.7
Community Services	17.8	18.1	17.9

Table 58: KDCM Percentage Contribution by Sector

(Source: CS 2016)

#### KCDM Employment by Sector

	2003		2009		2014	
	Number of people formerly employed	% of people formerly employed	Number of people formerly employed	% of people formerly employed	Number of people formerly employed	% of people formerly employed
Agriculture	18 560	15.6	12 340	8.7	10 966	7.7
Mining	1 609	1.4	2 725	1.9	3 068	2.1
Primary sector	20 169	16.9	15 066	10.6	14 034	9.8
Manufacturing	17 870	15.0	19 133	13.5	17 943	12.5
Electricity	796	0.7	842	0.6	966	0.7
Construction	6 545	5.5	11 679	8.3	11 866	8.3
Secondary sector	25 211	21.2	31 654	22.4	30 775	21.5
Trade	16 968	14.3	19 381	13.7	19 126	13.4
Transport	5 760	4.8	8 848	6.3	9 877	6.9
Finance	12 665	10.6	19 123	13.5	19 653	13.7
Community services	24 345	20.5	30 762	21.7	34 857	24.4
Households	13 911	11.7	16 665	11.8	14 800	10.3
Tertiary sector	73 648	61.9	94 778	67.0	98 313	68.7

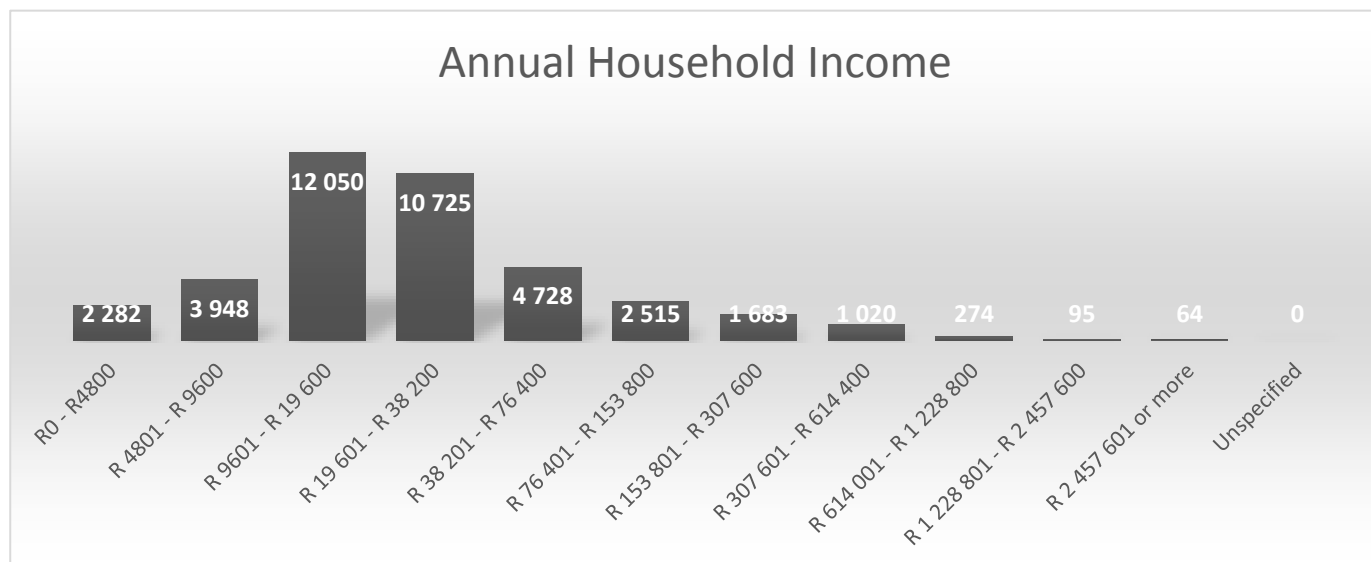
Source: Global Insights (2015)

Table 59: Average Annual Household Income in the King Cetshwayo District



Municipality	Average Annual Household Income (in Rands) in the King Cetshwayo District
King Cetshwayo DM	80,054
uMfolozi	46,130
uMhlathuze	121,177
Nkandla	39,679
uMlalazi	49,096
Mthonjaneni	44,783

**Figure 15: Average Annual Household Income.**



Indigent households are those households earning less than R1, 600 per month. In terms of this criterion alone, some 45% of the Households who resided in the uMlalazi Municipal Area were indigent.

In terms of this definition, some 46.4% of households (or 18,280 households), fell in this category. It is noted that the majority of households that earned less than R1, 633 per month in 2011, resided in the western quarter of the Municipal Area, as well as the northern portion and the eastern part of the Municipal Area.

## 6.2. LED within the KZN PGDS

The PGDS aligns itself to the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:

- **Goal 1: Inclusive Economic Growth;**
- **Goal 2: Human Resource Development;**
- **Goal 3: Human & Community Development;**
- **Goal 4: Strategic Infrastructure;**
- **Goal 5: Environmental Sustainability;**
- **Goal 6: Governance and Policy; and**
- **Goal 7: Spatial Equity.**

Strategic Goal 1, Inclusive Economic Growth, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

- **Unleashing the agricultural sector;**
- **Enhancing sectoral development through trade and investment;**
- **Improving the efficiency of government-led job creation programmes;**
- **Promoting SMME and entrepreneurial development; and**
- **Developing the knowledge base to enhance the knowledge economy.**

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

### **Implications for uMlalazi LED:**

To this end, the uMlalazi LED as implemented the LED Strategy ensures the following;

- A focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services);
- Advancement of investment promotion and facilitation as a means to stimulate economic development;
- Development of SMMEs and promotion of entrepreneurship;
- Industry-driven skills development and training;
- Development of spatial concentration through use of nodal and corridor development;
- Enhanced coordination between all stakeholders.

## 6.3. Operation Phakisa

Operation Phakisa is a fast results delivery programme that was launched in July 2014 to help government implement the National Development Plan, with the ultimate goal of boosting economic growth and create jobs. Operation Phakisa

is a cross-sector programme where various stakeholders engage to implement initiatives and concrete actions to address constraints to delivery in a prioritised focused area for public accountability and transparency.

Operation Phakisa is a results-driven approach, involving setting clear plans and targets, on-going monitoring of progress and making these results public. The methodology consists of eight sequential steps. It focusses on bringing key stakeholders from the public and private sectors, academia as well as civil society organisations together to collaborate in the following;

- Detailed Problem Analysis;
- Priority Setting;
- Intervention Planning; And
- Delivery

These collaboration sessions are called laboratories (labs). The results of the labs are detailed plans with ambitious targets as well as public commitment on the implementation of the plans by all stakeholders. The implementation of the plans are rigorously monitored and reported on. Implementation challenges are actively managed for effective and efficient resolution.

The municipality has been part of the Operation Pakisa Oceans Economy Initiative from inception and has identified the following key coastal projects to be implemented within the coastal areas should they emanate as viable from the labs;

- Aquacultural Development (Fish Farming)
- Beach Tourism Development (Incl Road Infrastructure)
- Accommodation/Hotels/High Income Coastal Estates
- Desalination Plant
- Small Harbors/Logistic Hub.

#### **6.4. Radical Economic Transformation**

The municipality has adhered to the call by the National Government to be part of Rapid Economic Transformation. The aim of moving towards RET is to facilitate the capacitation of the existing market, through the provision of growth and development opportunities of local SMMEs. The municipality is positioning itself to be seen to be empowering local SMMEs through the following efforts;

- Amending the SCM policy to ensure that skills transfer through Capital projects
- Developing a continuation plan for EPWP, to see the beneficiaries being empowered beyond the EPWP tenure.
- Linking the Agriculture Support Plan (under development) with the Fresh Produce Market
- Facilitation of the development of Agrihubs within the municipality to assist Agri-SMMEs
- The Development of Tourism Development Plan and the establishment of local tour operators within rural tourism destinations.
- The revitalization of the KwaBulawayo Cultural Village/Museum.
- The Development of Precinct Plans for the expansion and commercial densification of rural nodes.
- The proposed establishment of the P230 as a Tourism Route/ Commercial Corridor.

#### **6.5. LED Strategy (2018-2023)**

The uMlalazi Municipality has in place a Local Economic Development Strategy which was adopted in June 2018. The review LED Strategy was outsourced to Insingo Projects due to internal capacity constraints. The intention of the full review of the 2013 LED Strategy was to provide an analysis of recent socio-economic and demographic trends within uMlalazi Municipality and reflect any changes within the new Strategy for LED. Further to this the strategy is intended to assist in the undertaking of successful economic development initiatives based on the current local economic situation.

The strategy assists the municipality to informatively implement LED in an integrated manner; building upon the strengths and identifying areas requiring additional support. This is most notably done so to grow the key nodes within Eshowe, Gingindlovu and Mtunzini. Importantly, the LED will take its lead from the new opportunities within the sphere

provincial economic development policy as set out in the Provincial Growth and Development Strategy as well as its being closely aligned to the developed National Framework for Local Economic Development in South Africa 2014 - 2019. The imperative is also that the LED Strategy review be closely aligned to the municipal IDP and SDF

The following key aspects are considered with LED Strategy Review:

- Assessment of the extent to which the LED Strategy has been implemented within the area.
- Changes in demographics and other socio-economic developments and trends that have taken place within the local and regional economy
- Alignment of local municipal programs, plans, strategies and initiatives with those of the district, provincial and national governments.
- Studies and projects that have been funded in the local area that have an impact on the economic potential and development of uMlalazi Municipality
- Strategic LED projects within the municipal area
- Implementation plan for the 2018 – 2023 uMlalazi LED Strategy.
- Monitoring and Evaluation Framework to systematically track the implementation of the 2018 – 2023 uMlalazi LED Strategy and;

Central to the development of the comprehensive and inclusive LED Strategy, is the extensive consultations with key stakeholders at local, regional and provincial spheres. This was done through the established projects steering committee and work groups. The PSC meets as and when required by the project leaders wherein presentations are made that impact on the strategy and informed decisions are undertaken to guide the process of development. All meetings are minuted and actioned as per PSC resolutions. The PSC members for the development of the LED Strategy were identified as follows;

- The municipality (Director: Economic Development & Planning, IDP Manager & LED Manager) and the LED Portfolio Committee.
- Department of Economic Development, Tourism & Environmental Affairs (LED, SMMEs, Coops and Tourism Officials) (EDTEA)
- Department of Cooperative Governance and Traditional Affairs (COGTA) - LED Business Unit
- uMlalazi Tourism Association
- Farmers Association
- King Cetshwayo District (LED Department)
- Eshowe, Gingindlovu and Mthunzini Ratepayers Association
- Informal Traders Forum
- KZN Provincial Treasury (LED)
- uMfolozi FET
- Traditional Council Representatives
- Civil Society Organizations (CSOs) including NGOs and CBOs;
- Private Investors and Developers
- TIKZN
- Zululand Chamber of Commerce and Industries (ZCCI)

#### **6.5.1. Strategies Linked to the Situational Analysis**

This sub-section of the strategic framework provides a number of goals as well as some proposed strategies and projects/activities to reach the mission objectives as stated above. In order to develop a meaningful strategic framework for LED in uMlalazi, it is important to ensure that the current challenges are translated into potential opportunities, while the existing opportunities are strengthened to drive LED. This will require identification of a strategic framework that promotes the existing strengths, converts the weaknesses into potential opportunities, and diversifies the current activities to ensure expanded and productive growth in the Municipality economy.

The following table summarizes the linkages of the goals and strategies of LED and are further unpacked within the LED Strategy;

LED STRATEGY GOAL	STRATEGIC OBJECTIVES
<b>GOAL 1: THE AGRICULTURAL SECTOR SUPPORT</b>	<b>Strategy 1 :</b> Agricultural Stakeholders Improvement of coordination  <b>Strategy 2:</b> Improve agro-processing and diversify commodities  <b>Strategy 3:</b> Encourage the development and expansion of the agriculture sector
<b>GOAL 2: SUPPORTING THE MANUFACTURING SECTOR</b>	<b>Strategy 4:</b> Manufacturing sector policy support  <b>Strategy 5:</b> To promote investment and boost the local economy
<b>GOAL 3: IMPROVE THE TOURISM SECTOR</b>	<b>Strategy 6:</b> Diversification of the tourism activities  <b>Strategy 7:</b> Provision of Tourism Support Infrastructure
<b>GOAL 4: IMPROVING LED PORTFOLIO AND CAPACITY</b>	<b>Strategy 8:</b> Coordination of LED stakeholders and funding  <b>Strategy 9:</b> Improving the LED capacity
<b>GOAL 5: PROVISION OF ECONOMIC INFRASTRUCTURE</b>	<b>Strategy 10:</b> Provision and maintenance of bulk infrastructure  <b>Strategy 11:</b> Facilitating easy access to land for development and housing  <b>Strategy 12:</b> Improved safety and wellbeing
<b>GOAL 6: SUPPORT SMALL ENTERPRISES</b>	<b>Strategy 13:</b> Assistance and support for small enterprises  <b>Strategy 14:</b> Small enterprise development of innovation
<b>GOAL 7: PROMOTE A GREEN ECONOMY AND ICT SECTOR</b>	<b>Strategy 15:</b> Support the development of the green economy sector  <b>Strategy 16:</b> Support the development of the ICT sector

**Table 60: LED Strategies Informed by Goals**

## 6.6. SMME Development

The SMME sector in uMlalazi includes wholesalers and retail trade as well. The majority of businesses are concentrated in Eshowe town of uMlalazi as a result of the strategic location of the CBD. This makes the town an important commercial and service centre for other surrounding areas. Formal businesses in uMlalazi operate in various sectors including tourism, catering and accommodation, retail trade and allied services, construction, manufacturing, restaurant, general dealer, supermarket, professional and financial services.

uMlalazi is a good area for business stability and growth as the majority of formal businesses has been operating for more than 10 years and 97.4% of them are optimistic to expand their enterprises and employ more local people in the near future. Currently the majority of formal businesses in uMlalazi employ 5 to 20 persons depending on the business sector.

### 6.6.1. SMME Database

The municipality has developed a database internally within the LED Department wherein all SMMEs that are not only registered by the municipality but also all local businesses. Once entrepreneurs register, they are categorised within the database in terms of type of entity, core business functions, level of compliance with regulatory bodies as well as the wards which the SMME comes from. Critical to this process also is the registration within the Central Supplier Database which compels all SMMEs to be registered with such a database as a means of compliance. Both these databases form a referral system for the municipality procurement and tender considerations as well as technical and financial assistance.

The following projects are being implemented by the municipality to support small businesses in the past financial year (Other LED Projects will be seen under agriculture support);

NO	YOUTH SUPPORT	PROJECT	WARD	STATUS
1.	Mahawulela (PTY) LTD	Pig feed	13	Handed over
2.	Brainoguru (PTY) LTD	Concrete mixer	11	Handed over
3.	Discovery zone	Block making machines	6	Handed over

No	SMME SUPPORT	PROJECT	WARD	STATUS
1.	Sisonke Mnganga	Pig feed	3	To Be Handed Over
2.	Musawezwe	Pig feed	8	To Be Handed Over
3.	Qikelela	Pig feed	15	To Be Handed Over
4.	isgugqumezelo	Chain saw	3	To Be Handed Over
5.	isitshasokhuni	Chain saw	16	To Be Handed Over
6.	Zizande Trading	Block making	12	To Be Handed Over

### 6.6.2. Red Tape Reduction Initiatives

The Preferential Procurement Policy Framework Act requires an Organ of State to determine its Preferential Procurement Policy and to implement it within the framework prescribed. This requirement is given effect to in the Preferential Procurement section of the Supply Chain Management Policy.

The principal objectives of the Council of uMlalazi is to provide a mechanism to ensure sound, sustainable and accountable supply chain management within the uMlalazi Municipality, whilst promoting black economic empowerment, "Local Content" which will be defined to specify businesses operating within the uMlalazi Municipality which includes but not solely confined to achieving amongst others the following socio-economic principles:

1. To stimulate and promote Local Economic Development in a targeted and focused manner;
2. To facilitate creation of employment and business opportunities for the people of uMlalazi with particular reference to Historically Disadvantaged Individuals (HDIs) as cited in section 217 (2) of the Constitution of the Republic of South Africa Act 106 of 1996 ;
3. To promote Local Content and the competitiveness of local businesses operating within the Umlalazi Municipality;
4. To increase the small business sector access, in general, to procurement business opportunities created by Council;
5. To increase participation by small, medium and micro enterprises (SMME's), including cooperatives and
6. In responding and pursuing to achieve these objectives the council took a resolution through Supply Chain Management Policy to spend a minimum of 40% (forty percent) of its annual procurement budget with Historically Disadvantaged Individuals (HDIs) youth, women, people disabilities giving preference to people within the jurisdiction of the Umlalazi Municipality, through the application of Preferential Procurement Policy and relevant policies in the following manner.
  - 40% Youth
  - 40% Women
  - 20% People living with disabilities

An amendment has been made to the SCM Policy on 07 February 2017 which seeks to respond to the economic transformation agenda and advancement of designated groups that were previously disadvantaged as follows be adopted for immediate implementation by the Accounting Office: -

- A minimum of 40% (forty percent) of its annual procurement budget with Historically Disadvantaged Individuals (HDIs) [youth, women, people living with disabilities preference given to suppliers within the jurisdiction of the uMlalazi Municipality provided that price quoted does not exceed 20% of the lowest acceptable quote through the application of Preferential Procurement Policy and relevant policies.
  - 40% Youth
  - 40% Women
  - 20% People living with disabilities
- Sub-contracting a minimum of 30% on all contracts with a value from R5 000 000 and above to local black emerging contractor(s), local youth emerging contractor(s) inclusive of women and contractors of disabled people and co-operatives.
- Sub-contracting a minimum of 5% to local black emerging contractor(s), local youth emerging contractor(s) inclusive of women and contractors of disabled people and co-operatives on contracts below R5 million may be negotiated

All notices relevant to the above amendment and tender documents stipulate these requirements.

## 6.7. Informal Economy

The street trading in uMlalazi Municipality is one of the key means of living in the area and makes an important contribution to the economic and social life of the majority of the residents in this Municipality. It absorbs workers who would otherwise be without work or income. Most people enter the informal economy in uMlalazi Municipality not by choice but out of a need to survive. Especially in circumstances of high unemployment, underemployment and poverty, the informal economy has significant job and income generation potential because of the relative ease of entry and low requirements for education, skills, technology and capital, but the jobs thus created often fail to meet the criteria of decent work. Informal sector comprises of many small business activities including barber shops, raw meat, cocked food, live chicken seller, cosmetics sales person, tailor, dressmaker and hatters, fruit seller, hairdresser, Mr Phone dealer, mealie cookers, newspapers, second hand clothes, shoe repairer and the like.

A large number of informal trading businesses in uMlalazi Municipality (62.8%) have been operating for more than five years. This indicates and illustrates that uMlalazi Municipality has a conducive environment for business stability and growth and also shows that informal trading in this area is not a temporary activity but a long-term carrier for many. Further, on average, an informal business in uMlalazi employs between 1 to 3 persons depending on the activities of the business. An Informal Trading Policy and Street Trading Bylaws exist in the municipality, making the management of illegal trading minimal and well managed.

The following LED projects and programs are carried out by the municipality on an ongoing basis for the upliftment of the Informal Economy;

NAME OF THE PROJECT/ PROGRAMME		Ward	Status Quo	Responsible Organisation
Informal Traders	Business Development Training programmes	All wards	On-going	Department of Economic Development, Tourism and Environmental affairs (EDTEA)
	Informal Traders Upliftment Project (ITUP)			SEDA/NYDA Department of Small Business Development
	The construction of uMlalazi Farm Stalls in Bongela and Matini	02	Phase 1 completed, awaiting funds for phase 2	UMhlathuze Water
	Installation of galvanised gates in Eshowe and bus taxi rank trading Facilities	11	Complete	UMlalazi Municipality

**Table 61: Municipal Programs/Projects for Informal Traders**

The Informal Traders Policy identifies the following key types of informal trading that takes place in the uMlalazi Municipality;

- Street / kerbside trading /Roadside trading /Intersection Trading

- Trading at transport interchanges (At Gingindlovu, KDS, Mtunzini and Obanjeni areas).
- Trading in Public Open Spaces
- Mobile Traders (roving, caravans, bakkies and containers)
- Special events
- Beach trading
- Car washers
- Hairdressers and
- The Traditional Healers.

#### 6.7.1. Informal Traders Policy

The uMlalazi LM Informal Traders Policy which was developed in June 2013 and will be reviewed in 2018/19, covers the informal trading activities occurring within the municipality. This policy is founded in economic, social and spatial principles which provide a strategic thrust in achieving the core objectives upon which the policy is derived. In taking cognizance on the development of this sector, the municipality has identified a need to formalize the facilities for informal trading. The municipality has introduced a smart card manufacturing system for the issuing of permits.

The main purpose of developing the Informal Trading Policy was to;

- Define an integrated and holistic approach for all departments within the uMlalazi Area.
- Clarify the Council's policy to all relevant stakeholders.
- Form the basis for the By-Law that will regulate Informal Trading in the municipality.
- Provide a basis for resource allocation decision.
- Establish the basis for a monitoring evaluation process, with clearly defined key objectives.

The policy further identifies and puts into place mechanisms to regulate;

- The Allocation of Vendors (Land Parcels)
- Tariffs/Rental
- Permits
- Establishment of a Regulatory Body

Central to equitable allocation of trading bays and provision of services, is the compilation by the municipality of a database of all street traders in a particular area, which will include for each trader: ID number or any recognized form of identification, address, goods being sold, trading location and any other relevant information. A summary of the municipal informal trader's data base is as follows;

NO	PLACE WHERE INFORMAL TRADERS ARE TRADING	NUMBER OF TRADERS
1	BUS & TAXI RANK INFORMAL TRADERS	138
2	FOUR SQUARE INFORMAL TRADER	51
3	GINGINDLOVU INFORMAL TRADERS	57
4	KDS INFORMAL TRADERS	25
5	KWA-KHOZA RANK INFORMAL TRADERS	18
6	THEATRE LANE INFORMAL TRADERS	69
7	MTHUNZINI INFORMAL TRADERS	08
8	NQOLENI INFORMAL TRADERS	22
9	OSBORNE INFORMAL TRADERS	48

**Table 62: Informal Traders Database**

#### 6.8. Agriculture

The agricultural sector is the first largest economic sector in uMlalazi in terms of employment contribution (24,9%) and the second largest in terms of the contribution to the Municipal GVA (16.1%). The uMlalazi area is reliant on the agricultural sector for economic growth. The products that dominate the municipal area are:

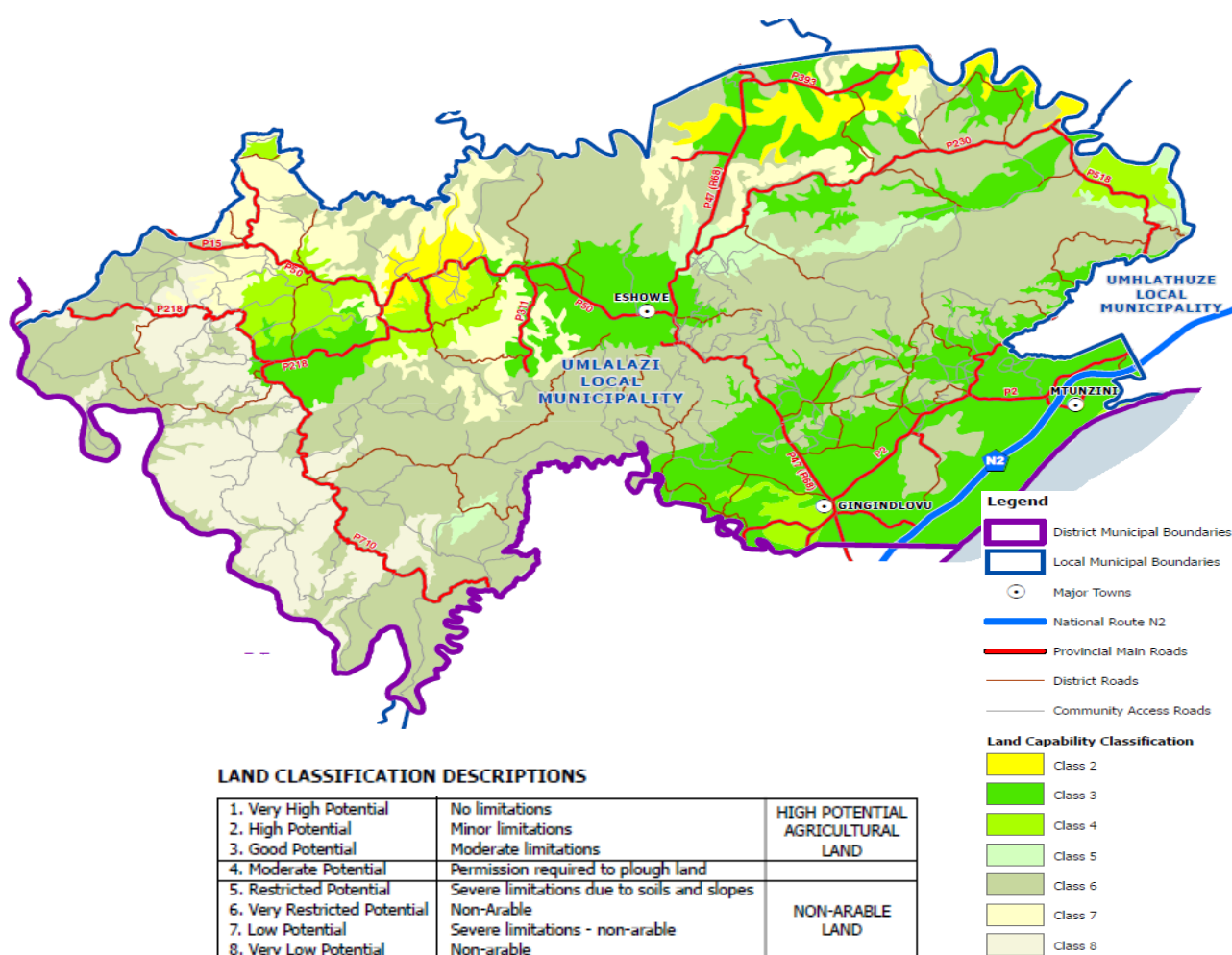
- Livestock Production



- Poultry Production
- Grains And Food Crops
- Industrial Crops
- Fruit Production
- Vegetable Production
- Sugar Cane, and
- Citrus Farming

The main crop that is being exported is sugar cane in uMlalazi area. There have been community gardens that have been very successful in the uMlalazi Municipality. However, the issue still remains of transport due to the poor road conditions in the area as well as accessibility. The community gardens have been introduced as means of providing access to food for the residents of uMlalazi.

**Map 25: Agriculture Potential Areas**



### 6.8.1. The Fresh Produce Market

The King Cetshwayo District Municipality has successfully established a Fresh Produce Market that incorporates both commercial and communal farmers. The aim of this initiative is also to ensure growth and continuity, especially amongst emerging farmers at a small scale level. This is a collective initiative which requires combined efforts and resources. The aim is to continually strive to encourage partnerships to assist and undertake the task towards agrarian reform within the King Cetshwayo District. The Market operates as an entity within its own to boost economic growth through agricultural practices. The partnering government departments include;

- The Department of Agriculture
- The Department of Co-Operative Governance and Traditional Affairs
- The Department of Trade and Industry

The municipality, in support of local agricultural development, rolls out rural agricultural projects that are aimed at ensuring food security through agriculture and land care. The Department of Agriculture and Rural Development also assists greatly in this regard. The department has rolled out major agricultural projects within the Umlalazi municipality. The following tables indicate the municipality's agricultural projects and programs to enhance agriculture development within the municipal area;

NO	COMMUNITY GARDENS	PROJECT	WARD	STATUS
1.	Mawusheni	Fencing material	7	Procurement stage
2.	Masibonakale	Fencing material	9	Procurement stage
3.	Zamokuhle	Fencing material	6	Procurement stage
4.	Qediphanga	Fencing material	26	Procurement stage
5.	Ibhunthe	Fencing material	23	Procurement stage
6.	Mkhishwane	Fencing material	3	Procurement stage
7.	Mkhungaze	Fencing material	14	Procurement stage
8.	Makhosazane and Brothers	Irrigation System	24	To Be Handed Over

Activity	Ward	Progress
Installation of irrigations systems (Makhosazana & Brothse Co-operative)	24	90% complete
Fencing of communal gardens: (Ngudwini, Sbeke & Hlanganani gardens)	5, 13, 18	Completed
Ndondondwane & Nkolongo Communal garden	2 & 19	Ongoing
Supply of Agricultural Equipment and Inputs	All wards	In progress

#### **6.8.1.1.1. Development of Agriculture Support Plan**

The municipality is in the process of developing an Agricultural Sector plan which will comprehensively analyses the situational analysis in terms of agriculture potential and further prescribe suitable and sustainable agricultural practices and methodology to effectively develop the agricultural economy and food security within the municipality. Currently the plan is in the inception phase and will be completed by before the end of the second quarter.

## **6.9. Tourism**

The tourism sector has enormous potential in uMlalazi area. Tourism is regarded as a cross-sectoral industry in that it has linkages with other sectors such as retail, manufacturing, transport, catering, hospitality, etc. As a result, it is difficult to measure the contribution of tourism to the local economy as GVA from the tourism industry is spread across a number of other sectors. However, catering and accommodation within uMlalazi contributed 0.7% to total GVA and 1.7% to the municipal employments in 2017. It should also be noted that although this contribution is small, it is expected that this is only a small portion of the total generated from the industry, with spin-offs of tourism largely cutting across the wholesale and retail sector. However, some challenges related to tourism development include the following:

- Lack of appropriate tourism industry facilities;
- Lack of private investment;
- Inadequate road infrastructure;
- Lack of coordinated tourism development efforts; and
- Poor marketing of facilities and destinations.



**Photo 1: KwaBulawayo Cultural Village**

Eshowe offers a window on history as it is the oldest town in Zululand. King Cetshwayo was born and died here and it was King Mpande who first invited the Norwegian missionary, the Reverend Ommund Oftebro to settle his mission station here in 1861, thereby forever changing the face of Eshowe.

Mtunzini is characterized by natural beauty and is a popular coastal town. Umlalazi Nature Reserve, controlled by Ezemvelo KwaZulu-Natal Wildlife, covers 1 028 hectares. The uMlalazi Reserve and the Amatikulu Reserve together form the Siyaya Coastal Reserve, which stretches from the uMlalazi River in the north, in a narrow band along the coast southwards almost to the Thukela (Tugela) River. Amatikulu Reserve and access is via the N2 approximately 30 km south of Mtunzini. There are 5 different ecosystems, namely estuarine, dune scrub, dune forest, coastal riverine and coastal forest which characterize the Mtunzini area providing diverse natural environment. There is a thriving population of giraffe as well as waterbuck and a number of smaller antelope.

The uMlalazi Municipality has vast potential for enhancing tourism in the area but the access by road is problematic as the areas are mountainous with forest. The Goedertrouw/Phobane Dam offers the opportunity for a range of water sports, together with camping and picnic spots, however this need to be developed still and once completed will assist local communities with jobs and upliftment. It is supplementary to the areas of eco-tourism in the uMlalazi area. Thukela Valley is an area of outstanding scenic beauty and represents rugged countryside.



**Photo 2: Phobane Dam**

### ***Opportunities in Tourism Sector***

uMlalazi has the potential to become the destination of choice for tourists to KwaZulu-Natal and South Africa, especially for those tourists who desire the country ambience. The warm temperatures, summer rainfall, scenic beauty and environmental significance of the area make the climate excellent for tourism in uMlalazi Municipality. The area contains a number of scenic attractions, dams and unique experiences that require establishment and aggressive marketing.

The tourism sector has the following opportunities:

- uMlalazi has traditional Zulu culture that needs to be improved to attract tourists,
- Existing game reserve needs to be marketed to attract tourists,
- Existing mountains for hiking and canopy tour games need to be marketed,
- Construction of hotels and resort for tourists and conference around the existing tourism products
- Establishment of youth tourism development programme
- Coastal Development
- Adventure Tourism

### **6.10. Manufacturing**

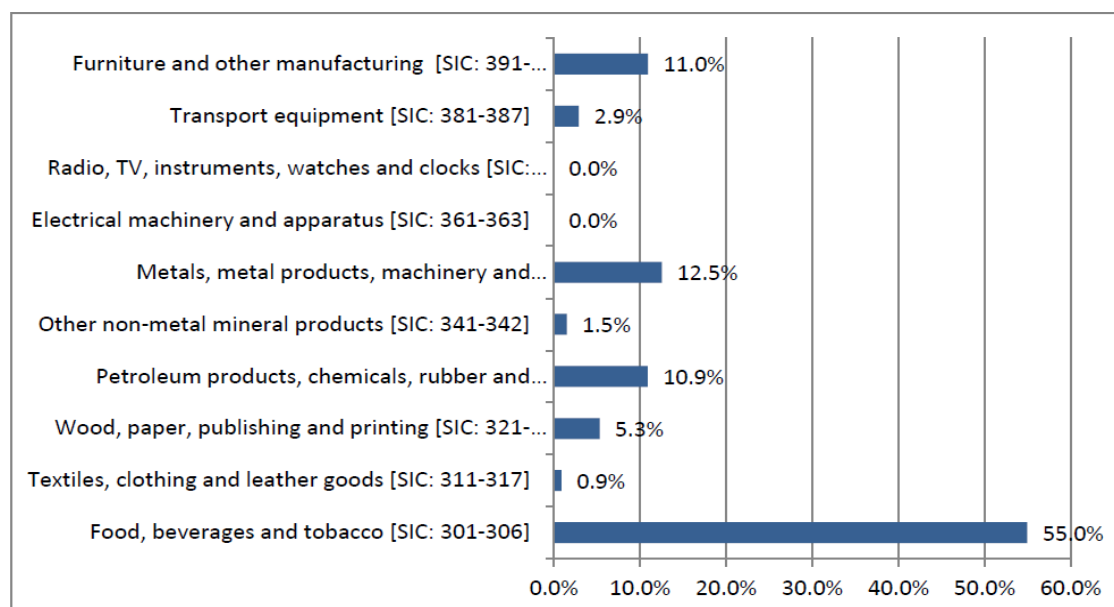
The manufacturing sector in uMlalazi is largely influenced by the agricultural sector. This is because of the sugar mill located at Amatikulu. The manufacturing sector is currently the second biggest contributor to GVA in the uMlalazi Municipality with a contribution of 18.5%, while the sector is the biggest contributor at a district level with a contribution of 26.8% to the King Cetshwayo District GVA. The following table provides an indication of the quantity and average annual growth rate of employment and GVA in manufacturing for the Province, District and uMlalazi Local Municipality.

	Employment in 2011	Average Annual Growth 2001-11	GVA (Current Prices) in 2011	Real Average Annual Growth Rate (2001-11)
KwaZulu-Natal	286 842	-2.0%	R 76 246 200 000	2.4%
KCDM	18 039	0.4%	R 7 375 676 000	2.6%
uMlalazi	2241	1.9%	R 638 690 600	7.2%

**Table 63: Economic Contribution for Manufacturing (Source: Quantec 2012)**

The provincial manufacturing sector employed close to 287,000 people, and generated a GVA of more than R76 billion in 2011. The sector experienced 2.4% real average annual GVA growth since 2001, while employment within the sector declined at 2.0% per annum. Within both the district and uMlalazi, the number of people employed in the sector increased since 2001. Umlalazi contributes 12.4% to total employment within the district manufacturing sector, with employment increasing at a rate of 1.9% per annum since 2001. Additionally, GVA growth has increased at 7.2% per annum since 2001. This indicates that while the sector is growing, the employment in the sector is not growing at the same pace as the output and there is a need to boost employment in the sector.

The figure below displays the breakdown of the manufacturing sector in terms of contribution to total manufacturing GVA within uMlalazi.



**Figure 17: GVA contribution within manufacturing sector in uMlalazi, 2011 (Quantec 2012)**

### ***Opportunities in the Manufacturing Sector***

There is a demand for manufactured products in uMlalazi such as clothing and textile, footwear, furniture, food, beverages and building material. Further, uMlalazi local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the municipality for processing.

The following opportunities are available in the manufacturing sector:

- Agro-processing,
- Maize Mill,
- Ethanol production,
- Biodiesel production

- Traditional medicine,
- Leather production;
- Transport and Machinery equipment.

### 6.11. Mining

Tronox currently has since 1998 had a large business investment in the King Cetshwayo District Municipality with mining of the mineralised sand dunes in an area just north of Mtunzini, Kwa Zulu Natal, known as the Hillendale Mine, its central processing complex ("CPC") at Empangeni for refinement and the Fairbreeze and planned Port Durnford mines.

In regards the Fairbreeze mine, Tronox has had valid mining rights in the uMlalazi Municipality since 1998 and has been legally undertaking mining activities on land within this municipal area since 2002. Tronox has since 1998 made significant progress towards obtaining additional authorizations for furthering the Fairbreeze project which will in turn feed the CPC at Empangeni. Tronox as of May 2013 has the following authorization from government to pursue mining activities on the awarded mining areas:

- Mining rights from Department of Mineral Resources;
- Water use rights from the Department of Water and Sanitation(DWS),
- Environmental approvals from the Department of Environmental Affairs (DEA),
- Permits from the Department of Fisheries, Agriculture and Forestry (DAFF),
- A positive decision by the Durban High Court on the Land Use Change approval on a large portion of mining area which allows Tronox to continue early works construction.

#### *Opportunities in the Mining Sector*

While Tronox is operational in the area, the mining sector is not fully developed in uMlalazi, therefore, additional studies will need to be undertaken to discover some existing mining deposit within uMlalazi Local Municipality

### 6.12. Services

The business services sector is a big contributor to the total GVA in the uMlalazi Municipality with a contribution of 16.7%. The table below provides an indication of the quantity and average annual growth rate of employment and GVA in business services for the Province, District and uMlalazi Local Municipality.

	Employment in 2011	Average Annual Growth 2001-11	GVA (Current Prices) in 2011	Real Average Annual Growth Rate (2001-11)
KwaZulu-Natal	286 780	2.0%	R 54 570 953 664	5.6%
KCDM	17 578	3.5%	R 3 127 939 726	7.1%
uMlalazi	2184	4.0%	R 433 065 798	7.2%

**Table 64: Business services sector employment and GVA (Quantec 2012)**

The business services sector has increased its GVA contribution to the economy of uMlalazi significantly within the last 10 years. In 2001, the sector contributed 8.3% to the GVA of uMlalazi, while in 2011 the sector contributed 16.7% to the GVA of uMlalazi. Together with the finance, insurance and real estate industry it is the biggest contributor to GVA within the uMlalazi economy. This is an indication of the importance of the sector within the uMlalazi Municipality.



### 6.13. Job Creation (Through EPWP)

Through the roll out of EPWP (Poverty Alleviation Initiatives) the municipality has created 741 EPWP Job opportunities against a target of 931 EPWP job opportunities. The municipality has set aside a Job Creation Budget of R 6 657 000.00 in the 2018/19 financial year. Following poverty alleviation programs are rolled out by the municipality through EPWP;

- Food for Waste
- Ward against Poverty
- Road Safety Programs
- Grass Cutting Projects
- Weed Eradication

The municipality is working on a continuation model that will see the EPWP beneficiaries being mentored to establishing their own entities which will then enable them to use the experience and skills attained through the various programs of EPWP in business and subcontracting.

#### ***Jobs Created Through EPWP***

Financial Year	Work Opportunities (Jobs Created)	Full Time Equivalent
2011/12	370	135
2012/13	481	175
2013/14	605	218
2014/15	1010	825
2015/16	1650	1585
2016/17	1650	661
2017/18	624	251
<b>2018/19</b>	<b>741</b>	<b>217.1</b>

**Table 65: Job Creation through EPWP**

Below is the list of projects identified for the EPWP with regards to job creation within the uMlalazi Municipality in the 2017/ 2018 Financial Year:

Job Creation Programs		No of jobs created
Sector	Name of the programme	
Environment	Ig/ War Against Poverty	129
	IG/ Umlalazi Fire Prevention And Protection	23
Social	Ig/ School Safety	43
	I/G Umlalazi Community Based Programme	28
Infrastructure	I/G Cleaning Of Sidewalks, Road Verges And Street	47

Job creation Programs		No of jobs created
Environment	Food For Waste	105
	Sizabonke	97
	Cemetery Maintenance	2
Environment	Refuse contractors	19
	Weed Eradication	9

Job Creation Programs		No of jobs created
Infrastructure	Construction of Mthintombi Access Road	14
	Nkume Community Hall	08

(MIG)		
	Obanjeni Community Hall	07
	Emahhusheni and Mathibelane Access Road	27
	Construction of Izingwenya Community Hall	09
	Construction of KwaGalagala Gravel Road	07
	Construction of KwaBulawayo Sportfield	10
	Construction of Nteneshane Sportfield	06

Job Creation Programs		Jobs created
Electricity	I/G uMlalazi Municipality substation upgrade	12

#### 6.14. Collaborative Agreements

The municipality has formulated collaborative agreements with the following stakeholders in the form of ongoing partnerships through MOUs;

Partnerships/MOUs/Agreements	Scope of Work
uMhlathuze Water	uMlalazi Trader Stalls in Ward 2
Department of Rural Development and Land Reform	NARYSEC Youth Development Program
NYDA	Youth Development Programs (LED & Social)
Tronox	Community Social Investment (Capital Projects)
KCDM	Coastal Development Projects
Izibuko The Bridge (ITB)	Electrical Learnership Program
SEDA	Informal Traders Upliftment Program
University of Zululand	0.45M Optical Telescope : Research and LED
nClude	Integrated Data Digitalization Project (IDDP)

**Table 66: Collaborative Agreements**

#### 6.15. NARYSEC

The Department of Rural Development and Land Reform has rolled out a program called National Rural Youth Services Corps (NARYSEC) which is aimed at creating vibrant, equitable, and sustainable rural communities by providing certain skills and to perform community service in their own communities. The objectives of NARYSEC are as follows;

- Train youth through specifically developed programs linked to community needs in rural areas
- Develop youth with multi-disciplinary skills through civic education
- Capacitate youth in retaining knowledge and technical skills acquired during training
- Increase the number of rural communities receiving support in their self-development through the CRDP
- Character development and patriotism

The department in partnership with the municipality has, through this program, selected 15 unemployed beneficiaries (from uMlalazi LM) to be trained in various skills ranging from mechanical, civil, electrical and agricultural skills. The program runs for 24 months and it is based initially in Bloemfontein, and when practical training commences the beneficiaries are allocated at various FET Colleges. The selected individuals receive monthly stipends to cater for their immediate personal needs. The recruitment of unemployed youth was done in the most deprived ward being 5 and 14..

#### 6.16. Youth Business Advisory Center

The uMlalazi Youth Business Advisory Center “Home for Entrepreneurs” (YABC) was established and officially opened by His Worship The Mayor Cllr TB Zulu on the 9<sup>th</sup> of April 2014. YABC assists youth to develop and harness their business ideas into fully grown sustainable business entities by;

- Registering entities –inter-alia, Companies and Co-operatives etc.
- Sourcing funding from relevant financial institutions



- Guiding and improving technical and financial management targeting skills development, mentoring and coaching
- CIDB Registrations
- Company Profiles & logos
- CIDB registration
- Central Supplier Database (CSD)
- Registration with Regulatory Bodies (BCCI, SARS, COIDA, PSIRA)
- BEEE affidavits & Share certificate
- Grant funding applications
- Entrepreneurship Development Programmes
- Life skills programmes
- NSFAS registrations

The municipality is of the progressive view that by establishing this YABC, sustainability in the development of young entrepreneurs is ensured, in such a way that they are not only being advised, but they are also being connected to financial and mentoring streams to further empower their visions.

### 6.17. Development of a 0.45M Optical Telescope: Research and LED

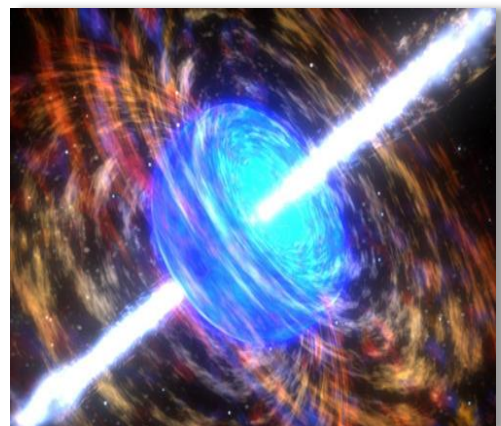
The University of Zululand have established a memorandum of understanding with the municipality to support the development of a 0.45M Optical Telescope (one of the biggest in the world after the km ray telescope) in KwaNtoza Mountain (Ntumeni). This telescope will be use by the university as well as researchers from all over the world to contemplate the stars and planets in outer space. The telescope will centrally be used to achieve the following;

- ✚ Rapid transient events from transient sources
- ✚ Study exoplanets and solar systems such as The Gliese 581 system which is an astounding 20 light years away
- ✚ Study and interpret star formation such as the Star forming region of NGC2467 about 17000 light years away from the planet earth.



The university has also committed to installing a smaller telescope that which local enthusiasts, tourists and scholars can visit to explore space and further learn about the science of space and experience eclipses from a much closer range. The university will also be able to link the local schools with a variety of educational programs and technical assistance that the university has to offer. Such programmes include, but are not limited to the following;

- Developmental workshops for:
- School Management Teams (SMTs)
    - School Governing Bodies (SGBs)
    - School Finance Officers
  - ✚ Assistance for Grade 12 learners by senior students from various faculties.
  - ✚ Motivational talks for Grade 12 learners.
  - ✚ Talking with parents with children in Grade 12.
  - ✚ Basic school assistance to improve matric results



## 6.18. Local Economic Development: SWOT Analysis

### STRENGTHS

- A diverse and rich cultural heritage and has broad international appeal;
- Good existing agricultural base; with prominent sugar cane mill and high concentration of areas of sugar cane plantations that has been untapped;
- Municipality has adopted Informal Traders Policy which is being implemented and database of traders with permits as well as designated trading facilities.
- The municipality borders on the Indian Ocean and has a coastline of approximately 19.35 km. This coastline presents outstanding opportunities in respect of tourism and recreational facilities.
- The Goedertrouw/Phobane Dam offers the opportunity for a range of water sports, together with camping and picnic spots. It is supplementary to the areas of eco-tourism in the uMlalazi area.
- The beauty and ambiance with particular reference to the coast, the lagoon, indigenous forests and the activities of the conservancies active in the area is an asset which has a considerable impact on the tourism potential of the municipality.
- The uMlalazi Municipality has a good transport network with a number of important transportation routes, such as the N2 Motorway between Durban and Richards Bay, the R34 between Richards Bay/ Empangeni and Nkweleni valley to the north of Eshowe, and the R66 from the N2 Motorway to Gingindlovu, Eshowe, Melmoth, Ulundi and Vryheid.
- The uMlalazi Local Municipality has a 24 hour Alpha Emergency Control Centre located at the offices of the Manager Protection Services in Butcher Street, Eshowe.

### WEAKNESSES

- The backlog of basic services such as water, sanitation, electricity in the rural areas, which is exacerbated by the poor maintenance of existing infrastructure.
- There is a lack of infrastructure maintenance impacting negatively on the aesthetics of the municipality.
- Illegal connections (electricity) pose safety risks to people.
- Due to the absence of potable water in many of the rural areas, communities tend to settle in close proximity to rivers and streams, mostly without due consideration of flood lines along these water courses.
- In many instances, the Traditional Authority areas are characterized by poor land management practices that presents a challenge in respect of the unlocking of the agricultural potential that exists. This is exacerbated by poor “allocation of land” practices. The roll-out of wall-to-wall rural.
- Traditional Authority areas also accommodate scattered settlement on undulating land, posing considerable pressures in respect of the provision of basic services.
- The urbanisation rate is increasing in the municipal area and appropriate responses are required to adequately accommodate this tendency.
- Rural access roads are in a poor state of repair. This is exacerbated by the fact that no sphere of government is clear on who is responsible for these roads.
- Communities tend to settle in proximity to rivers and streams, mostly without due consideration of flood lines along these water courses.
- Fires occur during protracted periods of drought and are aided by the generally dense vegetation such as cane fields, forests and invasive alien vegetation throughout the municipal area.
- The occurrence of cholera and related diseases is as a result of the absence of potable water as well as the lack of sanitation in rural areas.
- The uMlalazi Local Municipality does not have the capacity in terms of manpower nor the technical support equipment to deal with a major disaster. Poor access increases the potential impact of a disaster.
- The impact of climate change – more periods of heavy flooding and longer periods of drought– poses a very real threat to the sustainable livelihood of rural communities.
- Lack of sufficient storm water management in urban areas.
- Ineffective linking of graduates to private sector;

- Insufficient funding for the implementation of LED projects.
- Lack of new foreign and domestic investment (leading to a reduction in new technology and therefore competitiveness).
- Land audit in particular municipal land is unavailable.
- Unavailability of Business Retention and Expansion Strategy.
- Unavailability of Tourism and Agricultural Sector Plans.
- Unavailability of local LED Forum to drive LED in the municipal area

## **OPPORTUNITIES**

- Community development through agro-processing and community agricultural projects;
- Development of new value-chains in the agricultural sector (incl. bio-diesel and crushing of own sugar juices).
- Diversification of the manufacturing sector and development of new value-chains (incl. renewable energy products)/
- Infrastructure development especially road infrastructure in rural areas of the Municipality;
- Development of under-utilised or un-utilised agricultural and industrial land (vacant farms and industrial lots).
- Promotion of business retention and expansion programs.
- Establishment of industry driven training and skills development through internships and apprenticeships.
- Economic growth is expected in areas of tourism in areas such as the coastline, near protected areas and indigenous forests.
- The provision of housing together with basic services particularly in the rural areas and the formalization of current informal and overcrowded settlements present an opportunity.
- The broadening of the municipality's rates base through the valuation of the rural areas and commercial farming areas will increase internal funds available for the funding of capital projects.
- The N2 Motorway offers a corridor of opportunities in respect of tourism and agriculture.
- Optimisation of tourism potential in the area in tandem with environmental sustainability can aid poverty alleviation.
- Non-industrial labour-intensive recycling of waste presents opportunities for employment throughout the municipality.
- The creation of an interlinked open space system using the protected areas and rivers and streams to enhance the aesthetical appeal of the area.
- The area is linked to the "Valley of the Kings" by the R66 transportation route and presents a tourism opportunity.
- Development will be experienced along the coastline and particularly in Mtunzini as an urban area on the coastline.
- Existence of railway line which can be used for transportation of goods and tourism but it needs upgrading.
- Richards Bay Industrial Development Zone (RBIDZ) presents a number of opportunities for the entire district including demand for warehousing and logistics infrastructure and subsequent commercial developments.

## **THREATS**

- Skills shortages especially in rural areas and the illiteracy within the Municipality are a limitation for the population being restricted to unskilled jobs with a commensurate threat in respect of economic and earnings potential.
- High levels of unemployment especially formal employments within agriculture.
- Out-migration of skilled employees to other urban-centres; much of the population is involved in migrant labour as a result of the lack of employment opportunities within the municipal area and this has severe social impacts.
- Worsening climatic conditions which have translated into water scarcity and therefore negatively impacting on farming around uMlalazi.
- Impact of crime on local businesses.
- Rumours of corruption and a lack of accountability (financial and management).

- Land reform and associated challenges (poor skills transfer to new farmers, slow process, etc.).
- There is a high prevalence of waterborne diseases as a result of the lack of formal engineering services.
- The prevalence of HIV/Aids in the area represents a serious threat to economic development in general.

## 7. SOCIAL DEVELOPMENT ANALYSIS

### 7.1. Community Based Planning

Community Based Planning (CBP) refers to the participatory process whereby local knowledge is packaged into an action plan. This approach builds on the agencies of poor communities and the local knowledge produced through the various public participation methodologies. CBP establishes a participatory process for mobilizing communities and planning around grassroots issues and how they can relate to the broader municipal planning perspective. Linking CBP and IDP creates the opportunity for further grounding the IDP in the local context and gives greater meaning to the participatory requirements of the Municipal Systems Act. CBP encourages planning from outcomes and not problems which leads to more realistic and creative planning, valuable for the ward plan but also for enabling practical implementation of the IDPs. Since CBP is a consultative and participative engagement process it requires a strategic approach that consists of various phases to ensure its successful implementation. The following cycle of activities was used;



**Figure 18: CBP Cycle Process**

The municipality commenced with a full scale ward to ward CBP: Needs Analysis process. As a result of the above exercise, the top 5 priority infrastructure needs by all wards could be determined and is reflected in the table below:

### 7.2. Top 5 Priority Infrastructure Needs by Wards

Infrastructure /Facilities	Number of Wards out of 27 Wards Citing Infrastructure as Top Priority
Water	25
Roads, Access Roads, Bridges & Causeways	24
Electricity	24
Rural Housing	14
Sanitation	12

**Table 67: Top 5 Priority Infrastructure Needs by Wards**

### 7.3. Safety & Security

#### 7.3.1. Occupational Health and Safety Policy

The municipality has developed, adopted and put in place an Occupational Health and Safety Policy in compliance with the Occupational Health and Safety Act 85 of 1993. This act requires municipalities must, amongst other things, must

develop and adopt an occupational health and safety policy. The uMlalazi LM OHS Policy provides for a framework for decision making in respect to human resources management in as far as OHS is concerned.

Furthermore, the intentions of the policy are to achieve the following;

- Promote and maintain the highest degree of physical, mental and social wellbeing of the employees.
- To prevent, amongst workers, ill health caused by their working environment.
- Place and maintain workers in an environment that is conducive to the physiological and psychological conditions.
- Protect workers from factors adverse to their health.
- Promote and maintain a working environment that is free from hazards.

#### **7.3.2. Health and Safety Procedure Plan**

This operational plan forms part of the OHS Policy and provides for the working arrangements and proposed procedures for OHS. In summary, the HSPP provides for the coordination of the following;

- Pre-employment Examination;
- Injury Reporting;
- Personal Protective Clothing (PPC);
- Hazardous Chemical Substances;
- Workplace Safety and Protective Clothing Rules;
- Roles and Responsibilities.

#### **7.3.3. Emergency Evacuation Plan**

As part of the abovementioned procedural plan, the municipality has also developed and has put in place an Emergency Evacuation Plan. The Fire and Rescue Unit conducts spontaneous drills and mock procedures to analyze the state of readiness and preparedness of the workers in the event of an incidence. OHS also takes into account daily walk-ins and customers which maybe subjected to such adverse incidents. Hence the plans also provide for signage at key entrance and exit points, disaster prone areas, assembly points, contingency routes, fire escapes and emergency equipment (Fire hydrants, blankets etc.)

#### **7.3.4. Community Police Forum Objectives**

- Establishing and maintaining a partnership between the community and the service.
- Promoting communication between the Service and the community.
- Promoting co-operation between the Service and community in fulfilling the needs of the community regarding policing.
- Improving the rendering of police services to the community at National, Provincial and local levels.
- Improving transparency in the Service and accountability of the service to the community.
- Promoting joint problem identification and problem-solving by the Service and the community.

#### **7.3.5. Operational Functions of the Community Safety Structures**

- Eyes and ears of the SAPS.
- If the need arises, carry out a citizen's arrest in terms of the Criminal Procedure Act, 1977 (Act No 51 of 1977), section 42.
- Performing patrol duties that will serve as a crime deterrent.
- Preserving crime scenes when first on the scene.
- Facilitating good relations in the neighbourhood.
- Rendering a voluntary service.

- Reporting crime and crime in progress to the SAPS.
- Creating crime prevention awareness amongst the community.

Community Police Forums report all their activities to uMlalazi Municipality council through Community Services Portfolio Committee by attending committee meetings and providing reports for discussion.

### 7.3.6. Crime

Crime affects all people not only within the municipal boundaries, but the entire Republic. It promotes a decaying society of which its morals are degenerative. Umlalazi Municipality is not exempt from the scourge of crime. The following table presents disturbing figures on the levels of crime affecting the municipality. The most perpetrated crimes are;

- Assault with the intent to inflict grievous bodily harm;
- Robbery with aggravating circumstances;
- Burglary at residential premises and;
- Drug-related crime

Greater cognizance must be given to the establishment and strengthening of community policing forums who will assist the SAPS to eradicate crime within communities. Communities must be empowered to stand up against crime by reporting on it. Mechanisms of reporting crimes must be made easily available to communities, especially those in rural areas. Areas where most crimes are recorded are Mtunzini and Eshowe. These are small police stations that service a much more extensive radius, and policing vehicles are not abundant. It is also apparent that drug related crimes are on the rise. The establishment of satellite stations within the known rural pressure areas will reduce the occurrences of crime. The issue of drugs can be addressed by establishing rehabilitation centers within the municipality and enhancing the effectiveness of anti-drug campaigns. Un-aiding to the rising crime levels is also the inaccessibility in terms of transport, to most rural communities due to topography of the municipal area. Road infrastructure also makes it difficult for SAPS to access rural households and as a result, criminals having an advantage over the police.

## 7.4. Nation Building & Social Cohesion

The municipality has established a number of programs that promote social cohesion and nation building. A Senior Citizens Forum has been established to not only deal with the issues affecting the elderly, but also to improve their social wellbeing. Through this forum the municipality further encourages the elderly to partake in recreational activities in order for them to be healthy. Platforms such as the Golden Games allow the elderly to compete recreationally with other municipalities through sports and indigenous games which promote healthy living.

The uMlalazi Municipality established a Sports Development Program, of which the aim is to promote sport development in terms of all applicable sports codes within SALGA KZN Games at local, district and provincial level.

As part of promoting Arts and culture within uMlalazi Municipality and ensuring that youth of uMlalazi is kept from criminal activities and reviving the culture and pride within youth, Community Services promotes and supports cultural and religious activities such as;

- Ingoma/Indlamu Competitions**
- uMaskandi Festival**
- Dewali Festival**
- Inyanga yomhlangano waseJudea**
- uMkhosi woMhlanga (Reed Dance)**

## 7.5. Community Development with particular Focus on Vulnerable Groups (Special Programs)

In order to ensure compliance and inclusion of all citizens, uMlalazi Municipality is required to establish Forums for all the sectors within the municipality such as disability, women's, men's and senior citizens as well as children sectors. These sectors and forums are responsible for the following, amongst other things:-

**Disability Sector Forum** - To promote awareness of disabilities within the uMlalazi Municipality and encourage Government Departments to integrate disability issues into their line function activities. Furthermore, to coordinate, facilitates and monitor the implementation of the Integrated National Disability Strategy (INDS).

**Senior Citizens Sector Forum** – To ensure inclusion of senior citizens and raise awareness in the issues concerning older people within uMlalazi Municipality and promote healthy lifestyles in order that they live longer and enjoy the fruits of democracy.

**Women and Men's Sector Forum** – To promote issues pertaining to men and women within the municipality, ensure that they are heard and recognize their contribution in the societies within uMlalazi.

**Children Sector Forum** – To promote the rights of children in every community of uMlalazi and ensure that they are protected from all forms of abuse.

The principles guiding the functioning of these Forums include:

- Commitment and willingness to accept all stakeholders as equal partners
- Self-representation by people with disabilities
- Consultation with relevant stakeholders
- Adherence to democratic principles
- Meaningful participation by people from all sectors.

## 7.6. Disability Structures

NAME OF SECTOR	OBJECTIVE	ACTIVITY	TARGET GROUP	PARTNERS
Disability Sector	DISSA Festival	Sports tournament for disabled persons	Disabled Participants	Community Services and Sector Departments
	Quarterly meetings	Meetings	Disability forum	Local Forum members and Government Department Focal Persons
	Outreach Programmes	Interventions to disabled communities.	Disabled Community members	Focal Persons and Disability Structure
	Disability Parliament	Discussing issues affecting disabled person (Annual Event)	District disability forum members	Office of the Premier, setor departments and municipal officials
	Albinism Society Awareness	Raising awareness	Albinism Persons	Office of the Mayor, MM's Office, Community Services, Sector Depts and NGO'S
	Sign Language Workshop	Acquisition of skills/Sign language workshop	Disabled people from all wards	Office of the Mayor, Office of the Municipal Manager, Community Services, Government Departments and NGO's.
	Operation Siyahlola	Accessibility/Mobility Initiatives	All Stakeholders	All Stakeholders

Table 68: Disability Structures

## 7.7. Youth Development

In realizing the socioeconomic demographic status quo and challenges of unemployment especially among the youth, the municipality took a firm decision to recruit a Youth Manager for facilitate and coordinate programs aimed at the

development of the social, infrastructural and economic needs of the youth. The municipality has since established a fully-fledged Youth Office which is responsible for the following;

**Infrastructural Development aimed at developing the youth**

- One-Stop-Shops
- Recreation and sporting facilities
- Skills Development Facility (Artisans, Music Studio, Visual Artists)
- Roll out of Broadband

**Economic Development**

- SMME Support
- Township & Rural Economic Development
- Training And Capacity Building

**Social Development**

- Social Cohesion/Moral Regeneration
- Youth Summits

Through the Office of the Mayor, students are supported at a tertiary institution by providing assistance in the form of registration fees. The following career fields are targeted;

- Finance
- Public Administration/Social Sciences
- Engineering
- Town Planning
- Information Technology
- Horticulture/ Environmental Studies

The municipality also offers internship programmes for the above fields of study, wherein there is one intern per department. Through National Treasury's Finance Management Grant, five interns are employed for a two year period by the finance department.

His Worship the Mayor: Cllr TB Zulu officially opened the Youth Business Advisory Center on the 9<sup>th</sup> of April 2014. The purpose of which is to "Assist and empower the youth to develop and harness their business ideas into fully grown sustainable business entities". This will be achieved through the following;

- Registering Entities inter-alia: Proprietor ownership, Co-operatives etc.,
- Creating and managing a database of existing businesses within the municipal area,
- Sourcing funding from relevant financial institutions to finance affordable small businesses finances,
- Guiding and providing technical and financial management targeting skills training, mentoring and coaching,
- Supporting people needing full assistance and guidelines in completing SCM tender applications,
- Introducing entry point youth assistance to stakeholders such as SEDA, EDTEA etc.,
- Providing technical support for SMME and ISO accreditation and,
- Taking part in export readiness assessment and assistance.

The municipality also plans to host annual Youth Day Commemorations wherein there are engagements through community dialogue on youth issues i.e. teenage pregnancy, drug abuse and high rate of unemployment. There are also annual competitions for the youth focusing on arts and culture through choral and traditional music festivals.

## **7.8. Vuma Youth Development Academy**

The Youth Development Academy (in ward 8) was conceptualized as a result of the persistent challenges of unemployment and low skills level faced by the youth in the province. Challenges that are further compounded by social



ills, unbecoming sexual behaviour, and the general ill-discipline and poor ethical values displayed by the youth. This state of affairs called for the Department of Social Development in partnership with other stakeholders to implement a bold, audacious and imaginative youth development program in the province. Hence, the idea of a Youth Development Academy that will have a strong focus on behavioural change, values and ethics, combined with need-directed vocational skills training programs, was realized. The beneficiaries identified for this program are youth between the ages of 17 and 35 who are South African Citizens residing within King Cetshwayo District which have no criminal record and have some level of education (Grade 9).

The goals and objectives of the academy are as follows;

- To ensure an increased steady flow of contributing and productive young people.
- Unlock the potential of young people through cognitive, emotional, physical and spiritual empowerment;
- To implement behaviour change programmes;
- To develop self-esteem of the young people to believe in their potential and to be responsible citizens;
- To provide relevant vocational skills to youth;
- To strengthen collaborations and partnerships by different stakeholders for youth development;
- To Increased prospects of employability and business venture creation; and
- To develop young men and woman so that they can become self-reliant and responsible citizens who positively contribute to the country.

In November 2014 the Academy officiated a graduation of 51 young men who were the very first students to enroll in the Academy. In just a space of six months, the Academy saw a complete transformation in the lives of these young participants. Many whom in their own words had lost hope and resigned to the fact they will never amount to anything. The Academy experience was an injection of new hope and an extension of a second chance to these young people. All 51 young men graduated with a Seta Accredited First Aid level 1, Basic Computer Training, Entrepreneurship, Electrical basic training, Plumbing and Bricklaying. They further received their learners licenses, drivers licenses and some their PDPs. An After Care strategy is being implemented for those students who have graduated with the aim of ensuring continuous impact and psycho-social development.

Besides the direct beneficiation of the participants, the establishment of the academy has directly created 19 jobs. These are the Academy staff members who all have fixed term contracts with the Academy and are responsible for the day to day running of the Academy. Further to that 45 more jobs have been created indirectly, where the Academy and the Department of Social Development has come up with a unique model to empower local cooperatives and to give them an opportunity to provide daily essential services to the Academy to ensure some of its vital functions.

The students receive life skills training provided by social workers and other government and non-governmental organizations such as Sanca, Lifeline, Department of Social development, Dept. of Correctional Services, KRCC and many other sectors. Through partnership with KZN Wildlife, students have undergone an outdoor self-development exercise and in that process have received Nature Conservation training. The Academy through Umfolozi TVET College and other Service providers provide skills development training to the students. The trades trained are as follows:

- Basic Electricity
- Plumbing
- Bricklaying
- Hospitality
- Entrepreneurship Training
- Basic Computer Literacy
- Learners Licenses/ Drivers Licenses/ PDPs

## **7.9. Siza Bonke Works Program**

The Municipality recognizes the need, as also highlighted in the KZN PSEDS, to develop its second economy, in order to reduce the gap between it and the first economy, whilst at the same time creating jobs and fighting poverty.

The Municipality has launched the Siza Bonke Works Program. The Program is designed to accommodate the unemployed within the uMlalazi Municipality. Specific requirements for selection are undertaken and only unemployed men, women and youth are employed. Skills transfer is built into the program as well as numerous life skills.

## **7.10. Health**

### **7.10.1. Access To Health Facilities**

Due to the inadequacy of health facilities in most rural areas, the resultant reality of this impacts negatively on the wellbeing of the people within these communities. The public often have to travel vast distances to access these facilities. This is also exacerbated by poor road infrastructure which makes it difficult for health services such as ambulances and mobile clinics to access these communities. The municipality has:

- Fourteen (14) Clinics;
- Three (3) District Hospitals in its area of jurisdiction and
- Six (6) mobile clinics.

### **7.10.2. Medecins Sans Frontiers (MSF)**

MSF is an international, independent, medical humanitarian organisation that delivers emergency aid to people affected by armed conflict, epidemics, natural disasters and exclusion from healthcare. Further, the Municipality also enjoys the services of Medecins Sans Frontiers (MSF) for health services. MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation. MSF in partnership with the KwaZulu-Natal (KZN) Department of Health (DOH) is currently supporting a HIV/TB project in the Mbongolwane and Eshowe areas, through “Bending the Curves Project”.

The Bending the Curves (BTC) project was introduced in 2011 and seeks to implement multiple strategies to address the high co-incidence of HIV and TB, and reduce the number of incidences in line with the South Africa National Strategic plan. The overall strategic objective of the project is to reduce the incidence of HIV and TB, in addition to reducing HIV- and TB-related morbidity and mortality.

The Project presently includes the Mbongolwane Health Service Area and Eshowe Municipality, uMlalazi Wards 1 to 14 (plus Ward 15 and some of Ward 16). This strategy will provide MSF with an opportunity to demonstrate the outcomes of the Project in both an urban and rural setting. The project is now established in its work across the ‘prevent, test, link, treat and retain’ cascade or the HIV care continuum, also referred to as the HIV treatment cascade which is a model that outlines the sequential steps or stages of HIV medical care that people living with HIV go through from initial diagnosis to achieving the goal of viral suppression.



Photo: Eshowe Hospital

### 7.10.3. Eshowe Private Hospital

The proposed hospital will meet the general demands of multi discipline medical services. Three operating theatres will be equipped with the latest theatre technology and at least one will have a laminar flow unit. The hospital will also meet the needs of casualty patient through the establishment of a trauma unit and other supporting infrastructure. Supporting medical services will include a comprehensive radiology unit, pathology laboratory services, physiotherapist and other like health care related professions. An in-house pharmacy service will service in-patients, patients visiting doctors consulting rooms and members of the public. A specialized Burns Wound Unit will facilitate for serve burns incidents. Fifteen doctors consulting suites tailored to individual needs will be available for permanent and session doctors.

### 7.10.4. HIV Aids Trends

HIV/AIDS has a major impact on the quality of life of communities and families as well as the economy. A number of initiatives have been implemented through the National Department of Health to combat the current epidemic. However, major challenges remain. Within uMlalazi and in the last decade, the number of HIV positive persons has decreased from 1.27% to 0.79 between 2007 and 2017, bringing the percentage of the population with HIV to 14.94 of the total population.

TRENDS	% AS IN 2007	% AS IN 2017
HIV positive	1,27	0,79
AIDS deaths	-4,06	1,03
Other deaths	0,05	1,19
Population	0,27	1,55
DESCRIPTIONS	NO	%
HIV positive	35533	14,94

<b>AIDS deaths</b>	1301	0,55% of the total population and 38.61% of the total deaths
<b>Other deaths</b>	2068	0,87% of the total population and 61.39% of the total deaths
<b>Total deaths</b>	3368	1.42 of the total population (making 100% deaths)
<b>Crude Death Rate</b>		<b>14.2</b>

**Table 69: HIV/Aids Prevalence**

**Source: Quantec 2017**

The number of AIDS related deaths has decreased from -4.06% to 1.03% between 2007 and 2017, with AIDS deaths accounting for about 38.61% of total deaths in the municipality. This highlights the effort undertaken by the government in this regard; however, there still a need for interventions that target and attempt to address still existing HIV/AIDS challenges.

The following are the likely effect of HIV/AIDS on **Social Systems**:

- ⇒ Poor households become more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility;
- ⇒ Increased demand for housing, education and other community facilities;
- ⇒ A greater demand for health care services and facilities;
- ⇒ A greater demand for financial support for orphans, child-headed households and households run by grandparents, and
- ⇒ A negative population growth rate that is affects the sustainability of projects that are based on certain population projections.

The following are the likely effect of HIV/AIDS on the **Economic Systems**:

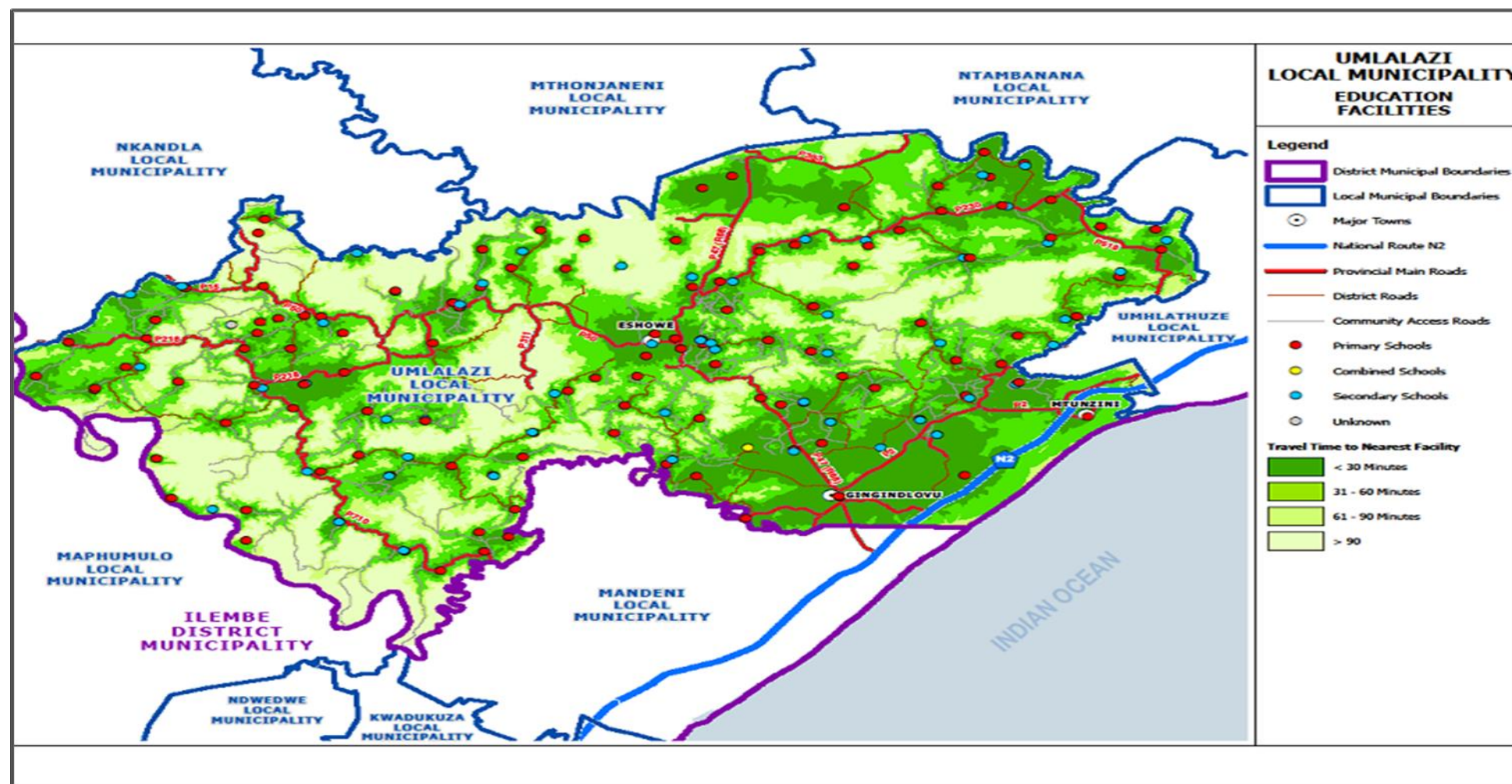
- ⇒ Possibility of a shift from savings to current expenditure, limiting fixed investment and economic growth;
- ⇒ Possibility of 'technological deepening' of the economy as a result of higher absenteeism rates: Machinery will replace people in the labour market, with negative outcomes in the long term for job creation;
- ⇒ Further erosion of household savings and skills shortage, and
- ⇒ Increased spending on pharmaceuticals and funerals

#### **7.10.5. Cholera and Other Related Diseases**

Some of the occurrence of these diseases is a direct result of the absence of potable water as well as the lack of proper sanitation in the rural areas of the uMlalazi Municipality; resulting in the contamination of natural water resources. This may lead to outbreaks of disaster proportions and these are characteristics of the rural areas. These diseases are life threatening and require constant monitoring. The municipal area has a number of health facilities but not all areas are well serviced. Certain areas have medium to higher concentrations of people who have no access to proper health facilities. Measures would therefore need to be put in place to ensure that these areas have access to health facilities.



Map 26: Access to Health Facilities



## 7.11. Education

The following table indicates statistics relating to school attendance within the population of uMlalazi LM. From the table below it indicates that just about half of the population of uMlalazi has not completed matric (Std 10). Of this half that has completed matric, 45% are male and only 39% are female. School attendance by race indicates that Africans which have attended school account for 42% of the population, 18% are coloured, 29% are Indian/Asian and 11% are the white population.

ISSUE	INDICATOR	NUMBER	%
Current school attendance	Yes	93 857	42%
	No	129 241	58%
	Don't know	42	0%
	Total	223 140	100%
Current school attendance (by gender)	Yes (Male)	47 298	45,6%
	No (Male)	56 434	54,4%
	Do not know (Male)	42	0,0%
	Yes (Female)	46 559	39,0%
	No (Female)	72 808	61,0%
	Do not know (Female)	0	0,0%
Current school attendance (by race)	Yes (Black African)	92 722	42,7%
	No (Black African)	124 439	57,3%
	Do not know (Black African)	42	0,0%
	Yes (Coloured)	173	18,8%
	No (Coloured)	748	81,2%
	Do not know (Coloured)	0	0,0%
	Yes (Indian/Asian)	633	29,5%
	No (Indian/Asian)	1 516	70,5%
	Do not know (Indian/Asian)	0	0,0%
	Yes (White)	329	11,5%
	No (White)	2 539	88,5%
	Do not know (White)	0	0,0%

Figure 19: School Attendance (2016)

### Highest Levels Of Education

The table below indicates the highest levels of education within the population of uMlalazi LM. The table indicates that 2.9% of the population have a tertiary qualification, which makes them eligible to obtain decent specialized work. It is interesting to note that more females have passed matric than males and more females have tertiary qualifications than males. When categorizing highest levels of education by race, it is clear that even though the white population account for the smallest portion of the population, they have the highest education levels. 32% of the white population has tertiary qualification in contrast to the 2.5% of the black community which account for more than 90% of the population. 24 % of the population have had no access to education thereby indicating also that the illiteracy rates are high.

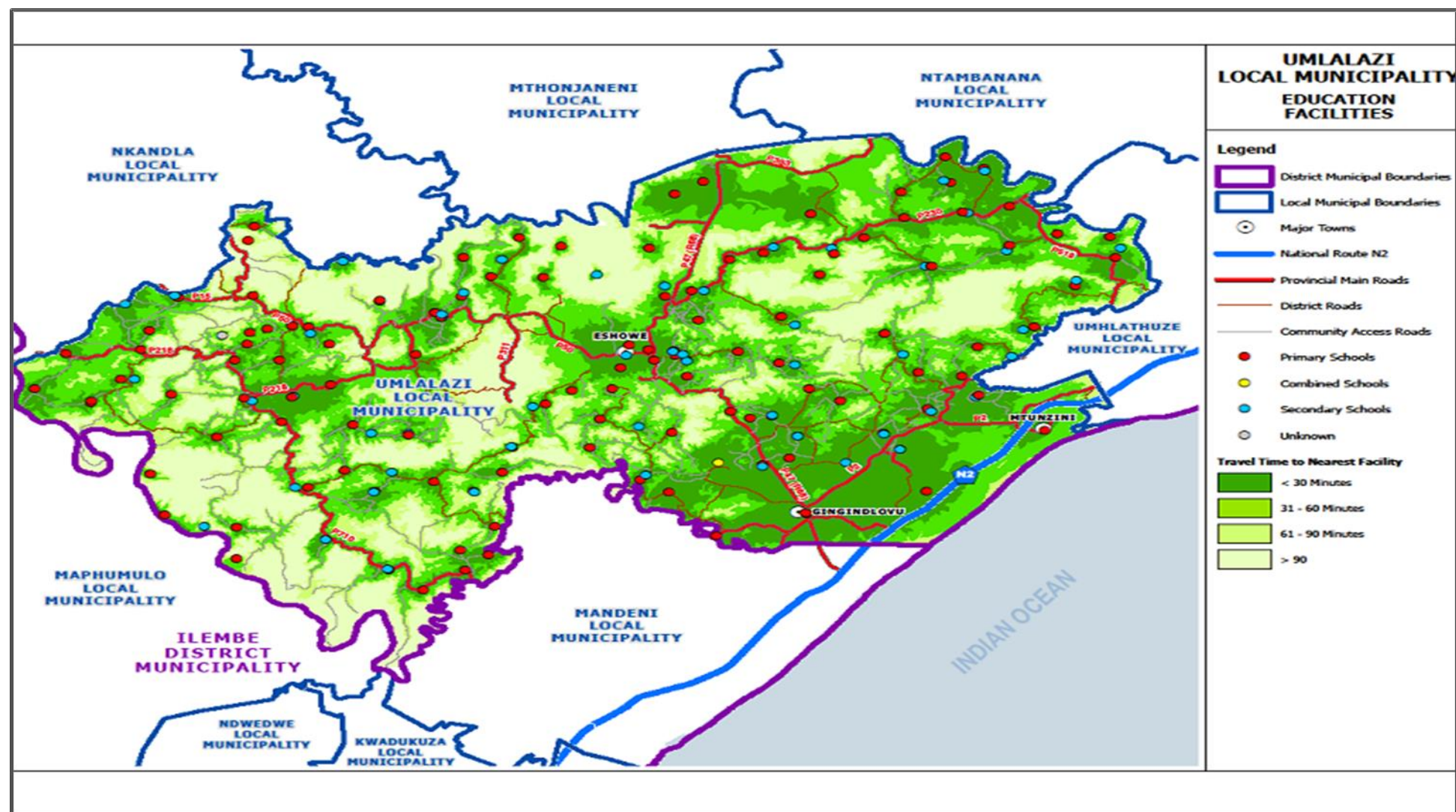
ISSUE	INDICATOR	NUMBER	%
Highest level of education	No schooling	54 316	24,4%
	Primary	78 596	35,4%
	Some Secondary	51 203	23,0%
	Matric	31 668	14,3%
	Tertiary	6 406	2,9%
Highest level of education (by gender)	No schooling (Males)	23 560	22,8%
	No schooling (Females)	30 756	25,9%
	Primary Schooling (Males)	38 890	37,7%
	Primary Schooling (Females)	39 706	33,4%
	Some Secondary (Males)	23 714	23,0%
	Some Secondary (Females)	27 489	23,1%

ISSUE	INDICATOR	NUMBER	%
	Matric (Males)	14 284	13,8%
	Matric (Females)	17 385	14,6%
	Tertiary (Males)	2 832	2,7%
	Tertiary (Females)	3 574	3,0%
Highest level of education (by race)	No schooling (Black African)	53 645	24,8%
	No schooling (Coloured)	102	11,3%
	No schooling (Indian/Asian)	288	13,4%
	No schooling (White)	281	9,9%
	Primary Schooling (Black African)	77 503	35,8%
	Primary Schooling (Coloured)	168	18,6%
	Primary Schooling (Indian/Asian)	590	27,5%
	Primary Schooling (White)	335	11,8%
	Some Secondary (Black African)	49 901	23,1%
	Some Secondary (Coloured)	277	30,7%
	Some Secondary (Indian/Asian)	546	25,4%
	Some Secondary (White)	479	16,8%
	Matric (Black African)	29 859	13,8%
	Matric (Coloured)	339	37,6%
	Matric (Indian/Asian)	632	29,4%
	Matric (White)	839	29,5%
	Tertiary (Black African)	5 384	2,5%
	Tertiary (Coloured)	15	1,7%
	Tertiary (Indian/Asian)	93	4,3%
	Tertiary (White)	914	32,1%

**Table 70: Highest Education Level (CS 2016)**



Map 27: Access to Education Facilities



### 7.11.1. Early Childhood Development and Social Development Services

The municipality in partnership with Divine Life have entered into a memorandum of agreement to assist communities (mostly rural) in the establishment of social facilities, with special attention given to early childhood development facilities. The Divine Life Society of South Africa is a non-governmental, non-profit spiritual institution and has over the past 55 years served the needs of the disadvantaged and poor community of KwaZulu-Natal and has experience in the field of poverty alleviation, building of schools, clinics, training and skills centres, literature and educational programmes and other noble service related activities. Since 2011/12 the municipality has (through this program) built 26 creches in various wards. These projects are co-funded by Divine Life as well as Equitable Share funding. In the 2015/16 Financial year, Devine Life and the municipality have constructed 12 more creches in various wards thus fulfilling the National and Provincial mandate to fasttrack the provision of early childhood development centers within our municipalities. The municipality continues to provide creches in various wards and supports the with furniture and equipment to sustain them. The following table indicates the creches in various wards that are being constructed ;

NAME OF CRECHE	WARD	CURRENT STATUS
Thandukwenza crèche	23	Completed
Ingeza crèche	14	Completed
Khombukukhanya crèche	25	Completed
Nkanyisweni crèche	04	Completed
Ncengimpilo crèche	02	Completed
Isibizane crèche	07	Under construction
Khalipha crèche	15	Under construction
Mawudlu crèche	16	Under construction
Nhlababo crèche	17	Under construction
Ngobe crèche	22	Under construction

**Table 71: List of Creches for 2018/19**

#### Access to Community Facilities.

The table below lists the number crèches and halls in each ward;

WARD NAME	Ward Cllr	FACILITY NAME NAME	COORDINATES	COORDINATES
1	S.V Chamane	Izimvu Peace Centre	28 51 17.2 S	031 13 28.5 E
1	S.V Chamane	Izinsundu Creche	28 52 26.6 S	031 10 28.7 E
1	S.V Chamane	Zamimpilo Creche		
2	N.B Nkala	Mamba Peace Centre	28 50 12.0 S	
2	N.B Nkala	Mamba Sewing Centre	28 50 37.0 S	031 08 45.2 E
2	N.B Nkala	Ephusheni Creche	28 55 15.1 S	031 02 48.7 E
3	T.V Jiyane	Ncekuya Creche	31 11 20.8 S	028 59 31.7 E
3	T.V Jiyane	Masimbeni Creche		
3	T.V Jiyane	Mbongolwane P.C	28 56 0.13 S	031 11 32.2 E
4	N.N.F Luvuno	Amandlesizwe P. C	28 59 37.0 S	031 18 14.3 E
4	N.N.F Luvuno	Ngilandela Creche	28 59 13.3 S	031 33 75 E
4	N.N.F Luvuno	Thembalesizwe C. Hall	28 54 53.8 S	031 15 17.9 E
5	N.S Zulu	Amahuzu Peace Centre	29 03 29.7 S	031 16 15.9 E
5	N.S Zulu	Ebathenjini Com. Hall		
5	N.S Zulu	Maqotha	29 03 29.0 S	031 16 15.9 E
5	N.S Zulu	Ngudwini C Hall	29 00 58.3 S	031 15 01.2 E
5	N.S Zulu	Mqalane comm hall	29 00 21.8 S	031 17 55.3 E
5	N.S Zulu	Simoyi Creche	29 01 36.0 S	031 16 46 E
6	B.C Sithole	Izule Creche	29 03 56.7 S	031 21 50.3 E
6	B.C Sithole	Mphendle P.C	29 04 34.0 S	031 20 53.6 E
6	B.C Sithole	Dumayo Crèche		
6	B.C Sithole	Manqindi Creche	29 05 4.7 S	031 15 57.3 E
6	B.C Sithole	Mombeni Com. Hall	28 59 33.0 S	031 22 30.8 E
6	B.C Sithole	Gotscheni Com. Hall		
7	P.T.O Shange	Saron Creche	28 55 51.6 S	031 25 08.3 E
7	P.T.O Shange	Mawusheni Com. Hall	28 55 51.6 S	031 25 08.3 E
7	P.T.O Shange	Nkanini Com. Hall	31 23 29.7 S	028 36 09.0 E
7	P.T.O Shange	ISIDIBHA CRESCHÉ	28 56 31.6 S	031 23 05.2 E

WARD NAME	Ward Cllr	FACILITY NAME NAME	COORDINATES	COORDINATES
8	W.P Mzimela	Phaphama P Centre	28 46 55.0 S	031 20 33.3 E
8	W.P Mzimela	Gcininhliziyo C. Hall	28 48 05.842 S	31 20 47.479 E
8	W.P Mzimela	Imbalenhle Creche		
8	W.P Mzimela	Kholweni Hall		
8	W.P Mzimela	Kholweni Hall		
9	M Dladla	Esiphezi Peace centre	28 49 02.8 S	031 24 17.8 E
9	M Dladla	Hlokoohloko Sports F.	28 49 55.1 S	031 28 21.4 E
9	M Dladla	Thintumkhaba Cr.	28 49 55.1 S	031 28 21.4 E
10	S.S Mdletshe	Sibusiswe Peace C	28 51 29.4 S	031 30 22.0 E
10	S.S Mdletshe	Mthilombo Creche	28 51 09.3 S	031 31 27.4 E
10	S.S Mdletshe	Mandawe Creche	28 47 49.8 S	031 32 26.4 E
10	S.S Mdletshe	Eziqwaqweni P C.	28 51 29.4 S	3130 22.0 E
10	S.S Mdletshe	Nkume area - Creche	285003.241 S	313023.760 E
11	S.B Larkan	Sunnydale Peace C.		
11	S.B Larkan	Eshowe Town Hall		
11	S.B Larkan	Norwood Park Hall		
11	S.B Larkan	Traditional Leaders Hall		
12	M.E Dlamini	KDS Hall		
13	H.S Thango	Izindophi Peace C.	28 54 42.2 S	031 30 04.7 E
13	H.S Thango	Mncongweni CRESCHE	28 54 29.2 S	031 33 10.1 E
13	H.S Thango	Nyanini sportsfield	31 30 07.4 S	028 53 41.2 E
13	H.S Thango	Berea Comm Hall		
13	H.S Thango	Kwamondi Creche		
13	H.S Thango	Kwamfana Crèche	28 52 29.5 S	031 29 41.9 E
14	S.B Dlamuka	Mbangayiya Creche	28 51 51.9 S	031 34 35.2 E
14	S.B Dlamuka	Mfenyane Creche	28 54 22.6 S	031 35 52.9 E
15	M.H QWABE	Mabudle Creche	28 58 12.3 S	31 25 42.3 E
15	M.H QWABE	MPANGAZITHA P. C		
15	M.H QWABE	Impilo Peace Centre		
16	B.D Ngidi	Mvutshini Hall	28 56 06.5 S	031 34 17.4 E
16	B.D Ngidi	Makilimba C. Hall	28 55 11.0 S	031 35 13.3 E
16	B.D Ngidi	Zigcabangele Creche		
16	B.D Ngidi	Bhekamahubhu P.C	28 57 41.3 S	031 33 21.1 E
16	B.D Ngidi	Sibonelo Creche	28 55 24.2 S	031 34 34.9 E
16	B.D Ngidi	Safube Creche (p/c/)	28 55 12.1 S	031 33 31.6 E
16	B.D Ngidi	Safube Comm Hall	28 55 24.2 S	031 33 24.3 E
16	B.D Ngidi	Wombane Creche	285604.780 S	313258.183 E
17	S.S Cele	NYEZANE CRECHE - 2	28 59 10.8 S	31 33 29.1 E
17	S.S Cele	Ngiba Creche		
17	S.S Cele	Vukayibambe P C.		
17	S.S Cele	Mabhokweni sports field	28 58 21.4 S	031 35 10.0 E
17	S.S Cele	NYEZANE Comm Hall		
17	S.S Cele	NYEZANE CRESCHE		
18	S.S Nsele	ETHAFENI Peace C.	29 00 38.7 S	31 29 30.1 E
18	S.S Nsele	Naickerville Creche	29 01 28.0 S	031 35 01.4 E
18	S.S Nsele	Gingindlovu Town Hall		
19	J.K Powell	Insingweni Com H.		
19	J.K Powell	Manzini Creche.		
19	J.K Powell	Sabeka / Manzini C Hall		
19	J.K Powell	Mthunzini Hall		
19	J.K Powell	M.P.C	28 49 02.8 S	031 24 17.8 E
20	M.G Zondi	Insala Creche	28 56 35.8 S	031 39 49.1 E
20	M.T Ncanana	Veleshowe C. Hall	28 57 11.3 S	31 39 32.2 E
20	M.T Ncanana	Kwa_Sibhamu C.	28 55 18.3 S	031 39 06.9 E
20	M.T Ncanana	Sisimane Creche ?		
20	M.T Ncanana	Emabhawuzini Creche		
20	M.T Ncanana	Kwamakweqe Creche		
20	M.T Ncanana	Obanjeni Comm H.		
20	M.T Ncanana	Kwa_Sibhamu P. C	28 55 18.3 S	031 43 20.7 E
20	M.T Ncanana	Mceni Creche	28 53 48.9 S	031 28 00.6 E
21	N.M Mnqayi	Evongotho Creche	28 54 37.7 S	031 39 06.9 E
21	N.M Mnqayi	Esiwohlweni Comm H	28 53 32.2 S	031 40 32.5 E
21	N.M Mnqayi	Mseni Hall		
21	N.M Mnqayi	Esiwohlweni Comm H		
22	N.M Mnqayi	MHLATUZANA P. C.	284727.788 S	314000.428 E
22	N.M Mnqayi	P240 Owen P/C		
22	N.M Mnqayi	Sibhakuza Creche	28 51 29.5 S	031 45 40.8 E
22	N.M Mnqayi	Engshiweni Peace C.		
23	B.L Zungu	MACEKANE P. C	28 50 25 S	031 48 08 E

WARD NAME	Ward Cllr	FACILITY NAME NAME	COORDINATES	COORDINATES
23	B.L Zungu	Eskebhene Hall		
23	B.L Zungu	Qalokwethu Sew Centre		
23	B.L Zungu	Qinisweni Creche		
24	A.B Dlamini	Sizakancane Creche	28 47 38.16.0 S	31 41 21.298 E
25	L.B.G. Biyela	Mnganpondo Creche		
25	L.B.G. Biyela	Ndlangubo Market store		
25	L.B.G. Biyela	Ofasimba p/c		
25	L.B.G. Biyela	Zamokuhle Creche		
26	T.E Ntsele	Bhekeshowe Hall		
26	T.E Ntsele	MATEKU PEACE C.	284738.830 S	313349.198 E
26	T.E Ntsele	Multi purpose centre	28 47 38.830 S	31 33 49.198 E
26	T.E Ntsele	Habini Creche		
26	T.E Ntsele	Nondwayisa P . C	28 57 38 S	031 33 50 E
26	T.E Ntsele	Mphehlele Creche	28 50 27 S	031 48 09 E
26	T.E Ntsele	Khombukukhanya C.	28 47 35 S	031 33 50 E
26	T.E Ntsele			
27	M.M Ngema	Ncemaneni Com Hall	28 47 48.9 S	031 28 31.8 E
27	M.M Ngema	Nomyaka Hall	28 47 35 S	031 33 50 E
27	M.M Ngema	Ntsheluntshelu Creche		

**Table 72: Halls and Creches**

## 7.12. Arts and Culture

The Department of Arts and Culture rolls out social cohesion programs focusing mainly on Arts and Culture wherein the municipality performs a facilitating role. These joint initiatives serve the following purposes;

- Improve efficiency of government led job creation program
- Enhance youth skills development and life-long learning
- Support skills alignment to economic growth
- Poverty alleviation and social welfare
- Rolling out of promotional and/or advocacy projects to communities

The Strategic Objectives of the Department of Arts and Culture are as follows;

1. The implementation of interventions that grow the arts and culture industry in KZN, contributing to job creation and poverty alleviation
  - 1.1. Establishment of Arts and Culture Forum – Ward Level
  - 1.2. Identification of cooperatives to be supported
2. The implementation of interventions that advance artistic disciplines into viable industries.
  - 2.1. Performing arts / visual arts training for inmates
  - 2.2. Rolling out Main stream Performing and Visual Arts Training
  - 2.3. Performing arts training (theatre/drama, music etc.)
  - 2.4. Visual arts and craft training (fine arts, beadwork etc.)
  - 2.5. Performing arts/ Visual arts and craft training for people with disabilities.
  - 2.6. Youth Camp
  - 2.7. Men's Project – Amahubo rehearsals
  - 2.8. Women's Project (Operation Siyaya Emhlangeni)
  - 2.9. Dolosfees
  - 2.10. Regional Choral Music Competition
  - 2.11. District Community Festivals
  - 2.12. District Ingoma
3. The implementation of interventions that enhance social cohesion and inclusion in the Province.
  - 3.1. Community Dialogues
4. The improvement of the Quality of Education in the Arts, Culture & Heritage
  - 4.1. Umkhosi waMaganu
  - 4.2. Freedom Day Celebration
  - 4.3. Umkhosi weNonkosazana/ kaNomkhubulwane

- 4.4. Reed Dance Ceremony
- 4.5. Umkhosi weSivivane/ Izithungo
- 4.6. Umkhosi weLembe
- 4.7. Umkhosi woSelwa/ UkweShwama

### **7.13. Social Development: SWOT Analysis**

#### **Strengths**

- Established and functional Ward Committees
- Well established war rooms (OSS)
- Safety Committees are functional
- 3 Provincial Hospital and 16 Local Clinics
- Municipality budgets towards programs for Women Children and People with Disabilities
- Social Cohesion programs
- Indigent Register in place and will be reviewed
- Free Basic Services (Waste Collection, Water)
- LED projects that benefit the youth and curbs unemployment
- Fully Functional Disaster Management Office.

#### **Weaknesses**

- Lack of Tusong Centers
- Lack of funds to effectively service the social needs of the communities
- Clinics and Traditional Administrative Centers are mainly located along main transport routes, making access to these facilities relatively difficult to people residing in deep rural areas of the municipality.
- Crèches are poorly distributed in the western parts of the Municipal Area
- High Dropout rates exacerbated by teen pregnancy and drug abuse
- There is a lack of facilities at pension pay points – facilities such as shelters and sanitation facilities
- High unemployment rate, low household income levels and poverty-stricken communities, exacerbated by the relatively high incidence of HIV/Aids.
- Few Libraries especially in rural areas.
- Undulating topography makes service deliver difficult
- Poor relationships with Sector Departments \*(Poor attendance to Rep Forums/OSS etc)

#### **Opportunities**

- Strengthening, support and capacitating of ward structures (WCs and WRs)
- Satellite Police Stations and CPFs to curb crime
- Tusong Centers to decentralize service delivery
- Skills Development Centers
- One Home One Garden Initiative (Food Security)
- Training and workshopping of ward structures (CWP, EPWP, Cllr, WrdComs, WarRooms,CCGs)

#### **Threats**

- Crime (Drug abuse, unemployment)
- Disasters
- HIV/AIDS
- Protests (Damage to property)

## 8. FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

### 8.1. The Municipal Standard Charts of Accounts (mSCOA)

The mSCOA regulation issued on 22 April 2014, is applicable to all municipalities as well as municipal entities. In order to incorporate entity information the uMlalazi Municipality needs to be transacting on all 7 of the mSCOA segments and their information needs to be seamlessly integrated in to the municipal system. A key objective of the proposed Regulations is to enable the alignment of budget information with information captured during the course of the implementation of the budget. Additional key objectives, which also illustrate the potential benefits, include improved data quality and credibility.

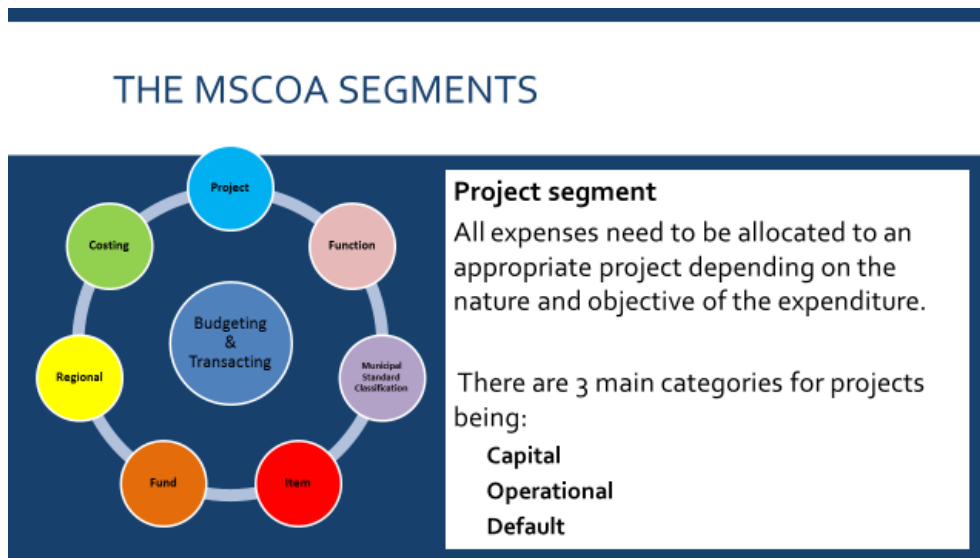


Figure 20: MSCOA Segments

### 8.2. GRAP vs mSCOA

GRAP stipulates the accounting treatment of transactions while mSCOA stipulates the standard format in which to account for these transactions. The standards and regulation have a symbiotic relationship in the context of mSCOA which supports National Treasury's intention to create more comparable, reliable and relevant reporting across municipalities.

### 8.3. mSCOA Project Steering Committee

The uMlalazi Municipality established a project steering committee to ensure a successful transition and implementation of mSCOA. The responsibilities of the mSCOA Project Steering Committee are as follows:

- A. To establish sufficient and proper governance framework/environment in accordance with delegated responsibilities in order to ensure successful implementation of the project. This includes amongst others:
  - i. Appointment of a Project Manager to lead mSCOA implementation within the municipality;
  - ii. Appointment of a representative from ICT Unit to give technical IT support to the mSCOA Project Steering Committee during and after implementation of mSCOA processes.
  - iii. Ensuring that mSCOA responsibilities are incorporated in the Performance Agreements; Performance Evaluation Templates and other applicable documentation for the identified officials; and
  - iv. Identify and appoint individuals responsible and accountable per mSCOA Segment
- B. Monitor successful implementation of the Project, which include amongst others:
  - i. Prepare a mSCOA Project Implementation Plan, with the required activities, responsible persons and timeframes;



- ii. Monitor the progress made in terms of implementation of mSCOA project plan, and implement action plans to address any challenges and backlogs;
  - iii. Ensure organizational awareness of mSCOA by means of internal workshops, feedback to the various internal committees and Council;
  - iv. Ensure that mSCOA is adopted as a permanent standing item on MANCO agenda for tracking progress and noting institutional risk;
  - v. Oversee risk matrix assessment and the development of a risk register, with implementation of mitigating action plans, and table to Council for consideration;
  - vi. Monitor the implementation of risk mitigating action plans, and quarterly assessments of the risk register, and provide feedback to Council;
  - vii. Ensure municipality's current chart is compared on an account by account level to mSCOA (all 7 segments) and notify Provincial Treasury of any anomalies;
  - viii. Consider the impact of mSCOA on business processes and develop a business process implementation plan to address change, with specific regard to, among others:
    - Impact on municipal Functions(Vote Structure, Internal Operational Work Flows, Costing Methodology, etc)
    - Impact on Operational and Capital Projects(Setting Up Project based Budgeting)
  - ix. Oversee the appointment process for the accounting system service provider by means of providing input to the bid specification and evaluation processes;
  - x. Review the Service Level Agreement with the successful service provider to ensure that all mSCOA requirements are addressed and value for money is achieved;
  - xi. Preparation of a detailed project implementation plan for data conversion and movement to mSCOA compliant system once the service provider is appointed, with input from all the relevant stakeholders;
  - xii. Ensure the assessment of current IT infrastructure requirements and that modifications are conducted with implementation plans to address current infrastructure needs;
  - xiii. Facilitate and ensure that current municipal systems that have financial implications and impact into the Core Financial system, i.e. Assets, Billing, Human Resource systems are being integrated seamlessly to the Core Financial system; and
  - xiv. Facilitate the budgetary planning provisions of mSCOA to ensure that the project is adequately funded for the implementation.
- C. Foster collaboration between the municipality, service providers, National/Provincial Treasury and other key stakeholders through:
- i. Engagement meeting with service provider, clarify roles and responsibilities, and timeframes;
  - ii. Finalize the memorandum of agreement or service level agreement for approval by the Accounting Officer;
  - iii. Establish vendor target dates for converting data and implementation - incorporate into project plan;
  - iv. Attend and participate in vendor forums and progress meetings;
  - v. Monitor municipality's compliance with the mSCOA regulation, National Treasury and Provincial Treasury directives, and
  - vi. Ensure that the Project Manager/municipality maintains ongoing communications with National and Provincial Treasuries during the implementation of the project

## **8.4. Capital Funding and Expenditure to Address Service Delivery**

### **8.4.1. Expenditure of Capital Budget over last 5 years (2014 – 2018)**

The following indicates the municipality's expenditure of the capital budget over the past 5 year period. The municipality monitors spending through the procurement plan which is a standing item on the Management Committee Meetings. The procurement plan is further submitted to the Finance Portfolio Committee for oversight. Spending has improved gradually through this effective monitoring and implementation of the Procurement Plan and SDBIP.

	2018	2017	2016	2015	2014
Capital budget	74 043 000	82 008 390	79 744 790	72 363 900	45 958 140
Actual capital spend	28 440 889	75 016 899	68 502 050	56 082 022	37 164 802
% Spending	38%	91.47	89.9	77.5	80.87

**Table 73: Expenditure of Capital Budget over last 5 years (2013 – 2017)**

#### 8.4.2. Indigent Support (Including Free Basic Services)

##### Indigent Register

The municipality has in place, an Indigent Register as a database register indicating the indigent population that requires municipal support. To date the register contains 382 people from all 4 of the urban wards.

##### Indigent Relief Policy

One of the main objectives of the uMlalazi Municipal Council is to ensure the provision of basic services to the community in a sustainable manner. This objective will, however, only be possible within the financial and administrative capacity of the Council. The Council recognizes the fact that the community has a right of access to basic services, but the community also has an obligation to settle their monthly services accounts.

The municipality also recognizes the fact that many of the residents can simply not afford the cost of full service provision and for this reason the Council will endeavor to ensure affordability through:

- Setting tariffs in terms of the Council's Tariff Policy which will balance the economic viability of continued service delivery.
- Determining appropriate service levels.

Hence the uMlalazi Municipality has developed and adopted the Indigent Relief Policy which was last reviewed (and adopted) on the 28th of May 2015. The policy provides relief of rates and tariffs to households or category of households, including a child headed households, earning a combined gross income, as determined by the municipality annually in terms of a social and economic analysis of its area, as vested in the municipal policy, which qualifies for rebates or remissions, support or a services subsidy, provided that child support grant is not included when calculating such household income.

##### The Roll-out of Free Basic Services

The Umlalazi Municipality has since 2011/12 enhanced the level of commitment into providing relief of basic services such as electricity as refuse waste removal. The refuse removal service has spread into the rural areas where this function is carried out through the Food- For- Waste Program. Refuse removal services have been extended to 13 738 urban and rural communities. The budget for free basic electricity has been increased almost twice as much as it was budgeted for in 2015/16, where free electricity has been provided for 4344 households within the municipality. The tables below depict the provision of free basic services within the municipality.

ESKOM FREE BASIC ELECTRICITY		
AMOUNT PAID TO ESKOM FOR FBE	AMOUNT PAID TO ESKOM FOR FBE	AMOUNT PAID TO ESKOM FOR FBE
2016/17	2017/18	2018/19
R2 001 950	R 1 809 086.67	R 2 424 445.33

**Table 74: ESKOM Free Basic Electricity Subsidy**

FREE BASIC ELECTRICITY Supplied by the Municipality	NUMBER OF HOUSEHOLDS		
	Feb 2016/17	Feb 2017/18	Feb 2018/19
TOTAL	4344	4469	4730

**Table 75: Households Receiving Free Basic Electricity**



FREE BASIC REFUSE Supplied by the Municipality	NUMBER OF HOUSEHOLDS		
	2016/17	2017/18	2018/19
<b>TOTAL</b>	<b>14 388</b>	<b>13 738</b>	<b>19 986</b>

**Table 76: Free Basic Refuse Removal.**

### 8.4.3. Equitable Share Allocation

The allocations of the Equitable Share Grant over the MTREF period are as follows;

DETAILS	Adjustments Budget 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Youth development	637 000	500 000	550 000	600 000
Early childhood development	550 000	200 000	200 000	200 000
Community support programme	3 518 000	520 000	550 000	600 000
Local economic development (LED)	1 547 960	1 500 000	1 800 000	2 200 000
Youth business advisory centre	226 000	230 520	242 970	256 090
Ceremonial events	161 000	-	-	-
Commemorative celebrations	155 000	200 000	200 000	200 000
Rates relief	89 259 630	113 549 460	119 215 160	130 075 460
Depreciation on assets contribution	8 169 920	8 333 320	8 783 320	9 257 620
Poverty alleviation	2 600 000	3 016 000	3 160 000	3 315 000
Ward committee expenses	3 000 000	3 600 000	3 000 000	3 000 000
Councillor's remuneration	11 141 000	11 363 820	11 977 470	12 624 250
Councillor's funeral assistance	150 000	150 000	150 000	150 000
Animal pound facility	617 580	640 000	675 000	711 450
Rural fire prevention	175 600	210 000	220 000	230 000
Disaster assistance	750 000	800 000	800 000	800 000
Humanitarian assistance	1 700 000	1 000 000	1 000 000	1 000 000
Sport development	919 400	735 150	740 820	759 800
Cultural development	246 000	250 000	300 000	350 000
Special programmes	675 000	500 000	550 000	600 000
Operation Sukuma Sakhe	354 000	360 000	370 000	380 000
Local Aids Council	415 000	450 000	485 000	515 000
Work creation projects	1 416 510	1 390 000	1 440 000	1 500 000
Sports fields - security	1 000 830	909 260	959 120	994 200
Rural grounds maintenance	370 000	370 000	410 000	430 000
Rural roads: Grader programme	8 533 170	10 000 000	10 540 000	11 109 160
Free refuse	2 108 060	2 150 220	2 266 330	2 388 720
Solid waste relief	2 996 170	3 056 090	3 221 120	3 395 060
Free electricity	2 817 620	2 873 970	3 029 170	3 192 740
Electricity relief	9 955 090	10 154 190	10 702 520	11 280 450
Capital projects contribution	9 212 460	6 578 000	10 577 000	9 830 000
	165 378 000	185 590 000	198 115 000	211 945 000

**Table 77: Equitable Share Allocation**

### 8.4.4. Consolidated Overview of the 2019/2020 Budget and MTREF

The following table is a consolidated overview of the proposed 2019/2020 Budget and Medium-term Revenue and Expenditure Framework:

Details	Adjustments Budget 2018/2019 ( R )	Budget Year 2019/2020 ( R )	Budget Year 2020/2021 ( R )	Budget Year 2021/2022 ( R )
Total Operating Revenue	(463 613 470)	(450 778 630)	(465 466 360)	(496 328 440)
Total operating Expenditure	458 196 020	449 786 260	463 420 300	488 336 030
(Surplus)/Deficit for the year	(5 417 450)	(992 370)	(2 046 060)	(7 992 410)
Total Capital Expenditure	71 715 460	63 709 000	51 516 250	61 217 000

**Operating revenue:**

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Percentage Growth	(2.8%)	3.3%	6.6%
Growth/(decrease) in amounts	12 834 840	14 687 730	30 862 080

**Operating expenditure:**

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Percentage Growth	(1.8%)	3.0%	5.4%
Growth/(decrease) in amounts	(8 409 760)	13 634 040	24 915 730

**Capital Budget:**

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Percentage Growth	(13.7%)	(17.7%)	12.4%
Growth/(decrease) in amounts	(9 796 460)	(10 952 750)	6 298 500

**8.4.5. Operating Revenue Framework**

For uMlalazi Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues. The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure a 95 per cent annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each services;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA)
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policy of the Municipality.

The following table is a summary of the 2019/2020 Budget and MTREF (classified by main revenue source):

Description	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand Revenue By Source	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Property rates	52 040	53 346	53 346	53 346	56 411	60 187	63 861
Service charges - electricity revenue	64 343	65 882	65 882	65 882	69 220	72 830	77 781
Service charges - refuse revenue	11 005	11 220	11 220	11 220	11 849	12 489	13 163
Rental of facilities and equipment	1 378	1 378	1 378	1 378	1 450	1 525	1 604
Interest earned - external investments	7 791	4 891	4 891	4 891	5 145	5 413	5 694
Fines, penalties and forfeits	43 717	43 717	43 717	43 717	47 980	50 488	53 127
Licences and permits	77	77	77	77	81	85	90
Agency services	3 935	3 935	3 935	3 935	4 139	4 355	4 581
Transfers and subsidies	172 281	210 346	210 346	210 346	198 635	203 944	219 954
Other revenue	2 134	7 310	7 310	7 310	8 598	2 336	2 457
Gains on disposal of PPE	1 500	1 500	1 500	1 500	1 200	850	850

Description	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand <u>Revenue By Source</u>	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Total Revenue (excluding capital transfers and contributions)	360 201	403 603	403 603	403 603	404 708	414 500	443 161

**Table 78: Summary of Revenue Classified by Main Revenue Source**

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit. Additional information from above table:

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Revenue from rates and service charges	137 479 790	145 505 400	154 804 320
Percentage of total revenue	30.50%	31.26%	31.19%
Revenue from property rates	56 410 880	60 187 100	63 860 860
Revenue from grants and transfers	198 635 000	203 943 750	219 954 000
Year-on-year grant growth	(5.6%)	2.7%	7.9%

The following table gives a breakdown of the various operating grants and subsidies allocated to the municipality over the medium term:

#### Operating transfers and grants receipts

Description	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>RECEIPTS:</b>						
<u><b>Operating Transfers and Grants</b></u>						
<b>National Government:</b>	<b>166 820</b>	<b>172 148</b>	<b>172 148</b>	<b>193 399</b>	<b>198 434</b>	<b>214 135</b>
Local Government Equitable Share	153 838	156 166	156 166	179 542	187 538	202 115
Finance Management	1 770	1 770	1 770	1 770	1 770	1 770
Integrated National Electrification Programme	7 000	10 000	10 000	7 000	7 000	8 000
EPWP Incentive	3 212	3 212	3 212	3 068		
Project Management Unit (MIG Projects)	1 000	1 000	1 000	2 019	2 126	2 250
<b>Provincial Government:</b>	<b>5 461</b>	<b>38 198</b>	<b>38 198</b>	<b>5 236</b>	<b>5 510</b>	<b>5 819</b>
Museum Subsidy	368	368	368	386	408	429
PT: Provincialisation of Libraries	4 190	4 190	4 190	4 400	4 620	4 874
Community Library Services Grant	420	420	420	450	482	516
Dept of Sport and Rec: Maintenance of facilities	89	89	89			
Dept of Human settlements	394	32 131	32 131			
COGTA: Municipal Spatial Development Framework Grant		1 000	1 000			
<b>Total Operating Transfers and Grants</b>	<b>172 281</b>	<b>210 346</b>	<b>210 346</b>	<b>198 635</b>	<b>203 944</b>	<b>219 954</b>

#### 8.4.6. Operating Expenditure Framework

The Municipality's expenditure framework for the 2019/2020 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash backed reserves to fund any deficit;
- Funding of the budget over the medium term as informed by Section 18 and 19 of the MFMA;
- The Capital programme is aligned to the asset renewal strategy and backlog eradication plan;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and

- Strict adherence to the principle of no project plan no budget. If there is no business plan no funding allocation can be made.

The following table is a high level summary of the 2019/2020 budget and MTREF (Classified per main type of operating expenditure):

#### Summary of operating expenditure by standard classification item

Description R thousand	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Expenditure By Type</b>						
Employee related costs	121 725	121 337	121 337	142 161	151 990	163 491
Remuneration of Councillors	21 658	21 658	21 658	22 957	24 335	25 795
Debt impairment	46 798	46 798	46 798	46 202	47 588	49 015
Depreciation & asset impairment	47 306	54 651	54 651	53 290	55 753	56 310
Finance charges	343	343	343	310	290	270
Bulk purchases	50 729	51 484	51 484	56 329	60 892	64 070
Other materials	10 313	11 077	11 077	10 790	11 366	11 974
Contracted services	68 076	107 418	107 418	74 029	66 364	70 376
Transfers and subsidies	3 901	7 451	7 451	5 674	5 349	5 571
Other expenditure	35 502	35 979	35 979	38 044	39 494	41 463
Loss on disposal of PPE						
<b>Total Expenditure</b>	<b>406 349</b>	<b>458 196</b>	<b>458 196</b>	<b>449 786</b>	<b>463 420</b>	<b>488 336</b>

#### Employee Related Costs

The budget allocation for employee related costs for 2019/2020 financial years totals R165 119 000 including remuneration of Councillors which equals to 36.8 percent of the total operating expenditure. The employee related costs are growing by **32.4** per cent from 2018/2019 (original budget) to 2020/2021. Provision has been made for the following:

- The salaries draft budget of 2019/2020 financial year is based on the organogram that was approved by Council on **11 December 2018**. New and vacant positions were not automatically budgeted for unless identified by management as critical. Existing positions vacated during the year have been budgeted for accordingly except for instances where posts were deemed not critical.
- The employee related cost budget is based on the salary and wage curve collective agreement, which came into effect on 1 July 2018 and will expire on 30 June 2021. Employee related cost will increase by 6.7 percent based on the CPI of 5.2 percent plus 1.5 percent as indicated on the collective agreement.
- All other employer related contributions that are linked to the basic salary must be increased by the same percentage as that of salaries and wages and has been increased accordingly.
- Housing benefit applicable to employees that earn a basic salary of R 8 000.00 and less, is fixed at R 350.00. It has been kept the same in anticipation that the new agreement will contain the same condition with regards to this.

The table below shows all employee related costs:

<b>Employee related costs</b>	<b>Adjustments Budget 2018/19</b>	<b>Budget Year 2019/2020</b>	<b>Budget Year 2020/2021</b>	<b>Budget Year 2020/2021</b>
Basic Salaries and Wages	79 732 630	91 800 240	98 224 890	105 099 290
Pension and UIF Contributions	13 647 310	15 671 760	16 768 860	17 942 620
Medical Aid Contributions	5 632 990	6 632 850	6 755 900	6 881 620
Overtime	4 676 050	4 963 460	5 320 970	5 693 430
Performance Bonus	694 670	581 600	622 350	665 900
Motor Vehicle Allowance	4 143 420	4 746 340	5 078 570	5 434 080
Cellphone Allowance	1 198 120	1 426 800	1 526 640	1 633 570
Housing Allowances	1 242 500	1 469 800	1 572 740	1 682 830
Other benefits and allowances	8 482 700	10 517 400	11 253 610	12 041 290
Annual leave	1 070 430	3 070 480	3 495 440	4 950 090
Long service awards	196 490	628 090	672 050	719 100
Post-retirement benefit obligations	619 960	652 490	698 150	747 040
<b>TOTAL</b>	<b>121 337 270</b>	<b>142 161 310</b>	<b>151 990 170</b>	<b>163 086 000</b>

The table below shows a further breakdown of the other benefits and allowances:

Other benefits and allowances	Adjustments Budget 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2020/2022
Rental Subsidy	55 900	67 800	72 550	77 570
Acting and Post Related Allowances	433 440	417 710	446 940	478 210
Standby Allowance	666 650	1 502 200	1 607 340	1 719 860
Group Life Insurance	1 324 240	1 450 170	1 551 690	1 617 120
Staff Bonuses	6 002 470	7 079 520	7 575 090	8 148 530
	8 482 700	10 517 400	11 253 610	12 041 290

### Remuneration of Councillors

The cost associated with the remuneration of councilors is determined by the Minister of Co-Operative Governance and Traditional Affairs, in accordance with the remuneration of Public Bearers Act (Act 20 of 1998). The most recent promulgation in this regard has been taken into account in compiling the municipality's budget. Provision has been made for a 6% increase in allowances for the three budget years.

### Debt impairment

The budget provided is based on the audit outcome of the 2017/2018 financial year. The amount represents **10.3%** of the total expenditure budget.

### Provision for depreciation and asset impairments

Provision for depreciation and asset impairments is informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total of **R53 290 000** for the 2019/2020 financial and equates to **11.9** per cent of the total operating expenditure.

### Finance charges

Finance charges consist primarily of the repayment of interest on long term borrowing (cost of capital). Finance charges make up **0.07** per cent (**R310 190**) of operating expenditure excluding annual redemption for 2019/2020 and decreases to **R270 190** by 2021/2022.

### Bulk purchases

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increase of 9.41 percent have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure include distribution losses.

### Other materials

Other material provides for the day to day running of the municipality and material needed for service delivery. This line includes stationery, cleaning materials, fuel, materials used for electricity supply, materials used of building maintenance and road maintenance.

Provision is made for the following other materials:

Description	Adjustments Budget 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2020/2021
Inventory Consumed Consumables Standard Rated (stationery, cleaning materials, etc.)	2 667 090	2 609 920	2 748 670	2 884 410
Inventory Consumed Consumables Zero Rated (Fuel)	3 955 570	4 043 480	4 258 050	4 494 220
Inventory Consumed Finished Goods (electrical parts and hardware's used for building maintenance	101 080	27 920	29 420	31 010
Inventory Consumed Materials and Supplies (asphalt hot mix, asphalt cold mix, stones, sand , etc.)	4 353 650	4 108 250	4 330 110	4 563 970
<b>Total</b>	<b>11 077 390</b>	<b>10 789 570</b>	<b>11 366 250</b>	<b>11 973 610</b>

## Contracted services

As part of the compilation of the 2019/2020 MTREF this group of expenditure was critically evaluated and operational efficiencies were enforced. In the 2019/2020 financial year, this group of expenditure totals **R74 028 890** for the two outer years it has been limited to an increase of **(10.4)** and an increase of **6.0** per cent.

Provision is made for the following contracted services:

Description	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Weed Eradication	544 920	555 820	585 830	617 470
Animal Care (Animal Pound)	617 580	640 000	675 000	711 450
Burial Services (Destitute Burial)	1 700 000	1 000 000	1 000 000	1 000 000
Accounting And Auditing	905 060	1 346 040	1 364 720	1 384 420
Clearing And Grass Cutting Services	2 177 670	2 276 000	2 391 250	2 512 320
Litter Picking And Street Cleaning (CBD)	1 031 600	1 052 230	1 109 050	1 168 940
Personnel And Labour (Work Creation Projects and EPWP)	6 561 140	6 634 640	3 883 160	4 050 590
Electricity (Outsourced electrical Services)	20 000	20 000	20 000	20 000
Refuse Removal	6 584 390	6 921 600	7 272 570	7 639 700
Security Services	14 953 910	11 191 630	11 759 080	12 337 820
Traffic Fines Management	2 843 100	2 985 260	3 134 520	3 291 240
Electrical (Electrification Programme)	15 479 050	7 284 630	7 300 000	8 316 200
Audit Committee	210 600	214 810	226 410	238 640
Post-Employment Report Contracted Services	11 200	11 420	12 040	12 690
Medical Examinations	105 200	107 300	113 100	119 210
Research And Advisory (Agricultural Plan, Competency Testing, Forensic investigation, Nodal Plan and Municipal Spatial Development Framework )	2 245 500	5 288 250	567 320	597 950
Valuer And Assessors	800 090	1 255 550	269 350	283 900
Land And Quantity Surveyors	300 000	1 000 000	1 054 000	1 110 920
Town Planner	200 000	2 000 000	527 000	555 460
Legal Advice And Litigation	900 000	1 800 000	1 897 200	1 999 650
Collection	470 000	479 400	505 290	532 570
Artists And Performers	182 470	155 000	180 000	208 000
Catering Services	1 814 200	1 435 410	1 348 230	1 446 780
Graphic Designers	42 120	50 000	52 700	55 550
Maintenance Of Buildings And Facilities	839 850	1 945 720	1 837 290	1 933 820
Maintenance Of Equipment	530 970	537 670	566 700	597 310
Maintenance Of Unspecified Assets ( Grader Programme and Maintenance of municipal vehicles	12 039 460	14 248 550	15 017 990	15 828 950
Pest Control And Fumigation	3 690	3 760	3 970	4 180
Prepaid Electricity Vendors	1 157 020	1 214 870	1 275 610	1 339 400
Stage And Sound Crew	410 310	373 330	414 780	461 080
Rural Housing Project	31 737 370			
<b>TOTAL</b>	<b>107 418 470</b>	<b>74 028 890</b>	<b>66 364 160</b>	<b>70 376 210</b>

## Transfers and Subsidies

Provision is made for the following transfers and subsidies:

Description	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Early Childhood - Furniture And Equipment For Creche's, Community Halls And Peace Centres	807 216	640 000	658 120	660 000
Fencing Of Communal gardens and SMME support	1 200 000	2 520 000	2 108 000	2 221 830
Donations to Schools	35 000	35 000	35 000	35 000
S P C A Grant In Aid	142 160	145 000	152 830	161 090
Tourism Grant In Aid	215 870	220 190	232 080	244 610
Zululand Historical Museum	263 366	253 620	267 320	281 750
Bursaries (Non-Employee)	250 000	200 000	200 000	200 000
Households ( Groceries , Temporally Shelters And Food Parcels )	4 379 000	1 510 000	1 545 000	1 600 000
Social Welfare Grant In Aid	158 488	150 370	150 370	167 050
<b>Total</b>	<b>7 451 100</b>	<b>5 674 180</b>	<b>5 348 720</b>	<b>5 571 330</b>

## Other Expenditure

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

Provision is made for the following general expenses:

Description	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Advertising, Publicity and Marketing Bursaries (Non-employees)	8 960	9 140	9 630	10 150
Advertising, Publicity and Marketing Customer/Client Information	120 790	123 210	129 860	136 870
Advertising, Publicity and Marketing Gifts and Promotional Items	1 055 800	1 310 350	1 303 130	1 342 460
Advertising, Publicity and Marketing Municipal Newsletters	97 060	150 000	158 100	166 640
Advertising, Publicity and Marketing Staff Recruitment	171 430	174 860	184 300	194 250
Advertising, Publicity and Marketing Tenders	329 400	335 990	354 130	373 250
Assets less than the Capitalisation Threshold (loose tools)	159 980	167 500	176 020	184 970
External Audit Fees	2 549 630	2 600 620	2 741 060	2 889 070
Bank Charges, Facility and Card Fees Bank Accounts	523 080	533 540	562 350	592 720
Bargaining Council	1 231 120	1 421 610	1 549 900	1 654 910
Bursaries (Employees)	397 380	300 000	316 200	333 270
Commission Third Party Vendors	57 060	58 200	61 340	64 660
Communication Postage/Stamps/Frinking Machines	274 630	280 120	295 250	311 190
Communication Radio and TV Transmissions	159 670	530 000	558 620	588 790
Communication Telephone, Fax, Telegraph and Telex	1 396 560	1 424 490	1 501 410	1 582 490
Entertainment Councillors	66 360	67 700	71 340	75 210
Entertainment Senior Management	111 260	102 190	107 710	113 510
External Computer Service Data Lines	20 440	20 850	21 970	23 160
External Computer Service Information Services	70 000	71 400	75 260	79 320
External Computer Service Software Licences	1 970 900	2 010 320	2 118 880	2 233 300
External Computer Service System Adviser	2 145 050	1 565 010	1 649 510	1 738 580
Honoraria (Voluntarily Workers)	86 000	98 100	108 380	118 670
Insurance Underwriting Insurance Brokers Fees	641 120	653 920	689 270	726 470
Insurance Underwriting Excess Payments	31 590	32 220	33 960	35 800
Insurance Underwriting Premiums	924 260	942 750	993 640	1 047 300
Learnerships and Internships	30 490	-	-	-
Licences Performing Arts	3 510	3 580	3 770	3 980
Municipal Services (King Cetshwayo District Municipality - Water)	1 893 050	1 930 910	2 035 190	2 145 080
Registration Fees Professional and Regulatory Bodies	64 860	66 160	69 730	73 500
Registration Fees National (Municipal Staff Training)	1 691 540	2 502 820	2 463 670	2 580 510
Printing, Publications and Books	98 220	100 190	105 600	111 290
Professional Bodies, Membership and Subscription	51 180	52 210	55 030	57 990
Remuneration to Ward Committees	3 000 000	3 000 000	3 000 000	3 000 000
Road Worthy Test	47 100	48 040	50 640	53 370
Skills Development Fund Levy	1 167 250	1 421 610	1 549 900	1 654 910
Storage of Files (Archiving)	57 390	58 540	61 700	65 030
Transport Provided as Part of Departmental Activities Events	674 080	657 470	565 150	593 750
Travel and Subsistence Domestic Accommodation	2 519 600	1 990 460	2 097 940	2 211 230
Travel and Subsistence Domestic Food and Beverage (Served)	26 340	40 330	41 700	43 150
Travel and Subsistence Domestic Incidental Cost	20 020	20 420	21 520	22 680
Travel and Subsistence Domestic Transport without Operator Car Rental	138 090	140 850	148 460	156 480
Travel and Subsistence Domestic Transport without Operator Own Transport	440 530	501 530	528 620	557 160
Travel and Subsistence Domestic Transport with Operator Public Transport Air Transport	383 570	391 240	412 360	434 640
Travel and Subsistence on-employees	27 640	28 190	29 720	31 320
Uniform and Protective Clothing	1 606 920	1 639 530	1 598 350	1 673 890
Vehicle Tracking	313 610	319 880	337 160	355 360
Workmen's Compensation Fund	920 540	938 960	989 660	1 043 100
Seating Allowance for Traditional Leaders	109 800	112 000	118 040	124 420
Hire Charges	1 001 100	683 310	680 650	730 200
Operating Leases Furniture and Office Equipment	1 303 080	1 329 130	1 400 910	1 476 560
Operating Leases Solid Waste Disposal	530 290	540 900	570 100	600 890
Operating Leases Transport Assets	1 211 790	1 236 030	1 302 770	1 373 120
Operating Leases Other Assets	264 310	269 600	284 150	299 500

Description	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Signage	51 270	52 300	55 120	58 100
Laundry Services	3 000	6 060	6 390	6 730
Indigent Relief	1 750 480	3 000 000	3 162 000	3 332 750
<b>TOTAL</b>	<b>35 978 610</b>	<b>38 044 340</b>	<b>39 494 030</b>	<b>41 463 260</b>

#### 8.4.7. Municipal Infrastructure Assets & Maintenance (O&M)

	2018	2017	2016	2015
Roads		290 075 257	268 686 354	267 532 489
Storm Water		40 497 681	39 012 489	41 351 759
Electrical		43 083 879	46 264 905	32 861 712
<b>Total Infrastructure Assets</b>		<b>373 656 817</b>	<b>353 963 748</b>	<b>341 745 960</b>
<b>Repairs and maintenance</b>		<b>20 387 564</b>	<b>21 348 145</b>	<b>17 462 762</b>
<b>Percentage of Infrastructure assets</b>		<b>5.46</b>	<b>6.03</b>	<b>5.11</b>

#### Repairs and Maintenance

This type of expenditure is not reflected separately. Repairs and maintenance is spread amongst employee cost, other materials and contracted services.

Hereunder is a table reflecting the budget that is provided for repairs and maintenance:

Repairs and Maintenance by Expenditure Item	Adjustments Budget 2017/2018	Budget Year 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021
Employee related costs	21 201 910	23 163 540	24 737 220	26 420 210
Other materials	2 865 380	2 916 790	3 074 300	3 240 350
Contracted Services	4 102 360	5 784 120	6 096 460	6 425 690
<b>Total Repairs and Maintenance Expenditure</b>	<b>28 169 650</b>	<b>31 864 450</b>	<b>33 907 980</b>	<b>36 086 250</b>
<b>Repairs and maintenance as a percentage of PPE</b>	<b>3.3%</b>	<b>3.5%</b>	<b>3.6%</b>	<b>3.7%</b>
<b>Benchmark</b>	<b>8%</b>	<b>8%</b>	<b>8%</b>	<b>8%</b>

Even though, the budgeted amounts for repairs and maintenance are less than the threshold of 8% of the asset value of the municipality's property, plant and equipment, management is confident that the budgeted amounts are adequate to secure the ongoing health of the municipality's infrastructure.

#### 8.4.8. Capital Budget

The following guidelines were applied in order to value and prioritize the capital projects:

- In line with the Council's revised IDP
- Carry over of previously approved projects
- Existing Council's resolutions, statutory requirements and services related benefits.
- Provision was made for the basic capital projects to be funded from the equitable share if actual cash is available.
- The capital for department's budget increased by **63.7** per cent.

The components of the capital budget are as follows:

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Departments requirements	24 818 000	11 127 000	20 782 250
MIG projects	38 361 000	40 389 250	40 434 750
<b>TOTAL</b>	<b>63 179 000</b>	<b>51 516 250</b>	<b>61 217 000</b>



The capital budget will be funded as follows:

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
MIG	38 361 000	40 389 250	43 337 000
Equitable share	6 048 000	10 577 000	9 830 000
Own Funds	18 770 000	550 000	8 050 000
<b>TOTAL</b>	<b>63 179 000</b>	<b>51 516 250</b>	<b>61 217 000</b>

The capital for departments is set out as follows:

Description	Amount
Buildings	1 200 000
Community Asset	4 100 000
Computer Equipment	2 830 000
Electricity	1 500 000
Furniture and Office Equipment	715 000
Intangible Asset	300 000
Machinery and Equipment	490 000
Roads	613 000
Storm Water	1 200 000
Vehicle	11 870 000
<b>Total</b>	<b>24 818 000</b>

The following must be noted:

- The budget of R11 870 000 has been provided to replace vehicles.
- R1 200 000 is provided for storm water.

Municipal Infrastructure Grant Projects for the next three budget years are as follows:

DESCRIPTION	Ward	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
<b>HALLS AND OFFICES</b>				
Mpumazi Community Hall	14			3 500 000
Qhilika Community Hall	25	5 229 870		
Slambo Community Hall	3			5 500 000
Vuma Community Hall	8	5 686 860		
<b>ROADS AND CAUSEWAYS</b>				
Esiphezi Road & Causeway	9			5 500 000
Ethafeni Road	18	500 000	-	-
Ezisululwini Road	4			4 402 250
Izingwenya Road	15	-	4 500 000	-
Kangela Road Rehabilitation - Phase 3	11	-	11 108 900	3 891 100
Kwabhonga Road	26	-	4 500 000	-
Kwamfana Main Road And Causeway	13			4 200 000
Makhehle Road	24	-		3 000 000
Mbongolwane Road And Causeway	4		3 502 400	
Mtipela/ Ntabankulu Road	3	7 000 000	8 256 350	1 743 650
Ngqathu Causeway	6			3 600 000
Urban Roads Rehabilitation	11	10 000 000	5 000 000	-
<b>SPORTS FIELDS</b>				
Basamlilo Sportsfield	27	444 270		
King Dinizulu Sports Park - Phase 1	12	9 500 000		5 000 000
Mashabase Sportsfield	1		3 521 600	
Ngudwini Sportsfield	5			
Rehabilitation Of Gingindlovu Sports Field	18			3 000 000
Skebheni Sport Facility				
<b>Sub total</b>		<b>38 361 000</b>	<b>40 389 250</b>	<b>43 337 000</b>
<b>PMU ADMIN</b>		<b>2 019 000</b>	<b>2 126 000</b>	<b>2 250 000</b>
<b>TOTAL</b>		<b>40 380 000</b>	<b>42 515 250</b>	<b>45 587 000</b>

The capital budget will be spent on the following categories of assets:

DESCRIPTION	AMOUNT	%
<b>Infrastructure</b>		
Rural	7 500 000	12%
Urban	11 813 000	19%
Electricity	1 500 000	2%
<b>Community Asset</b>		0%
Rural	13 861 000	22%
Urban	11 100 000	18%
<b>Other Assets</b>	17 405 000	29%
<b>Total</b>	<b>63 179 000</b>	<b>100%</b>

Other assets are made up as follows:

DESCRIPTION	AMOUNT
Buildings	1 200 000
Computer Equipment	2 830 000
Furniture and Office Equipment	715 000
Intangible Asset	300 000
Machinery and Equipment	490 000
Vehicle	11 870 000
<b>Total</b>	<b>17 405 000</b>

## Renewal of existing assets

Hereunder is a table reflecting the budget that is provided for the renewal of existing assets:

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Total capital budget	63 179 000	51 516 250	61 217 000
Total Capital Expenditure on renewal of existing assets	17 570 000	550 000	8 050 000
Renewal and upgrading of existing assets as percentage of the total capital budget	28%	0%	13%
<b>Benchmark</b>	<b>40%</b>	<b>40%</b>	<b>40%</b>

Even though, the budgeted amounts for the renewal of existing assets are less than the threshold of 40% of the capital budget, management is confident that the budgeted amounts are adequate to secure the ongoing health of the municipality's infrastructure.

## Asset Management Strategies

- All the departmental managers take charge of the assets in his/her department.
- Each manager is charged with the responsibility of indicating the maintenance costs within his/her department's operating budget in order to ensure cost effectiveness in terms of the use of assets.
- The Council has adopted a policy in terms of which the life span of assets is determined and replacement takes place only when such a date is reached.
- Assets having reached the pre-determined life span are sold in terms of the provisions of Section 189 of the Local Authorities Ordinance, 974 (Ordinance 25 of 1974).
- The Manager Financial Services is responsible for the insurance cover of all the assets of the municipality.
- The development and implementation of a fixed asset register and asset control system as well as the maintenance thereof.

The table below analyses the budgeted transactions within the capital replacement reserve (CRR) for the MTREF period, based on the tabled budget.

DESCRIPTION	Current year 2018/2019	Budget 2019/2020	Budget 2020/2021	Budget 2021/2022
<b>Opening balance</b>	<b>50 156 395</b>	<b>55 456 395</b>	<b>48 876 395</b>	<b>58 376 395</b>
Less: Capital budget commitments	(4 400 000)	(16 980 000)	-	7 000 000
Plus: Interest earned on CCR short term deposit	3 500 000	3 000 000	2 500 000	3 500 000
<b>Plus: Contribution from operating account</b>	<b>4 700 000</b>	<b>5 400 000</b>	<b>5 500 000</b>	<b>5 600 000</b>
Unspent equitable share grant (operational) Interest received on short term deposits	500 000	1 000 000	1 000 000	1 000 000
	4 200 000	4 400 000	4 500 000	4 600 000
Plus: Unspent equitable share grant (capital)	500 000	1 000 000	500 000	800 000
Additional cash contribution (CFO decision once AFS results are known)	1 000 000	1 000 000	1 000 000	1 000 000
<b>Closing balance of the Capital Replacement Reserve</b>	<b>55 456 395</b>	<b>48 876 395</b>	<b>58 376 395</b>	<b>62 276 395</b>

It is thus clear from the above the present levels of financing of capital budgets from the CRR are sustainable over the medium term.

It must however be stressed that it is of absolute importance that capital projects be prioritized to ensure that available funds are allocated towards the most important projects. The municipality will always have the challenge to allocate its limited resources amongst the vast number of needs of its community.

### Financial position of Council

The accumulated surplus of the Council was **R884 027 248** as at 30 June 2018. It must be noted that this amount is not cash backed. The surplus for the 2019/2020 and the next two years is projected as follows:

<b>2019/2020</b>	-	<b>R 1 492 370</b>
<b>2020/2021</b>	-	<b>R 2 046 060</b>
<b>2021/2022</b>	-	<b>R 7 992 410</b>

### 8.4.9. Municipal Consumer Debt Position

The overall payment rate for the past seven years is illustrated below;

Year	Payment Rate
2018/2019	96.0%
2017/2018	91.7%
2016/2017	95.5%
2015/2016	94.6%
2014/2015	96.0%

**Table 79: Debt Payment Rate**

Management have considered the effects of any impairment in the values of outstanding and the value of the allowance for doubtful debts. The allowance is adequate to account for any material losses expected to arise from any adjustments that are required to be made to outstanding balances.

#### 8.4.9.1. Debtors Age Analysis per Town as at January 2019

	SERVIC E	CURRENT	30DAYS	60DAYS	90DAYS	120DAYS	150DAYS	180DAYS	360DAYS	360PLUS	TOTAL
MTUNZINI	Sub Total	- 228 876.86	379 859.51	280 307.45	226 286.69	256 449.24	234 905.69	777 375.71	604 634.61	1 876 597.42	4 419 536.22
GINGINDLOVU	Sub Total	105 782.27	228 936.89	608 598.58	146 643.05	140 335.84	336 860.17	539 991.67	689 810.72	4 990 879.54	7 878 936.67
ESHOWE	Sub Total	7 515 720.98	2 964 081.85	2 106 118.96	588 423.35	514 791.73	428 363.35	1 035 157	2 111 169.66	4 965 484.49	21 737 516.53
KING DINUZULU SURBURB	Sub Total	256 966.85	266 864.89	1 060 572.03	126 521.60	117 853.38	125 225.79	662 048.54	458 093.25	1 577 314.10	4 342 175.63

	SERVICE	CURRENT	30DAYS	60DAYS	90DAYS	120DAYS	150DAYS	180DAYS	360DAYS	360PLUS	TOTAL
FARMS	Sub Total	- 182 513.86	593 083.02	15 151 882.82	219 008.49	225 697.54	174 509.52	5 529 174.48	603 637.92	5 570 534.43	27 885 014.36
MTHUNZINI ESTATE	Sub Total	72 551.66	184 214.95	137 084.16	126 270.96	114 361.54	113 873.32	299 857.65	432 468.61	1 028 339.54	2 510 372.98
PUBLIC SERVICE INFRASTRUCTURE	Sub Total	- 1 125 345.88	13.81	72 953.98	48 420.48	11 944.88	11 944.88	1 791 495.03	122 018.93	3 977 148.66	4 910 594.77
GRAND TOTAL	Sub Total	6 414 285.16	4 617 054.92	19 417 517.98	1 481 574.62	1 381 434.15	1 425 682.72	10 635 100.30	5 021 833.70	23 986 298.18	74 380 781.73

## Debt Management

Service charges relating to electricity are based on consumption. Meters are read on a monthly basis and are recognised as revenue when invoiced. Provisional estimates of consumption, based on the consumption history, are made monthly when meter readings have not been performed. The provisional estimates of consumption are recognised as revenue when invoiced, except at year-end when estimates of consumption up to year-end are recorded as revenue without being invoiced. Adjustments to provisional estimates of consumption are made in the invoicing period in which meters have been read. These adjustments are recognised as revenue in the invoicing period. In respect of estimates of consumption between the last reading date and the reporting date, an accrual is made based on the average monthly consumption of consumers. Service charges relating to refuse removal are recognised on a monthly basis in arrears by applying the approved tariff to each property that has improvements. Tariffs are determined per category of property usage, and are levied monthly based on the number of refuse containers on each property. In circumstances where services cannot readily be measured and quantified, a flat rate service charge is levied monthly on such properties.

Revenue from property rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Penalty interest on unpaid rates is recognised on a time proportion basis with reference to the principal amount receivable and effective interest rate applicable. A composite rating system charging different rate tariffs is employed. Rebates are granted to certain categories of ratepayers and are deducted from revenue.

## Repairs and Maintenance

Even though, the budgeted amounts for repairs and maintenance are less than the threshold of 8% of the asset value of the municipality's property, plant and equipment, management is confident that the budgeted amounts are adequate to secure ongoing health of the municipality's infrastructure. Hereunder is a table reflecting the budget that is provided for repairs and maintenance:

### Repairs and Maintenance per Asset Class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>R thousand</b>	<b>1</b>									
<u>Repairs and maintenance expenditure by Asset Class/Sub-class</u>										
<u>Infrastructure</u>		21 332	21 348	20 388	18 687	17 234	22 975	24 992	26 636	28 402
Roads Infrastructure		21 332	21 348	20 388	18 687	17 234	22 975	24 992	26 636	28 402
Roads		21 332	21 348	20 388	18 687	17 234	22 975	24 992	26 636	28 402
<b>Total Repairs and Maintenance Expenditure</b>	<b>1</b>	<b>21 332</b>	<b>21 348</b>	<b>20 388</b>	<b>18 687</b>	<b>17 234</b>	<b>22 975</b>	<b>24 992</b>	<b>26 636</b>	<b>28 402</b>
<b>R&amp;M as a % of PPE</b>		3.2%	2.7%	2.5%	2.2%	2.0%	2.7%	3.0%	3.0%	3.1%
<b>R&amp;M as % Operating Expenditure</b>		7.5%	6.3%	5.6%	4.9%	4.4%	5.9%	6.4%	6.5%	6.6%

**Table 80: Repairs and Maintenance Expenditure By Asset Class**

## Capital Expenditure On The Renewal Of Existing Assets By Class

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1									
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>										
<b>Infrastructure</b>		32 381	18 997	40 347	14 614	(33)	14 581	10 930	22 335	24 001
Roads Infrastructure		27 558	9 966	38 969	14 264	(250)	14 014	7 810	21 215	21 419
Roads		27 558	9 966	38 969	14 264	(250)	14 014	7 810	21 215	21 419
Storm water Infrastructure		1 266	1 905	1 271	200	180	380	3 000	1 000	2 452
Drainage Collection		1 266	1 905	1 271	200	180	380	3 000	1 000	2 452
Electrical Infrastructure		3 121	1 343	107	150	—	150	120	120	130
MV Substations		3 121	1 343	107	—	—	—	120	120	130
LV Networks		—	—	—	150	—	150	—	—	—
Solid Waste Infrastructure		435	5 783	—	—	37	37	—	—	—
Landfill Sites		—	5 783	—	—	37	37	—	—	—
Capital Spares		435	—	—	—	—	—	—	—	—
<b>Community Assets</b>		—	—	2 347	—	766	766	—	—	3 000
Community Facilities		—	—	2 347	—	766	766	—	—	—
Halls		—	—	155	—	766	766	—	—	—
Fire/Ambulance Stations		—	—	2 192	—	—	—	—	—	—
Sport and Recreation Facilities		—	—	—	—	—	—	—	—	3 000
Indoor Facilities		—	—	—	—	—	—	—	—	—
Outdoor Facilities		—	—	—	—	—	—	—	—	3 000
<b>Computer Equipment</b>		—	2 155	5 703	1 945	—	1 945	—	—	—
Computer Equipment		—	2 155	5 703	1 945	—	1 945	—	—	—
<b>Furniture and Office Equipment</b>		—	100	30	40	—	40	50	60	70
Furniture and Office Equipment		—	100	30	40	—	40	50	60	70
<b>Machinery and Equipment</b>		—	650	—	110	—	110	120	130	140
Machinery and Equipment		—	650	—	110	—	110	120	130	140
<b>Transport Assets</b>		—	3 347	1 573	—	—	—	3 500	9 180	2 640
Transport Assets		—	3 347	1 573	—	—	—	3 500	9 180	2 640
<b>Total Capital Expenditure on renewal of existing assets</b>	1	32 381	25 249	50 000	16 708	733	17 441	14 600	31 705	29 851

**Table 81: Capital Expenditure on Renewal of Existing Assets**

## Capital Expenditure on New Assets

Description	Ref	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1						
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>							
<b>Infrastructure</b>		25 789	2 179	27 968	14 876	17 250	28 778
Roads Infrastructure		24 509	2 179	26 688	13 506	15 910	27 776
Roads		24 509	2 179	26 688	13 506	15 910	27 776
Electrical Infrastructure		930	—	930	1 370	1 340	1 002
MV Substations		100	—	100	1 370	1 340	1 002
LV Networks		380	—	380	—	—	—
Capital Spares		450	—	450	—	—	—
Solid Waste Infrastructure		350	—	350	—	—	—
Landfill Sites		350	—	350	—	—	—
<b>Community Assets</b>		4 340	(160)	4 180	38 972	9 600	600
Community Facilities		960	(160)	800	16 060	9 600	250
Halls		60	—	60	12 660	9 000	—
Centres		—	—	—	—	—	—
Crèches		—	—	—	2 100	—	—
Libraries		—	40	40	—	—	—
Cemeteries/Crematoria		350	(200)	150	1 000	600	250
Markets		550	—	550	—	—	—
Taxi Ranks/Bus Terminals		—	—	—	300	—	—
Capital Spares		—	—	—	—	—	—
Sport and Recreation Facilities		3 380	—	3 380	22 912	—	350
Indoor Facilities		—	—	—	—	—	—
Outdoor Facilities		3 380	—	3 380	22 912	—	350
<b>Other assets</b>		1 760	(105)	1 655	—	—	—
Operational Buildings		1 760	(105)	1 655	—	—	—
Municipal Offices		1 760	(105)	1 655	—	—	—
<b>Intangible Assets</b>		—	495	495	—	—	—
Servitudes		—	—	—	—	—	—
Licences and Rights		—	495	495	—	—	—
Computer Software and Applications		—	495	495	—	—	—
<b>Computer Equipment</b>		11	—	11	2 080	600	3 220
Computer Equipment		11	—	11	2 080	600	3 220
<b>Furniture and Office Equipment</b>		1 348	50	1 398	975	150	75
Furniture and Office Equipment		1 348	50	1 398	975	150	75
<b>Machinery and Equipment</b>		1 275	187	1 462	1 645	975	1 215
Machinery and Equipment		1 275	187	1 462	1 645	975	1 215
<b>Transport Assets</b>		1 350	405	1 755	895	—	390
Transport Assets		1 350	405	1 755	895	—	390
<b>Total Capital Expenditure on new assets</b>	1	35 873	3 051	38 924	59 443	28 575	34 278

**Table 82: Capital Expenditure on New Assets**

#### 8.4.10. Borrowings (DBSA)

	2018	2017	2016	2015	2014
<b>Borrowings</b>	<b>3 545 368</b>	<b>4 241 191</b>	<b>4 456 604</b>	<b>4 799 418</b>	<b>5 142 234</b>

The municipality has a current borrowings with the Development Bank of South Africa for infrastructure development in the industrial area of Eshowe to attract investors. The municipality is financially viable and therefore has no challenge in repaying the loan as per agreement.

#### 8.4.11. Municipality's Credit Rating

The Municipality does not currently have a Credit Rating.

#### 8.4.12. Investment Register

The table below depicts the Investment Register for the Municipality;

INVESTMENTS PORTFOLIO : FEBRUARY 2019					
CALL ACCOUNT DETAIL	MARKETING VALUE BEGIN	ACCRUED INTEREST	DEPOSITS	WITHDRAWALS	MARKETING VALUE END
STAND BANK : SMME DEVELOPMENT : CALL	839 487.08	4 218.14	-	-	843 705.22
STAND BANK : SMME DEVELOPMENT : FIX	1 471 802.76	-	-	-	1 471 802.76
STANDARD BANK : CAPITAL RESERVE	48 517 353.35	243 783.09	-	-	48 761 136.44
STANDARD BANK : MIG CAPITAL	19 775 762.22	99 366.43	-	-2 920 272.59	16 954 856.06
STANDARD BANK : INEG	3 534 691.20	19 663.54	-	-	3 554 354.74
STANDARD BANK : E P W P	1 943 352.08	12 193.39	963 000.00	-	2 918 545.47
<b>TOTAL INVESTMENTS: STANDARD BANK</b>	<b>76 082 448.69</b>	<b>379 224.59</b>	<b>963 000.00</b>	<b>-2 920 272.59</b>	<b>74 504 400.69</b>
ELECTRICAL UPGRADE : 32 DAYS	311 995.20	-	-	-	311 995.20
ELECTRICAL UPGRADE	3 353 319.72	47 746.12	-	-	3 401 065.84
EQUITABLE SHARE	6 263 749.54	28 533.91	-	-6 000 000.00	292 283.45
FINANCIAL MANAGEMENT	1 990 911.57	9 736.38	-	-	2 000 647.95
HOUSING ACCOUNT : DAILY CALL	7 844 149.73	41 384.24	-	-	7 885 533.97
INDIGENT	321 490.99	1 677.03	-	-	323 168.02
MIG : VAT	5 707 557.68	28 842.71	-	-	5 736 400.39
<b>TOTAL INVESTMENTS: FNB</b>	<b>25 793 174.43</b>	<b>157 920.39</b>	<b>-</b>	<b>-6 000 000.00</b>	<b>19 951 094.82</b>
EQUITABLE SHARE	27 435 831.39	140 012.25	-	-11 100 000.00	16 475 843.64
SPARTIAL DEVELOPMENT	1 014 640.43	5 137.14	-	-	1 019 777.57
GIS SOFTWARE	502 247.02	2 542.88	-	-	504 789.90
<b>TOTAL INVESTMENTS: INVESTEC</b>	<b>28 952 718.84</b>	<b>147 692.27</b>	<b>-</b>	<b>-11 100 000.00</b>	<b>18 000 411.11</b>
RETENTION MONIES	3 325 054.45	18 497.39	-	-	3 343 551.84
SUNNYDALE HOUSING	436 486.45	2 428.23	-	-	438 914.68
EMPLOYEE BENEFITS	4 398 765.94	24 470.47	-	-	4 423 236.41
SPORTS FACILITIES	-0.00	-	-	-	0.00
REHAB OF LANDFILL SITE	0.00	-	-	-	0.00
<b>TOTAL NEDBANK</b>	<b>8 160 306.84</b>	<b>45 396.09</b>	<b>-</b>	<b>-</b>	<b>8 205 702.93</b>
<b>TOTAL INVESTMENTS</b>	<b>138 988 648.80</b>	<b>730 233.34</b>	<b>963 000.00</b>	<b>-20 020 272.59</b>	<b>120 661 609.55</b>

Table 83: Summarised Investment Register

#### 8.4.13. Financial Viability/Sustainability

Cost Coverage Ratio	2018	2017	2016	2015
Cash and cash equivalents	6 436 023	3 539 000	11 712 000	6 810 000
Unspent Conditional Grants	932 196	6 611 000	20 099 000	14 951 000
Short Term Investments	93 318 646	82 557 000	100 726 000	72 224 000
Total Annual Operational Expenditure	390 465 000	355 333 000	341 206 000	283 515 000
<b>Ratio (months)</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Current Ratios	2018	2017	2016	2015
Current Assets	136 529 000	112 046 000	148 140 000	106 146 000
Current Liabilities	50 020 812	49 269 000	80 369 000	49 982 000
Ratio	2.7:3	2.2:7	1.8:1	2.2:1

Financial Ratios	2017	2018	2019	2020
Current ratio	2.1:1	1.6:1	1.1:1	1.2:1
Capital expend to Total expend	4.9:1	6.9:1	5.6:1	7.1:1
Debt to revenue	2%	2%	1.70%	1.40%
Collection rate	90%	92%	93%	94%
Remuneration to total expend	30.10%	32.90%	33.90%	34.10%
Distribution losses: Electricity	11.78%	12%	11%	10%
Budget for maintenance	20 387 000	17 234 000	19 199 000	20 435 000
Percentage for renewal of assets	35.10%	30.90%	20.10%	52.20%

#### 8.4.14. Supply Chain Management (SCM)

The uMlalazi Municipality has a Supply Chain Management Policy in place which was reviewed and adopted in February 2012 and which is being implemented. All challenges in the SCM unit is being addressed through a very effective Management Committee.

The Preferential Procurement Policy Framework Act requires an Organ of State to determine its Preferential Procurement Policy and to implement it within the framework prescribed. This requirement is given effect to in the Preferential Procurement section of the Supply Chain Management Policy.

The principal objectives of the Council of uMlalazi is to provide a mechanism to ensure sound, sustainable and accountable supply chain management within the uMlalazi Municipality, whilst promoting black economic empowerment, "Local Content" which will be defined to specify businesses operating within the uMlalazi Municipality which includes but not solely confined to achieving amongst others the following socio-economic principles:

- i. To stimulate and promote Local Economic Development in a targeted and focused manner;
- ii. To facilitate creation of employment and business opportunities for the people of uMlalazi with particular reference to Historically Disadvantaged Individual's (HDIs) as cited in section 217 (2) of the Constitution of the Republic of South Africa Act 106 of 1996 ;
- iii. To promote Local Content and the competitiveness of local businesses operating within the Umlalazi Municipality;
- iv. To increase the small business sector access, in general, to procurement business opportunities created by Council;
- v. To increase participation by small, medium and micro enterprises (SMME's), including cooperatives and
- vi. In responding and pursuing to achieve these objectives the council took a resolution through Supply Chain Management Policy to spend a minimum of 40% (forty percent) of its annual procurement budget with Historically Disadvantaged Individuals (HDIs) youth, women, people disabilities giving preference to people within the jurisdiction of the Umlalazi Municipality, through the application of Preferential Procurement Policy and relevant policies in the following manner.
  - 40% Youth
  - 40% Women
  - 20% People living with disabilities

An amendment has been made to the SCM Policy on 07 February 2017 which seeks to respond to the economic transformation agenda and advancement of designated groups that were previously disadvantaged as follows be adopted for immediate implementation by the Accounting Office: -

- A minimum of 40% (forty percent) of its annual procurement budget with Historically Disadvantaged Individuals (HDIs) [youth, women, people living with disabilities preference given to suppliers within the jurisdiction of the Umlalazi Municipality provided that price quoted does not exceed 20% of the lowest acceptable quote through the application of Preferential Procurement Policy and relevant policies.

- 40% Youth
  - 40% Women
  - 20% People living with disabilities
- Sub-contracting a minimum of 30% on all contracts with a value from R5 000 000 and above to local black emerging contractor(s), local youth emerging contractor(s) inclusive of women and contractors of disabled people and co-operatives.
  - Sub-contracting a minimum of 5% to local black emerging contractor(s), local youth emerging contractor(s) inclusive of women and contractors of disabled people and co-operatives on contracts below R5 million may be negotiated

All notices relevant to the above amendment and tender documents stipulate these requirements.

#### **8.4.15. Alignment of Procurement Plan and SDBIP**

The Procurement Plan and SDBIP are aligned to ensure that projects are being executed as per the expectation created. The SDBIP is aligned to the Performance Plans of the HODs and to ensure that the targets are achieved it is also aligned to the procurement plan.

#### **8.4.16. Auditor General's Opinion**

#### **AUDITOR-GENERAL REPORT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2018**



Auditor-General of South Africa  
uMlalazi Local Municipality  
Audit report 2017-18



# Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the council on uMlalazi Local Municipality

## Report on the audit of the financial statements

### Opinion

1. I have audited the financial statements of the uMlalazi Local Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2018, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amount for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the uMlalazi Local Municipality as at 30 June 2018, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2017 (Act No. 3 of 2017) (Dora).

### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

#### Material impairments –receivables from exchange and non-exchange transactions

7. As disclosed in note 46 to the financial statements, receivables from exchange and non-exchange transactions was impaired by R51,12 million (2017: R43,99 million) as a result of the annual review of the recoverability of the debt.

#### Material losses – electricity

8. As disclosed in note 55 to the financial statements, material electricity losses to the amount of R9,80 million (2017: R8,59 million) was incurred which represents 12,66% (2017:11,78%) of

total electricity purchased. These losses were mainly attributed to street light consumptions that were not metered and illegal electricity connections.

## **Other matter**

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

## **Unaudited disclosure notes**

10. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

## **Responsibilities of the accounting officer for the financial statements**

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
12. In preparing the financial statements, the accounting officer is responsible for assessing the uMlalazi Local Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

## **Auditor-general's responsibilities for the audit of the financial statements**

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## **Report on the audit of the annual performance report**

### **Introduction and scope**

15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected

development objectives presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.

16. My procedures address the reported performance information, which must be based on the approved performance planning documents of the municipality. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice for the key performance area - basic service delivery on pages x-x presented in the annual performance report of the municipality for the year ended 30 June 2018.
18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
19. I did not raise any material findings on the usefulness and reliability of the reported performance information for the key performance area - basic service delivery.

#### **Other matter**

20. I draw attention to the matter below.

#### **Achievement of planned targets**

21. The annual performance report on pages xx to xx includes information on the achievement of planned targets for the year.

### **Report on the audit of compliance with legislation**

#### **Introduction and scope**

22. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

23. The material findings on compliance with specific matters in key legislation are as follows:

#### **Expenditure management**

24. Reasonable steps were not taken to prevent irregular expenditure amounting to R3,05 million as disclosed in note 52 to the annual financial statements, as required by section 62(1)(d) of



the MFMA. The majority of the irregular expenditure was caused by the irregular appointment of consultants.

25. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R14,83 million, as disclosed in note 51 to the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure incurred was as a result of over-expenditure on non-cash items.

#### **Procurement and contract management**

26. Bid documentation for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content as required by the 2017 preferential procurement regulation 8(2).

#### **Other information**

27. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected key performance area presented in the annual performance report that have been specifically reported in this auditor's report.
28. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
29. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development objectives presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
30. The other information I obtained prior to the date of this auditor's report is the Mayor's foreword and accounting officers report, and the audit committee report is expected to be made available to me after the date of this report.
31. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.
32. When I do receive and read the audit committee report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate, however, if it is corrected this will not be necessary.

#### **Internal control deficiencies**

33. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

34. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
35. The accounting officer did not respond in a timely manner to the risks of non-compliance with key legislation relating to expenditure and procurement and contract management.
36. Non-compliance with key legislation could have been prevented if compliance checklists were updated with applicable law and regulations and regularly monitored by management.

#### Other reports

37. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
38. The KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs was investigating an allegation into the misappropriation of funds relating to a tender awarded during the 2015-16 year. The investigation is expected to be finalised by February 2019.

Pietermaritzburg

30 November 2018



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

#### 8.4.17. RESPONSES TO ISSUES RAISED BY AUDITOR GENERAL IN HIS AUDIT REPORT FOR THE YEAR ENDED 30 JUNE 2018

The following table depicts the Management Plan of Corrective Measures by the respective departments to address findings raised by the AGSA in the Final Draft Management Report for FY 2017/ 2018 that was issued on 30 November 2018

	Achieved
	Partially achieved
	Not achieved
	Not yet due

The total number of AG Action Plans as a result of Audit Report issued for financial year ended 30 June 2018 were (x).			Dashboard Status		Action Ratio	Percentage achieved
			Achieved			
			Partially achieved			
			Not achieved			
			Not yet due			
No	Finding	Management Response per Audit Report	Action Owner and Due Date	Management Action Plan to date	Status/ dashboard	Internal Audit Comments
ANNEXURE A: MATTERS AFFECTING THE AUDITOR'S REPORT						
1.	<p><b>Local content did not stipulate minimum threshold for local production and content to be considered.</b></p> <p>All payments in respect of these awards should be regarded as irregular expenditure which results in a material non-compliance with legislation.</p>	<p>In terms of s168 (3) of the MFMA, a circular and / or Guidelines issued by the Ministers are not binding to the municipality unless adopted by council of that municipality. Management will table both the Circular and Implementation Guidelines issued by National Treasury to council for adoption, set the necessary parameters for compliance and effect necessary amendments to the policy to ensure compliance after adoption of circular by municipal council.</p> <p>After adoption by the council, full compliance with both Guidelines and Circular will be ensured going forward.</p>	<p>Name : Mr Z Mhlongo</p> <p>Position: CFO</p> <p>Date: 28 February 2019</p> <p>Date: 31 March 2019</p>	<p>A standard clause will be put on all notices for procurement over R30 000 and tenders over R200 000 compelling service providers to comply with local content requirements. Declaration form will be incorporated in to all tender documents and quotations above R30 000.</p> <p>SCM Policy to be amended to include the Local Content information.</p>		
2.4 AUDIT OF COMPLIANCE WITH LEGISLATION						



No	Finding	Management Response per Audit Report	Action Owner and Due Date	Management Action Plan to date	Status/ dashboard	Internal Audit Comments
	<b>Three cases were identified where the particular account holders appear to be in the employment of one or another government department or organization</b>	Council currently does not have a mechanism to verify the applicants who are employed by the state. These will be investigated and where such employment still exists, these beneficiaries will be removed from indigent register and necessary steps taken against them.	Date: 31 March 2019	will be removed from indigent register and necessary steps taken against them.		
	<b>2.4</b> <b>One case was noted on the indigent register where the account holder when compared to the CIPC database information and a combined payments information file of payments to businesses in which government employees and municipal workers have an interest in one or another company / business.</b>	2.4 Matter will be investigated further and necessary action taken.	Name: Mr Z Mhlongo Position: CFO Date: 31 March 2019	Matter will be investigated further and necessary action taken		
4.	<b>Road Infrastructure - Evidence and Approval of the requirements of SIPDM into the SCM policy not provided</b>  According to the instruction by National Treasury the SCM policy should have been completed by 1 April 2017 but this has not been done to date. The SIPDM provides a control framework for the planning, design and execution of infrastructure projects which are required to provide better quality of life for all the citizen of the country. SIPDM should be used to amend Councils SCM policy which is National Treasury requirements.	The SIPDM has been approved by council on the 28 September 2018.  However the policy must still be developed to suite the specific needs of the municipality.	Name: Ms T Zondi Position: Director Engineering and SCM Date 31 March 2019	The SIPDM Policy will be developed and clause referring to the SIPDM Policy will be included in the SCM Policy.		
5.	<b>Supply Chain Management CAATS exceptions:</b>  Nine suppliers submitted a false declarations of interest, however members of their company were found to be in the service of other state institutions.  All these exceptions are indicative of fraud and should be investigated by management	In terms of MFMA SCM Regulation 45, the municipality is required to disclose payments above R2000 that were paid to a company owned by close family member of a person in-service of state. Full amount paid to Nkiza Trading for the financial year under review was disclosed in Notes to Financial Statements thus complied with requirements of the applicable legislation.	Name: Mr Z Mhlongo Position: CFO Date: 28 February 2019	Letters will be written to all service providers cited by the report and based on status, those still in-service of state will be removed from council supplier database		

**Table 84: Management Report to AG (Draft)**



#### 8.4.18. Financial Viability & Management: SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>The Municipality has -sound Capital Financing Strategies in place;</li> <li>Up to date, the Municipality has been able to meet its financial obligations with regards to payment and provisioning of Free Basic Services for Electricity and Refuse Removal;</li> <li>The Municipality has sound Revenue Enhancement and Protection Strategies in place;</li> <li>The Municipality Consumer Debt Position has remained at roughly the same level since 2008;</li> <li>The Municipality has sound Asset Management Strategies in place;</li> <li>The Municipality amended the SCM policies to provide for set asides for youth, women and people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;</li> <li>Significantly high debt impairment emanating from poor collection mainly from traffic fines revenue as well as some significant debts owing by Government Departments and the balance by some households for more 120 days.</li> <li>Affordability of capital projects-original allocations had to be reduced and the operational expenditure associated with prior year's capital investments needed to be factored into the budget as part of the 2019/2020 budget and MTREF process</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>The construction of Revenue generating infrastructure (Full Testing Station, Storage Units, Parking Lots)</li> <li>Landuse Audit needs to be made to audit all land parcels to be charged rates according to landuse and magnitude)</li> <li>Expansion of the towns areas developing the local economy</li> <li>Investment Attraction Strategy/Capital Investment Framework</li> <li>Review the Indigent Register</li> <li>Amend and Implement Land Disposal Policy.</li> <li>Small Town Regeneration</li> </ul>	<ul style="list-style-type: none"> <li>Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies.</li> <li>The increased cost of bulk electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable – as there will be a point where services will no longer be affordable;</li> <li>Ageing Infrastructure (Poor State of Roads)</li> <li>Dwindling Economy</li> </ul>

**Table 85: Financial Viability & Management: SWOT ANALYSIS**

## 9. GOOD GOVERNANCE ANALYSIS

### 9.1.1. National and Provincial Programs rolled-out at Municipal Level

#### Operation Sukuma Sakhe

Umlalazi Municipality OSS Program was revived in 2016 after the new council was inaugurated in August 2016. Almost all the structures of were not functional and had collapsed, this include the 27 war rooms at the ward level and the Local Task Team at the Municipal level. The Office of Premier mobilized all the local municipalities in King Cetshwayo to revive their structures, in order to be able to re-establish the KCDM District Task Team. The new DTT was elected and inducted in August 2017 during the KZN OSS Cabinet in uMfolozi Municipality. The DTT is chaired by Department of Health District Acting Manager, secretariat is KCDM and all LTTs are chaired by municipal officials.

All 27 war rooms have been established at the ward level, this includes ward 21 which failed to establish its structure in the previous council. Executive committees were elected by & from the community members as guided by the KZN Office of the Premier. Previously government officials were chairpersons at ward level and it was changed to ensure that officials are able to account to the community. Officials now serve on LTT, DTT and PTT structures and provide mentorship to war rooms. uMlalazi LTT was re-launched on the 2nd of December 2016, agreed on an Interim Executive Committee that will lead the process to revive war rooms and enable time to mobile government departments to participate in the LTT activities.

- Chairperson – Mrs Bongani Sithole (uMlalazi Municipality)
- Deputy Chair – Nonhlahla Mkhwanazi (Department of Social Development)
- Secretary – Velemseni Manqele (uMlalazi Municipality)
- Deputy Secretary – Nothando Shange (Civil Society – KRCC)

Quarterly reports are submitted to the District through the LAC reporting template. The Municipality also receives donations of old furniture from KZN Office of the Premier that covers 10 war rooms. All war rooms also receive Laptops and 3Gs through the KZN Global Fund Project. The costs for the data will be cover by KZN Treasury. This is to ensure that War room activities in the ward are fully functional.

The municipality has recruited 27 HIV/War room Community Mobilisers through the municipal EPWP program and this has strengthen the functionality as they have the responsibility to facilitate meetings and provide administrative support. Monthly food parcels are distributed to families in need by the Ward Councillors as Champions of OSS. Additional budget was allocated in the adjustment budget to enable us to keep the intervention until June 2018.

### **KZN Global Fund Project**

KZN Provincial Government received a Global Fund Grant to implement HIV and AIDS programs targeting young girls and women as they are most at risk of being infected with the deceased. Various studies showed that young girls between the ages 19 to 24 were more infected compare to their male peers. HIV prevention strategies seems to be in favor of males, which include Male Medical circumcision, male condoms are easily available compare to female condoms and there is an increase in sexual abuse of young girls in KZN (sugar daddies).

- Over 4000 girls and young women (age 19 – 24) have been recruited for the war rooms (no criteria- all young women to participate)
- Each participant will receive R350 per month, for attending the sessions that will be facilitated by Youth Facilitators. The program will also offer tertiary registration assistance to participants.
- Topics will include, HIV & AIDS; Self Esteem; Economic Develop etc.
- 27 Youth Facilitators have been recruited, process was led by the KZN Provincial Treasury & CINDI Network an NGO contracted by the Province to manage the programs.
- Salaries will be paid by the provincial government, but each facilitator must work in the War room and ensure that the structure is fully functional.

### **Overall Performance – War Rooms**

The municipality has 27 functional OSS War Rooms and monthly seating Local Task Team which comprises of ward committee chairpersons, sector departments, civil society and war room facilitators. The LTT is chaired by the Director of Community Services and Public Safety. The overall performance of war rooms is generally satisfactory although there exist minor logistical challenges in their seating, however the LTT assists in facilitating the seating and attendance of stakeholders.

### **War Room Challenges**

- 90% of the War room chairpersons are unemployed community members and require assistance with transport to attend LTT meetings
- Lack of War room venues.
- Inadequate furniture
- Non Branding of War Rooms

### **9.1.2. Batho Pele**

The White Paper on the Transformation of the Public Service identifies transforming service delivery as one of eight national transformation priorities. This involves achieving service excellence through delivering services professionally, and in a courteous, efficient and cogent manner, which ensures predictable and affordable services to all citizens, all the time.

In terms of Chapter 4 section 17 (2) (a) of the Municipal Systems Act 32 of 2000, the Municipality maintains a reputation of aiming to deliver the highest quality of services. The Municipality's, systems and procedures allow for the establishment of mechanisms processes and procedures to enable local communities to participate in the affairs of the municipality and for this purpose provide for the receipt, processing and considering of petitions and complaints lodge by members of the local communities. Feedback mechanism are in place whereby citizens can communicate to the municipality when services are not being delivered in line with the expectation as espoused within the eight Batho Pele Principles. The Municipality has approved the Batho Pele Policy and Service Standard Charter and is being implemented as per above.

### **Batho Pele Policy**

Batho Pele is understood to be an initiative that aims to get our municipal employees to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It commits us, as uMlalazi Local Municipality, to be held accountable by our communities for the level of services we deliver. Therefore, we have to put our communities at the centre in delivering services. The uMlalazi Municipality recognises the need for the existence of Batho Pele and its importance as a service principle and it also acknowledges that a guiding philosophy in service delivery is to get all its employees to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement.

The purpose of this policy is to enable the Municipal employees to deliver services in a customer focused way as stated in the Batho Pele national policy and ensure that the uMlalazi Municipality's systems, procedures and attitudes of its employees are reoriented in favour of service delivery.

The objectives of the uMlalazi Municipality Batho Pele Policy which was approved by the Council on 27 June 2017 are:-

- To have a customer - centred approach to service delivery
- To improve service delivery, with a shift away from inward-looking, bureaucratic systems, processes and attitudes as in increased commitment, personal sacrifice, dedication and a search for new ways of working which puts the needs of the public first, which are better, faster and more responsive to the citizen's needs.
- To make the employees of the uMlalazi Municipality more accountable to citizens
- To build effective relationships with the end users of public services (consultation)
- To apply high standards and professional ethics

### **Batho Pele Service Standard Charter**

The uMlalazi Municipality as mandated by the Constitution of the Republic of South Africa, Act 108 of 1998 and other Local Government Acts commit to delivering excellent services to our people. In compliance to this, the uMlalazi LM has developed and adopted the SSC on the 27<sup>th</sup> of June 2017. To uMlalazi LM, putting people first is not an "add on" function to our daily task but a way in which we approach delivering services through an approach that places citizens first as customers. The Municipality is committed in the implementation of Batho Pele Principles through the implementation of the Service Delivery Charter

#### **9.1.3. Service Delivery Improvement Plan**

The uMlalazi Municipality recognizes the need to improve service delivery within specific service delivery key performance areas within the municipal area. Although the Service Delivery Improvement Plan has not been adopted by the municipality, specific targeted areas have been identified to be critical improvement areas, which will form part of the final SDIP.

The Municipality has identified the electrification service to be improved due to the numerous protest action being undertaken by the community as a result of some areas not being electrified. A SDIP is being compiled in this regard.

#### **9.1.4. EPWP Phase 4**

The Municipality has adopted the EPWP Phase 4 Policy on 03 March 2019. The purpose of the policy is to strengthen the existing interventions and introduce new ones and consequently offer set of priorities and recommendations as the way forward to turn the general concept of EPWP into action within the Municipality, thus aimed to reduce unemployment, provide poverty and income relief for the poor households by creating work opportunities through education and training and contribute to the overall development of the society at large. The policy is embedded within the Integrated Development Plan of the Municipality and the Municipality is promoting EPWP principles and re-structured its activities to facilitate and create greater employment opportunities per unit of expenditure.

#### **EPWP – Sizabonke Program**

##### ***Background***

His Worship the Mayor, Councilor T.B Zulu entered into an implementation Protocol Agreement with the Premier of the Kwa-Zulu Natal Province in respect of Phase 4 of the Expanded Public Work Program. The purpose of the agreement is:

- To establish an agreed framework for cooperation and coordination between the parties
- To promote the objectives of the EPWP by increasing the number of full time equivalent work opportunities through mainstreaming the use of Labour-Intensive employment in the delivery of public infrastructure, goods and services in the municipality
- To confirm the municipalities' agreement and commitment to achieve the targeted number of full time equivalent work opportunities in the Municipality by 2014 as specified
- To promote EPWP incentive grants and incentivize eligible Public Bodies in the Province to increase Labor-Intensive employment through EPWP projects and programs that maximize job creation
- To specify the institutional structures that will oversee, monitor and report on progress in implementation the EPWP and achieving the EPWP targets
- To provide for mutual assistance and support in respect of the programs and initiatives of the EPWP

##### ***EPWP Overall Co-Ordination Within The Municipality***

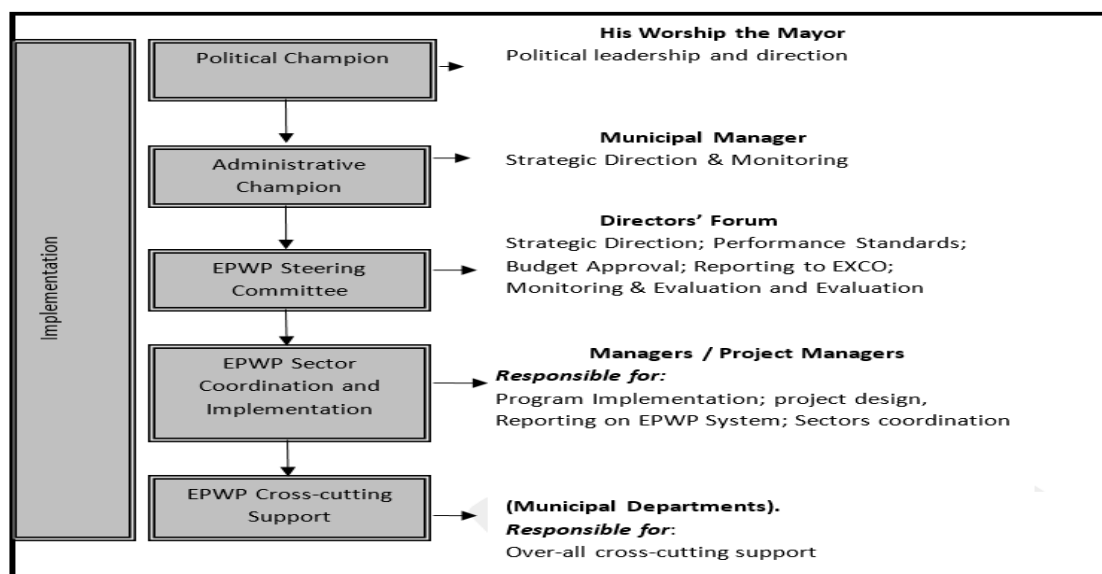
EPWP cuts across all departments and units within the municipality. Each department makes a systematic effort to target the unskilled and unemployed and develop a plan to utilize their budget to draw significant numbers of the unemployed to productive work in, such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalized pool of unemployed people.

##### ***The EPWP Steering Committee and Responsibilities:***

The EPWP Steering Committee was established to:

- Setting EPWP targets for each department and Sectors.
- Creating an enabling climate for the successful implementation of EPWP in EMM.
- Reporting to EXCO
- Program Monitoring and Evaluation
- Setting performance Standard
- Compiling EPWP Management Plan.
- Guide the execution of the EPWP, including project selection;
- Define Sector reviews;
- Facilitate communication among stakeholders; and
- Provide a baseline for progress measurement and program control.

The Council of uMlalazi Municipality is yet to establish a co-ordination structure for EPWP



**Figure 21: EPWP uMlalazi Municipality Co-ordination Structure**

### **Sector Co-Ordination**

Sector Coordinators are appointed by the Executive Committee through the Municipal Manager for each of the four sectors namely:

- Infrastructure Sector
- Environment and Culture Sector
- Social Sector; and
- Non State Sector

The appointed Sector Coordinator is at the Management Level and is responsible for:

- Liaising with the stakeholders
- Keeping abreast with sector specific developments;
- Liaising and representing the Municipality on the relevant provincial EPWP Committees;
- Disseminating sector specific information to the dedicated EPWP Champions identified by each of the Departments.
- Sector coordinators are also responsible for programs design, implementation and reporting on EPWP System; and
- Monitor, evaluate and report on sector specific KPIs to the Head of Department.

### **Jobs Created Through EPWP**

Financial Year	Work Opportunities (Jobs Created)	Full Time Equivalent
2011/12	370	135
2012/13	481	175
2013/14	605	218

2014/15	1010	825
2015/16	1650	1585
2016/17	1650	661
2017/18	624	251
<b>2018/19</b>	<b>741</b>	<b>217.1</b>

**Table 86: Job Creation through EPWP**

Below is the list of projects identified for the EPWP with regards to job creation within the uMlalazi Municipality in the 2017/ 2018 Financial Year:

Job Creation Programs		No of jobs created
Sector	Name of the programme	
Environment	Ig/ War Against Poverty	129
	IG/ Umlalazi Fire Prevention And Protection	23
Social	Ig/ School Safety	43
	I/G Umlalazi Community Based Programme	28
Infrastructure	I/G Cleaning Of Sidewalks, Road Verges And Street	47

Job creation Programs		No of jobs created
Environment	Food For Waste	105
	Sizabonke	97
	Cemetery Maintenance	2
Environment	Refuse contractors	19
	Weed Eradication	9

Job Creation Programs		No of jobs created
Infrastructure (MIG)	Construction of Mthintombi Access Road	14
	Nkume Community Hall	08
	Obanjeni Community Hall	07
	Emahhusheni and Mathibelane Access Road	27
	Construction of Izingwenya Community Hall	09
	Construction of KwaGalagala Gravel Road	07
	Construction of KwaBulawayo Sportfield	10
	Construction of Nteneshane Sportfield	06

Job Creation Programs		Jobs created
Electricity	I/G uMlalazi Municipality substation upgrade	12

**Table 87: Projects Identified For the EPWP**

The above projects are funded from:

- Equitable Share Grant: (Poverty Alleviation; Work Creation; Local Economic Development);
- EPWP Grant
- and MIG (Labour-Intensive Construction method)

#### 9.1.5. IGR

The Municipality has an IGR Officer appointed. IGR reports are submitted to Council quarterly on IGR forums attended by Municipal officials to monitor the effectiveness of IGR in the municipality. The Intergovernmental Relations Framework Act of 2005 provides for the establishment of a District Intergovernmental Forum for every district, giving effect to the goals and principles of intergovernmental relations and cooperative government as contained in Chapter 3 of the Constitution.

The KZN Department of Cooperative Governance and Traditional Affairs (KZN COGTA) provided assistance with the preparation of a Draft Mayoral Protocol for the King Cetshwayo District Mayor's Coordinating Forum.

The Mayoral Protocol will serve as a Terms of Reference for the King Cetshwayo District Mayor's Coordinating Forum in order to promote Intergovernmental Relations within the District.

The Mayoral Protocol provides a framework or guidance on the following matters of the King Cetshwayo District Mayors Coordinating Forum:

- Membership;
- Object of the Forum;
- Functions of the Forum;
- Referral of matters;
- Meeting of the Forum;
- Broad consultative meeting;
- Procedure;
- Resolutions and their implementation;
- Settlement of Disputes;
- Technical support structure;
- Funding;
- Amendment of protocol
- Application.

The Forum consists of:

- the mayor of the King Cetshwayo District Municipality;
- the mayors of local municipalities in the District; and
- Socio-Economic partners and other stakeholders as may be invited by the District Mayor.

Other IGR Meetings within the King Cetshwayo District Municipality are scheduled as follows;

Date	Forum	Time
20 January	Technical Support Forum (TFS) MMs	11H00
27 January	District Intergovernmental Forum (DIF) Mayors	13H00
19 February	Communicators Forum	10H00
20 February	CFO Forum	10H00
24 February	Community Forum	9H00
24 February	Infrastructure Forum	14H00
6 March	Corporate Services Forum	10H00
13 March	Planners Forum	9H30
19 May	CFO Forum	10H00
19 May	Infrastructure Forum	10H00
21 May	Communicators Forum	10H00
12 June	Planners Forum	9H00
13 August	Infrastructure Forum	12H00
20 August	Communicators Forum	10H00
10 September	CFO Forum	9H00
11 September	Planners Forum	9H00
17 November	Infrastructure Forum	12H00
19 November	Communicators Forum	10H00
26 November	CFO Forum	10H00

11 December	Planners Forum	9H30
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**Table 88: IGR Meeting Schedule**

## **MUNI-MEC Meetings**

The MUNI-MEC is a provincial intergovernmental body that meets quarterly to analyse the state of local governments and is made up of the MEC and Municipal Mayors and Municipal Managers within the province. The body also serves as a platform where programs and projects by Provincial and National Government that will be implemented locally are packaged. Current issues and challenges affecting municipalities are identified and strategically dealt with. As such the His Worship the Mayor Cllr TB Zulu and the Municipal Manager form an integral part of this forum and representatives of the municipality.

## **IDP Representative Forum**

This is the structure, which institutionalizes and ensures a participatory IDP review process. It represents the interests of the constituents of the municipality in the review process. It is envisaged that all government and non-government organizations, stakeholders or interest groups are represented in the forum. In terms of the adopted IDP, Budget and /PMS Process Plan, the municipality is required to conduct one representative forum per quarter of the financial year. This ensures an integrated and inclusive approach to development and within a vertically and horizontally aligned platform.

## **IDP Technical Steering Committee**

The IDP Technical Steering Committee is incorporated into the Management Committee Meetings which sit every Monday. The IDP Process Plan and issues are tabled as a standing item within MANCO and deliberations are taken in compliance with the Process Plan. This process also ensures that the management take ownership of the IDP and processes related thereto. Special IDP TSC are requested by the Manager IDP or the MM as and when the need arises where particular issues are addressed.

## **9.1.6. Municipal Structures**

### ***Council Representatives at King Cetshwayo District Municipality***

The following councillors are representatives of uMlalazi Municipality in the King Cetshwayo District Council:

1. His Worship the Mayor: Councillor T B Zulu (ANC)
2. Councillor B P Simelane (ANC)
3. Councillor C T Dlamini (ANC)
4. Councillor N L Ngidi (IFP)
5. Councillor S S Cele (IFP)

## **Section 80 Committees**

At the Inauguration of the new Council on the 18<sup>th</sup> of August 2016, Council recomposed its Section 79 committees and they reflect as follows:

<b>Financial Services Committee</b>		
No	Councillor	Representing
1	T B Zulu	ANC
2	M N Mngayi	ANC
3	S Naicker	ANC
4	B D Ngidi	ANC
5	P T O Shange	ANC
6	I Woollatt	ANC
7	S B Larkan	IFP



8	J C Erasmus	IFP
9	B N Shandu	IFP
10	S S Cele	IFP
Corporate Services Committee		
No	Councillor	Representing
1	B P Simelane	ANC
2	M M Khanyile	ANC
3	M E Dlamini	ANC
4	N B Nkala	ANC
5	W P Mzimela	ANC
6	L B G Biyela	ANC
7	J K Powell	IFP
8	B C Magwaza	IFP
9	I M Filand	IFP
10	B C Sithole	IFP
Engineering Services Committee		
No	Councillor	Representing
1	M M Khanyile	ANC
2	M Z Nkwanyana	ANC
3	W L Ngema	ANC
4	S B Dlamuka	ANC
5	MT Ncanana	ANC
6	N N F Luvuno	ANC
7	S B Larkan	IFP
8	S V Chamane	IFP
9	S S Ntsele	IFP
10	M Govinsamy	IFP
Community Services Committee (includes Protection)		
No	Councillor	Representing
1	M H Qwabe	ANC
2	SF Mdletshe	IFP
3	N S Zulu	ANC
4	G S Mkhize	ANC
5	A B Dlamini	ANC
6	N Mbuyisa	ANC
7	Q T Xulu	IFP
8	N L Ngidi	IFP
9	M M M Ntuli	IFP
10	N G Ntuli	IFP
Planning and Economic Development Committee		
No	Councillor	Representing
1	C Gamede	ANC
2	E Z Jaffe	ANC
3	T E Nsele	ANC
4	B L Zungu	ANC
5	T V Jiyane	ANC
6	H S Thango	ANC
7	S F Ngonyama	IFP
8	M Dludla	IFP
9	T Magwaza	IFP
10	Q T Xulu	IFP

**Table 89: Section 80 Committees**

### ***Composition of the uMlalazi Executive Council***

Ath the inauguration of the Municipal Council on the 18<sup>th</sup> of August 2016, Council resolved that the following Councillors will form part of the Executive Committee;

1. Councillor T B Zulu - ANC
2. Councillor B P Simelane - ANC
3. Councillor C Gamede – ANC
4. Councillor I Woollatt - ANC
5. Councillor M M Khanyile - ANC
6. Councillor M H Qwabe – ANC
7. Alderman S B Larkan - IFP
8. Councillor Q T Xulu - IFP
9. Councillor J K Powell – IFP
10. Councillor N L Ngidi – IFP

### **Section 79 Committees**

#### ***The Audit and Performance Audit Committee***

The appointment of the following Audit Committee members were extended from the end of the previous Council's term until 31 August 2016, it being noted that due to continuity they are required to attend the Audit and Performance Audit Committee meeting scheduled for 30 August 2016 to consider the draft Annual Financial Statements, Draft Annual Performance Report:-

1. Mr D Bosch
2. Mr Z Zulu
3. Mr M Dlamini
4. Ms N Mchunu
5. Mr D Langa

The Committee members are remunerated for preparation and attendance of meetings in line with the National Treasury Regulation that regulate the remuneration of commission and committee and were reimbursed for expenses incurred for attending audit committee meetings.

#### ***Municipal Public Accounts Committee***

Guidelines for the Establishment of Municipal Public Accounts Committees were issued jointly by Cooperative Governance and Traditional Affairs and National Treasury Departments during August 2011.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a municipality or municipal entity.

The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalised, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- To promote good governance, transparency and accountability on the use of municipal resources;
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

- The MPAC reports to Council, at least quarterly, on the activities of the Committee which will include a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.
- Municipal Public Accounts Committee (MPAC) is established instead of the Standing Committee on Public Accounts (SCOPA).

The structural composition of the committee is as follows;

Municipal Public Accounts Committee (MPAC)		
No	Councillor	Representing
1	M E Dlamini	ANC
2	P T O Shange	ANC
3	G S Mkhize	ANC
4	J C Erasmus	IFP
5	S G Mbambo	IFP

**Table 90: Municipal Public Accounts Committee Members**

### ***Bid Committees***

In terms of Section 112(1) of the Local Government Municipal Finance Management Act 56 of 2003 the supply chain management policy of a municipality must be fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework for municipal supply chain management.

In terms of Section 26 (1) (a) (i) to (iii) of the uMlalazi Supply Chain Management Policy the Accounting Officer is required to establish a committee system for competitive bids consisting of : -

- (i) A Bid Specification Committee;
- (ii) A Bid Evaluation Committee; and
- (iii) A Bid Adjudication Committee;

### ***Composition of Bid Committees***

#### **Regulation 27(3) - BSC**

Must be composed of one or more officials of the municipality, preferably the manager responsible for the function involved, and may when appropriate, include external specialist advisors.

#### **Regulation 28 (2) (a) & (b) BEC**

A bid evaluation committee must as far as possible be comprised from departments requiring the goods and services and at least one SCM practitioner of a municipality.

#### **Regulation (2) (i) to (iii) - BAC**

A Bid adjudication committee must consist of at least four senior managers of the municipality, which must include:

- The Chief Financial Officer or if the Chief Financial Officer is not available another manager in the budget and treasury office reporting directly to the Chief Financial Officer and designated by the Chief Financial Officer.
- At least one senior supply chain management practitioner who is an official of the municipality, and
- A technical expert in the field which is an official of the municipality

In view of the above and noting the regulations, the following officials have been appointed to represent the uMlalazi Council on the aforementioned Committees: -

### ***Bid Specifications Committee Members: -***

Name of Member	Designation	Department	Capacity
----------------	-------------	------------	----------

1.	Khulekani Nxumalo	Manager Finance (Revenue)	Financial Services	Chairman
2.	Suzie van der Westhuizen	Senior Manager Corporate Services	Corporate Services	Member
3.	Futhi Mahaye	Senior Manager Community Services	Community Services	Member
4.	Nonkanyiso Nhleko	Contract Monitoring Officer	Financial Services (SCM)	Member

**Table 91: Bid Specifications Committee Members**

Note: Quorum is made by at least 50% +1. It should be noted that this committee may when appropriate, include external specialist advisors for technical matters.

***Bid Evaluation Committee Members: -***

	Name of Member	Designation	Department	Capacity
1.	Khulekani C Zulu	Director Corporate Services	Corporate Services	Chairman
2.	Themba Mnguni	Manager Finance (Expenditure)	Financial Services	Member
3.	Mbuso Dlamini	Senior Manager Engineering (Civil)	Engineering Services	Member
4.	Xolani Blose	Senior Manager Protection Services	Municipal Managers Office	Member
5.	Slungile Maphumulo	Procurement Officer	Financial Services (SCM)	Member

**Table 92: Bid Evaluation Committee Members**

Note: Quorum is made by at least 50% +1.

***Bid Adjudication Committee Members: -***

	Name of Member	Designation	Department	Capacity
1.	Zakhele Mhlongo	Chief Financial Officer	Financial Services	Chairman
2.	Buks Koster	Deputy Chief Financial Officer	Financial Services	Member
3.	Skhumbuzo Mbuyazi	Senior Manager SCM	Financial Services (SCM)	Member
4.	Sibusiso Nzuza	Director Community Services	Community Services	Member
5.	Jaap Le Grange	Senior Manager Engineering (Electrical)	Engineering Services	Chairman

**Table 93: Bid Adjudication Committee Members**

Note: Quorum is made by at least 50% +1.

An Employee of the Supply Chain Management Unit is required to be present at the meetings of the Specification and Evaluation Committees as an Observer.

The requirements of their respective committee which are detailed in Clause 29 of the uMlalazi Supply Chain Management Policy are applied.

***Other Supporting Committees***

- The HIV/Aids Desk.
- The Sports Desk.
- Arts and Culture Desk.
- Youth Desk.
- Ward Committees for 27 wards in the municipality.

## IDP Public Participation Structures

As set out in the IDP Review Process Plan for 2013/2014, the following Structures have been established to ensure effective and efficient public participation around Planning and Economic Development that affects people's life:

**Table 94: Public Participation Structures**

Structure	Status
IDP Representative Forum	Functional
Road Shows	Functional
Ward Committees	Established and Functional
War Room	Functional
Ward-based Planning forum	Still to be established

**Table 95: Status of Municipal Policies**

<u>POLICY</u>	<u>FILE REF</u>	<u>SECTION</u>	<u>EXCO ADOPTION</u>	<u>REVIEW DATES</u>
Pool Motor Vehicle Policy	3/3/1	General	07 Feb 2012	
Office Bearers Security Services Policy	3/3/2	General	16 Feb 2012	
Whistle Blowing Policy	3/3/3	General	07 Feb 2012	
Risk Management Policy	3/3/4	General	07 Feb 2012	
I T Policy	3/3/6	General	07 March 2012	
Communication Plan Policy	3/3/21	General	05 June 2013	
Records Management Policy	3/3/25	General	02 October 2013	
Informal Economy Policy	3/3/26	General	02 October 2013	
Expanded Public Works Policy (LLF 29 Jan 14)	3/3/33	General	05 March 2014	
Budget Policy	3/3/7	Finance		Council 30 May 2013
S & T Allowance Policy	3/3/8	Finance	08 Oct 2012	
Supply Chain Management	3/3/9	Finance		EXCO 05 June 2013
Bad Debt Write off and Impairment of Debts Policy	3/3/10	Finance	Council 30 May 2013	
Credit Control and Debt Collection Policy	3/3/11	Finance		Council 30 May 2013 Council 29 May 2014
Indigent Policy	3/3/13	Finance		Council 30 May 2013
Funding and Reserve Policy	3/3/14	Finance	Council 30 May 2013	
Borrowing Policy	3/3/15	Finance	Council 30 May 2013	
Investment and Cash Management Policy	3/3/17	Finance		Council 30 May 2013
Tariff Policy	3/3/18	Finance	01 June 2007	Council 30 May 2013
Property Rates Policy	3/3/20	Finance		Council 29 May 2014
Leave Policy and Procedures Policy	3/3/5	Human Resource	03 April 2013	
Rewards, Gifts and Favours Policy	3/3/12	Human Resource	08 May 2013	
Bursary Policy for Council Officials	3/3/16	Human Resource	19 Sept 2012	
Training and Development Policy	3/3/19	Human Resource	06 July 2010	

Scarce Skills Policy (LLF 17 July 13 & 23 Sept 14)	3/3/23	Human Resource	05 November 2014	
Staff Retention Policy (LLF 17 July 13)	3/3/24	Human Resource	21 August 2013	
Voluntarism and Internship Policy (LLF 29 Jan 14)	3/3/28	Human Resource	05 March 2014	
Occupational Health and Safety Policy (LLF 29 Jan 14)	3/3/29	Human Resource	05 March 2014	
Protective Clothing (LLF 29 Jan 14)	3/3/30	Human Resource	05 March 2014	
Dress Code Policy (LLF 29 Jan 14)	3/3/31	Human Resource	05 March 2014	
Employee Assistance Policy (LLF 29 Jan 14)	3/3/32	Human Resource	05 March 2014	

### 9.1.7. Municipal Risk Management

The Municipal Finance Management Act ("MFMA") assigns extensive responsibilities to Accounting Officers/Municipal Managers. These responsibilities include ensuring that the organisation under their control has effective, efficient and transparent systems of financial and risk management and internal control.

Enterprise Risk Management (ERM) forms a critical part of any institution's strategic management. It is a process whereby an institution both methodically and intuitively addresses the risks attached to its activities with the goal of achieving sustained benefit within each activity and across the portfolio of activities. ERM is therefore recognized as an integral part of sound organizational management and is being promoted internationally and in South Africa as good practice applicable to the public and private sectors.

The underlying premise of risk management is that every government body exists to provide value for its stakeholders. Such value is based on the quality of service delivery to the citizens. All institutions face uncertainty and the challenge for management is to determine how much uncertainty is the institution prepared to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. Value is maximized when management sets objectives to strike an optimal balance between growth and related risks, and effectively deploys resources in pursuit of the institution's objectives.

**Figure 22: Four Risk Categories**



**Table 96: Unpacking of the four identified Risk Categories**

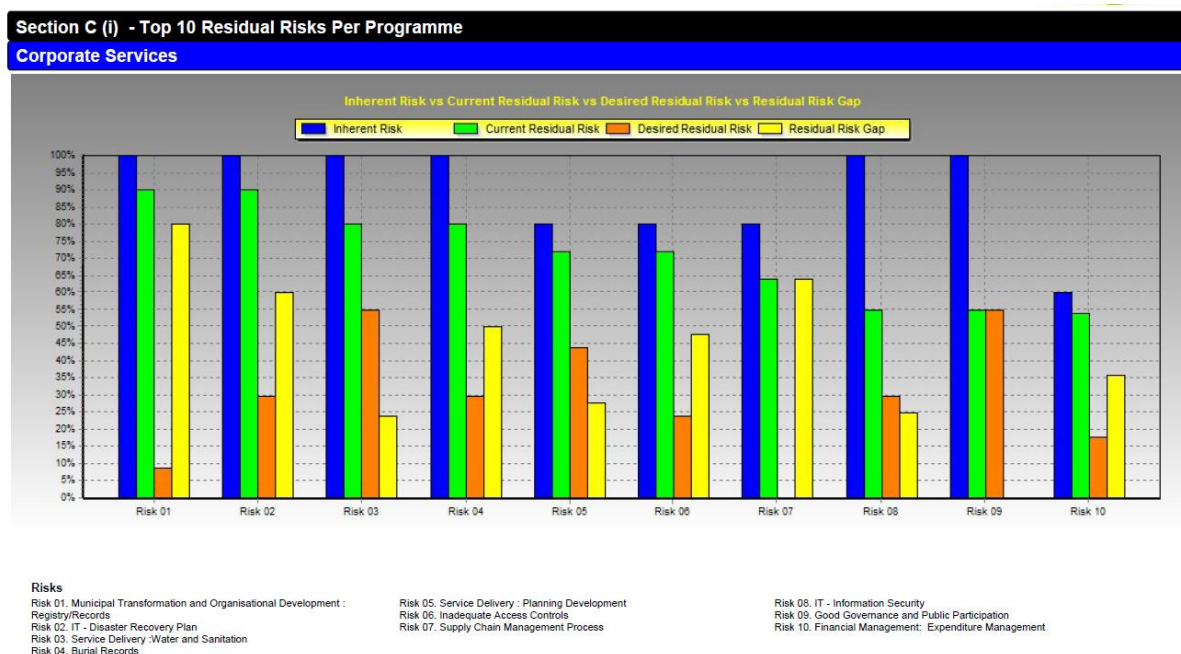
Main Risk Categories	Examples	Main Mitigation Measures
<b>Strategic risk</b>	1. Political changes or change in system of government or policies particularly as our system in South Africa is based on proportional representation which means	Hard to predict or quantify, this can be addressed through: 1. Environmental scanning, scenario development and simulation. 2. Ensuring that service delivery and people's needs surpass political affiliation and subjectivity.

Main Risk Categories	Examples	Main Mitigation Measures
	<p>political parties and political alignments are more profound.</p> <ol style="list-style-type: none"> <li>Faction fighting</li> <li>Forceful and grabs</li> </ol>	<ol style="list-style-type: none"> <li>Maximize public participation in matters of local government.</li> <li>Effective strategic management.</li> <li>Capacity building for all stakeholders.</li> <li>Passing appropriate by-laws and ensuring there is rule of law.</li> <li>Development of strategic response to each alternative scenario.</li> <li>Development of conflict resolution skills.</li> </ol>
<b>Financial risk</b>  <b>Risk pertaining to corruption, solvency, profitability and liquidity</b>	<ol style="list-style-type: none"> <li>Fraud and corruption</li> <li>Market risks</li> <li>Interest rates</li> <li>Equity prices</li> <li>Transfer risk</li> <li>Political risk</li> <li>Crime</li> <li>Economic risk</li> <li>Liquidity risk</li> <li>Rates or rent boycott</li> <li>Failure to collect rates and municipal taxes</li> <li>Failure to collect monies from municipal creditors.</li> </ol>	<ol style="list-style-type: none"> <li>Application monitoring of policies and plans such a fraud and corruption plan.</li> <li>Proper implementation and monitoring of the Acts such as the Municipal Finance Management Act</li> <li>early warning system</li> <li>An effective and efficient justice system at local level.</li> <li>Collaborative efforts in combating crime such as developing the capacity of ward committees, financial committees and policing forums.</li> <li>Transparent procurement system.</li> </ol>
<b>Operational risks</b>  <b>Failures of operational effectiveness or service delivery in municipal operations due to inadequate internal processes or ineffective response to external challenges.</b>	<ol style="list-style-type: none"> <li>Poor performance in critical KPA.</li> <li>Dissatisfaction of residents with service delivery which might lead to protests and even violence.</li> <li>Councilors who are not accountable.</li> <li>Not adhering to the Batho Pele principles</li> <li>No clear roles and functions of municipal stakeholders.</li> <li>Political interference in service delivery.</li> <li>lack of cooperation between the municipality and other spheres of government including the District Municipality</li> </ol>	<ol style="list-style-type: none"> <li>Application and monitoring of performance managements systems within the municipality.</li> <li>Development of mechanisms and systems of involving the community in matters of governance and decision making at local level such as ward committees, project committees.</li> <li>Communication internally and externally improved.</li> <li>Capacity building regarding roles, function, and responsibility of each municipal stakeholder.</li> <li>Enforce adherence to the code of conduct by both councilors and officials.</li> <li>Making the IDP development and the budgeting processes a community driven process.</li> <li>Improve intergovernmental relations.</li> <li>Adherence to the Municipal Financial management systems and sound financial practices.</li> <li>Good governance principles such as accountability and transparency, openness, responsiveness and so on</li> <li>Informing the public about what quality and standard of service to expect.</li> <li>Ensuring that public meetings to update communities about development are held regularly.</li> </ol>

Main Risk Categories	Examples	Main Mitigation Measures
<b>Project and program risks</b>  <b>Risk within specific projects, involving technology, human behavior and external threats.</b>	<ol style="list-style-type: none"> <li>1. Risk of technology failure.</li> <li>2. Strikes</li> <li>3. Project personnel that does not have appropriate skills to deliver.</li> <li>4. Failure to complete the project</li> <li>5. Project is of low standard, and it is difficult to retrieve municipal monies used.</li> <li>6. The procurement process was not open and transparent.</li> <li>7. There is no buy in or ownership of the project by the community.</li> <li>8. The project is not based on the real needs of the people, and thus does not address the real needs of the people.</li> <li>9. Lack of cooperation and good working relationship between the municipality and different government departments.</li> <li>10. Budgetary constraints</li> <li>11. The project is not aligned to the IDP</li> </ol>	<ol style="list-style-type: none"> <li>1. Effective strategic planning, incorporating internal and external stakeholders.</li> <li>2. Ensuring alignment of the project to the IDP.</li> <li>3. Open and transparent procurement system.</li> <li>4. Formation of project committees.</li> <li>5. Project steering committees to be well versed with their roles functions and responsibilities.</li> <li>6. Ensuring that the service provider provides quality service.</li> <li>7. Proper project budgeting.</li> <li>8. Accountability, transparency, monitoring and constant reporting regard project progress.</li> <li>9. Use of local resources.</li> </ol>

The top operational risks identified by the uMlalazi Municipality are as follows:-

**Figure 23: Top 10 Organisational Risks**





## Risk Management Committee

The Municipal RMC comprises of the MM and Senior Managers and they meet quarterly. The senior managers are responsible for monitoring, updating and reviewing the risk register at middle management meetings. The risk register is also submitted to the Audit committee on a quarterly basis for oversight.

### 9.1.8. Fraud & Corruption

The uMlalazi Municipality has adopted an Anti-Corruption / Fraud Prevention Plan, with the following aims:

- Enhance public confidence in the municipality,
- Build and maintain an ethics culture in order to avoid possibilities for conflict of interest well in advance,
- Strengthen community participation in exposing and reporting corruption,
- Create organizational culture of transparency,
- To encourage councilors in particular to engage communities in anti-corruption initiative,
- To prevent, detect and investigate fraud and corruption, and take appropriate action in the event of such irregularities,
- To build public accountability as well as internal accountability and transparency,
- To enhance efficiency, effectiveness and responsiveness of the uMlalazi Municipality,
- To promote effective participation of municipal stakeholders in decision making and in corruption prevention, and
- Increase municipal credibility and remove public distrust.

### 9.1.9. Municipal Bylaws

The table below indicates Bylaws that the Municipality has adopted since 2003 to current:

**Table 97: Adopted Bylaws**

NO	DATE OF ADOPTION	BY-LAWS	PROMULGATION DATE
	E = EXCO C = COUNCIL		
1	E – 04/02/08 C – 25/03/08	Advertising By-laws	09/04/09
2	E – 05/05/03 C - 29/09/03	Aerodrome By-laws	04/03/04
3	E – 04/07/05 C - 26/09/05	Beaches By-laws	11/03/10
4	E – 03/02/03 C - 24/03/03	Caravan Park By-laws	10/07/03
5	E – 03/02/03 C - 24/03/03	Cemetery and Crematorium By-laws	10/07/03
6	C – 28/03/14	Credit Control and Debt Collection By-laws	Due
7	E – 04/04/08 C - 07/04/08	Delegation of Powers By-laws	11/03/10
8	E – 04/07/05 C - 26/09/05	Electricity By-laws	11/03/10
9	E – 04/07/05 C - 26/09/05	Encroachment By-laws	11/03/10
10	E – 01/08/05 C - 26/09/05	Environmental Health By-laws	11/03/10
11	E – 04/07/05 C - 26/09/05	Fire Prevention By-laws	09/10/08
12	E – 03/10/05 C - 12/12/05	Financial By-laws	11/03/10
13	C - 27/02/07	Finance Rates By-laws	11/03/10
14	E – 05/05/03	Funeral Undertaker By-laws	04/03/04

	C - 29/09/03		
15	E – 03/02/03 C - 24/03/03	Lease of Halls and Conference Facilities By-laws	10/07/03
16	E – 01/08/05 C - 26/09/05	Keeping of Animals By-laws	11/03/10
17	C - 26/03/07	Motor Vehicle and Traffic By-laws	11/03/10
18	E – 04/07/05 C - 26/09/05	Municipal Public Transport By-laws	11/03/10
19	E - 07/06/04 C - 28/06/04	Nuisance By-laws	11/11/04
20	E – 04/07/05 C - 26/09/05	Parking By-laws	11/03/10
21	E – 05/02/07 C - 26/03/07	Pound By-laws	11/03/10
22	E – 05/05/03 C - 29/09/03	Public Amenities By-laws	08/04/04
23	E – 04/07/05 C - 26/09/05	Public Roads By-laws	11/03/10
24	E – 07/08/06 C - 26/09/06	Refuse By-laws	11/03/10
25	E – 04/07/05 C - 26/09/05	Street Trading By-laws	11/03/10
26	E – 04/07/05 C - 26/09/05	Storm Water Management By-laws	11/03/10
27	C – 28/13/2017	Standing Rules and Orders	20/04/17

## 9.2. PUBLIC PARTICIPATION ANALYSIS

The uMlalazi Communication Plan was completed in 2007 and subsequently revised.

The Objectives of the Communication Plan are:

### 9.2.1. Public Education

- To educate the community about the roles, functions and processes of Council.
- To develop and maintain correct public perception on government delivery.
- To forge links with the media.
- To educate the people about their rights and obligations, more especially, on the kind and quality of services they are entitled to, and understand why they have to pay for these services.
- To inform the community about the kind of services provided by the municipality vis-a-vis those delivered by the provincial and government, and the costs thereof.
- To enhance communication between the three spheres of government and all the stakeholders.

### 9.2.2. Public Participation

- To inform the community about the resolutions and programs of Council.
- To foster healthy relations with the communities so that they identify with Council.
- To encourage public involvement in the \*activities of the municipality.
- To produce an informed and responsive citizenry capable of making a meaningful contribution to the work of Council.
- To ensure that the community is at the center of developmental programs of their local government.

### 9.2.3. Performance Management

- To improve communication and efficiency within Council.
- To show case (exhibit) the achievements of the municipality.
- To receive and provide feedback (evaluation) about municipal programs.

- To reassure people that Council cares and works hard to solve their problems.

#### 9.2.4. Marketing/Branding

- To position the uMlalazi Municipal Council as a professional organization.
- To improve the corporate image of Council.
- To brand uMlalazi Municipality as a premier destination for leisure, business and residence.
- To market the municipal area to current and potential residents, tourists and investors.

As indicated previously, the following Structures have been established to ensure effective and efficient public participation around Planning and Economic Development that affects people's life:

**Table 98: Public Participation Structures**

Structure	Status
IDP Representative Forum	Functional
Road Shows	Functional
Ward Committees	Functional
OSS War Rooms	Functional
Izimbizo	Functional
Municipal Website	Functional
Ward-based Planning forum	Still to be established

In addition to the above structures, the media is also used to distribute information to communities and to notify them of meetings or workshops. Media includes radio, newspapers, posters and leaflets.

### 9.3. GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

#### Strengths / Opportunities

- Committed staff and Councilors
- Established and functional Ward Committees

#### 9.3.1.1. Weaknesses / Threats

- Inadequate training and development of staff & councilors
- No succession plan in place
- Poor risk management
- Lack in capacity to enforce all Bylaws
- Poor inter-departmental and external communication
- Lack of funds
- IGR relatively poor

### 9.4. COMBINED SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>➤ Availability Of Developable Land</li> <li>➤ Political Stability (Stable Council)</li> <li>➤ Adopted Organogram</li> <li>➤ Introduction To Fleet Management System</li> <li>➤ LMs Proximity To The Dube Trade Port</li> <li>➤ Fresh Produce Market (in Mhlathuze)</li> <li>➤ Policies And Bylaws In Place</li> <li>➤ Good Governance</li> <li>➤ Financially Viable</li> <li>➤ Skilled Labour</li> </ul>	<ul style="list-style-type: none"> <li>➤ Poor State of Municipal Infrastructure</li> <li>➤ Insufficient Revenue Sources</li> <li>➤ Insufficient Infrastructure Maintenance</li> <li>➤ MIG Expenditure</li> <li>➤ Monitoring Service Providers</li> <li>➤ Lack of Resources</li> <li>➤ Poor Planning</li> <li>➤ Insufficient Human and Technical Capacity</li> <li>➤ Financial Constraints</li> </ul>

<ul style="list-style-type: none"> <li>➤ 85% Households Electrified</li> <li>➤ Service Delivery Orientated</li> <li>➤ Tourism (Heritage)</li> <li>➤ Libraries</li> <li>➤ Youth Business Advisory Center</li> <li>➤ Merging of Departments</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of Development Plans (Dormant Development)</li> <li>➤ Communication Channels</li> <li>➤ Lack of Office Space</li> <li>➤ Continuation of Approved Development</li> <li>➤ Indefinite Lease Periods &amp; Rentals</li> <li>➤ Unfunded Posts on Organogram Insufficient Fleet</li> <li>➤ Poor Work Ethics</li> <li>➤ Dependency On Grants For Infrastructural Development</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>➤ Strategic Location</li> <li>➤ Agriculture Potential</li> <li>➤ 17km Coastline/ Coastline Development</li> <li>➤ Active Youth</li> <li>➤ Mining Potential</li> <li>➤ Good working relationship with AmaKhosi</li> <li>➤ Utilization of Available Land for Economic Growth</li> <li>➤ Set Aside Policy</li> <li>➤ LM is Attractive to Investors</li> <li>➤ Job Opportunities through Agriculture and Tourism</li> <li>➤ Rich Cultural History Heritage &amp; Culture</li> <li>➤ Sugar Cane Plantations</li> <li>➤ Major Transport Route</li> <li>➤ Oranges &amp; Grapefruit Plantations</li> <li>➤ Beach Development Tourism</li> <li>➤ Nodal Development (Precinct Plans)</li> <li>➤ Logistics Hub Potential</li> <li>➤ Industrial Development</li> </ul>	<ul style="list-style-type: none"> <li>➤ Drought</li> <li>➤ Bulk Infrastructure Electricity Losses</li> <li>➤ Affordability Of The Community</li> <li>➤ Mscoa Implementation</li> <li>➤ Unfunded Mandates</li> <li>➤ Undulating Topography in Rural Areas Municipality</li> <li>➤ Large Number Of Indigents</li> <li>➤ Crime</li> <li>➤ Vandalism Of Infrastructure</li> <li>➤ High Unemployment Rate</li> <li>➤ Service Delivery Protests</li> <li>➤ Political Interference</li> <li>➤ Bulk Services</li> <li>➤ Lack Of Funding</li> <li>➤ Disasters</li> <li>➤ Security Within The Municipality</li> <li>➤ Fragmented Development</li> <li>➤ Lack Of Infrastructure Development For Tourism/Heritage &amp; Culture</li> </ul>

## 9.5. BROAD KEY CHALLENGES

### 9.5.1. KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

- Insufficient Human Resource Capacity
- Insufficient Skills Development
- Outdated & Inadequate Policies
- Poor Performance of Service Providers
- Outdated ICT Systems
- Ineffective Internal & external Communication
- Non achievement of Employment equity Targets
- Inadequate office space

### 9.5.2. KPA 2: SERVICE DELIVERY

- Service Delivery Backlogs
- Lack of formalized trading areas
- Poor quality workmanship on Capital Projects
- Ineffective Disaster Management
- Ineffective Sukuma Sakhe program
- Lack of Planning for Cemetery needs
- Lack of Sports development & planning
- Crime
- Poor facilitation of early childhood development

### 9.5.3. KPA 3: LOCAL ECONOMIC & SOCIAL DEVELOPMENT

- Slow progress on LED & Tourism Development in uMlalazi Municipality area
- Unemployment

### 9.5.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

- Insufficient Revenue Sources
- Insufficient Infrastructure Maintenance
- MIG Expenditure
- Monitoring Service Providers

### 9.5.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Unqualified Audit Opinion
- Poor participation in HIV/Aids Programs
- Inadequate Risk Reduction measures in place
- Poor Public participation initiatives
- Lack of outcome on International and National Relations
- Ineffective oversight

### 9.5.6. KPA 6: CROSS CUTTING ISSUES

- Fragmented or adhoc Planning

## SECTION D: 4 VISION AND MISSION & GOALS AND OBJECTIVES

### 4.1. STRATEGIC DEVELOPMENT RATIONALE: COMPARATIVE ADVANTAGE AREAS

The Strategic Development Rationale provides the overall approach to the Development of the uMlalazi Municipal Area. This Rationale forms the premise for the Spatial Development Framework. The rationale has both physical and institutional components, i.e. it focuses on the structuring of the urban and rural form to overcome developmental problems and address key priorities and needs as well as the institutional requirements in terms of resourcing (human and financial) to attain the aforesaid.

The key aspect to the Strategic Development Rationale is to focus on those components, elements or areas that will provide the highest impact in terms of sustainable development contributing towards local economic development and in a substantial increase in the living standard of people residing in the municipal area, as well as the financial viability of the municipality itself. This cannot be attained without financial inputs while the effective use of such financial inputs cannot be done without a Council that is empowered to make efficient and effective use of scarce resources.

The Strategic Development Rationale for UMLalazi is supported through the development of a **hierarchy of nodes** (as proposed through the revised SDF). These nodes will form the focal points for development and service provision, to ensure access to social and economic opportunities for the entire area. The concentration of activities in and around nodes will stimulate a higher order of activities and development. Access to social and economic opportunities at such nodal areas will have to be managed and supported to ensure its efficiency.

The Strategic Development Rationale puts forward an **incremental development approach**, where the upgrading of existing services and provision of new services is focused in specific areas according to settlement and nodal classification and according to areas where there is already economic growth or the potential for economic growth.

The Strategic Development Rationale also recognises the need for the Municipality to **build strong public – public (between local, district, provincial and national government) and public – private partnerships**. This component is essential to ensure that obstacles are identified and dealt with – procedural, human resource as well as financial.

### Identified Comparative Advantages

- Pristine Coastline of approximately 19kms
- Excellent biodiversity
- Goedertrouw/Phobane Dam
- Siyaya Coastal Reserve (the uMlalazi Reserve and the Amatikulu Reserve)
- Four Conservation Areas (Entumeni Nature Reserve, Mbongolwane Wetland, Ongoye and Dhlhlinza Forests)
- N2 National Road traverses through the Municipal Area along its south-eastern boundary
- The R66 Main Road traverses through the center of the municipal area from south to north, providing a road link between Durban, Ulundi and Vryheid.
- The municipality is located adjacent and to the south of one of the fastest growing urban centers in South Africa, namely Richards Bay – Empangeni.
- The municipal area is rich in historical and cultural assets.

## 4.2. MUNICIPAL VISION AND MISSION

### VISION:

**“A model municipality for community empowerment and provision of services by a transformed institution in an area where everyone lives in harmony by 2035”**

### 4.2.1. Municipality’s Mission

As part of the revision of the long term vision for the municipality, inevitably the mission will also be amended to be in line with the new proposed vision. Below are the commitments, in the form of mission statements, in which the municipality proposes to adopt;

The uMlalazi municipality in partnership with its community will strive to:

- ✚ Create sustainable and better services for all;
- ✚ Ensure a skilled, motivated and committed workforce;
- ✚ Create mutual trust and understanding between the municipality and the community through effective communication
- ✚ Emphasize better usage of resources;
- ✚ Provide infrastructure and build investor confidence;
- ✚ Enhance Batho - Pele principles and B2B pillars;
- ✚ Create a safe environment for all;
- ✚ Improve the Green Economy of our community by partnering with all stakeholders to create clean & safe place where people live and work;
- ✚ Ensure effective land use management that take cognizance of sound environmental practices;
- ✚ Enhance good governance through leadership excellence & community participation;
- ✚ Facilitate institutional transformation;
- ✚ Ensure continued sound financial management;
- ✚ Provide services to the entire community with diligence and empathy; and
- ✚ Apply good and transparent corporate governance to promote community prosperity

### 4.3. GOALS, OBJECTIVES AND STRATEGIES

KPA: Municipal Transformation and Organizational Development	STRATEGIC GOAL: Proper organization development		
	Focus Area	OBJECTIVE	STRATEGY
	ICT	Improvement of IT systems for better municipal functions	Upgrade the current infrastructure, fibre, provision of necessary funding and adequate capacity
			Review ICT Strategy and link projects and budget for implementation
			Prioritise ICT projects for funding
			Training, consequence management
	Human Resources	To develop the institution and to facilitate institutional transformation	Provide training to 54 Councillors in terms of skills audit undertaken and ensure 1% of salary budget is provided for training of Cllrs
			To implement and support internship, learnership and in-service training programmes.
			Provide training to staff in terms of skills development plan and ensure 1% of salary budget is provided for training of staff
	Registry	To implement the Document Management System and establish a central depo for all records	Training on consequence management, linked to PMS
			Build a new Registry Office
		To enhance the accessibility of library facilities to the public	Apply to Library Services to provide funding to roll out services such as Cyber Cadet facilities and capacity to provide computer services and skills to scholars.
			Create partnership and funding agreement from the Department of Arts and Culture.
	Outdated Municipal Bylaws	To ensure that the Municipality has an updated set of Bylaws that is in line with its Vision and Mission	To conduct an overall assessment of all Municipal Bylaws
	Limited Office Space	To ensure that there is suitable office space for the executives and Councillors	To renovate and/or build new Municipal Offices in order to accommodate all executives and councillors.
			To renovate and/or build new Municipal Offices in order to accommodate a new Council Chamber and Councillor Meeting rooms.
			To ensure continuous maintenance of Municipal Offices to ensure that occupation are in line with the relevant Health & Safety Standards.

KPA: Basic Service Delivery	STRATEGIC GOAL: Strategic Infrastructure Development		
	Focus Area / Challenge	OBJECTIVE	STRATEGY
	Electrification	To ensure provision of basic access to electricity by all communities in a sustainable manner	To ensure reduction of electricity backlog to 10%
			To ensure maintenance and improvement of existing electrical infrastructure.
			To ensure that electricity losses are curbed.
			To ensure that energy saving principles are adhered to in line with NERSA Guidelines.

		Install and maintain electrification in rural areas	Strengthen the stakeholder's engagement in Eskom Electrification Projects in order to track progress.
	<b>Civil &amp; Building</b>	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Ensure budgeting is aligned to the national treasury requirements especially on maintenance activities
			Investigate possible registration of Borrow Pits under the municipality in order to ensure access to those borrow pits during project implementation and road maintenance activities.
			To ensure continuous maintenance of road infrastructure
			Liaise with DOT to register most of these roads as access roads in order to recognise them as assets.
		To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings
	<b>Mechanical</b>	To increase the accessibility of municipal vehicles	Ensure allocation of budget for purchasing of vehicles and fleet every financial year in order to properly implement the vehicle replacement plan.
			Ensure that vehicles are written off and replaced once the insurance had paid and; that Vehicle Auction take place once vehicles has been declared obsolete
	<b>Project Management Unit</b>	To ensure and monitor proper implementation of Municipal Infrastructure Projects	To ensure proper implementation of Municipal Infrastructure Projects
			To ensure adherence to all Grant Conditions for Capital Infrastructure Projects
			Training of local SMME's through CIDB and SEDA support
			Alignment of projects with the CIDB grading requirements for SMME Development Training of Municipal Staff in SMME's Development Programmes
			To improve the Municipality's EPWP contribution through labour intensive infrastructure projects

<b>KPA: Basic Service Delivery</b>	<b>STRATEGIC GOAL: Strategic Infrastructure Development</b>		
	<b>Focus Area / Challenge</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>
	<b>Electrification</b>	To ensure provision of basic access to electricity by all communities in a sustainable manner	To ensure reduction of electricity backlog to 10%
			To ensure maintenance and improvement of existing electrical infrastructure.
			To ensure that electricity losses are curbed.
			To ensure that energy saving principles are adhered to in line with NERSA Guidelines.



		Install and maintain electrification in rural areas	Strengthen the stakeholder's engagement in Eskom Electrification Projects in order to track progress.
	<b>Civil &amp; Building</b>	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Ensure budgeting is aligned to the national treasury requirements especially on maintenance activities
			Investigate possible registration of Borrow Pits under the municipality in order to ensure access to those borrow pits during project implementation and road maintenance activities.
			To ensure continuous maintenance of road infrastructure
			Liaise with DOT to register most of these roads as access roads in order to recognise them as assets.
		To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings
	<b>Mechanical</b>	To increase the accessibility of municipal vehicles	Ensure allocation of budget for purchasing of vehicles and fleet every financial year in order to properly implement the vehicle replacement plan.
			Ensure that vehicles are written off and replaced once the insurance had paid and; that Vehicle Auction take place once vehicles has been declared obsolete
	<b>Project Management Unit</b>	To ensure and monitor proper implementation of Municipal Infrastructure Projects	To ensure proper implementation of Municipal Infrastructure Projects
			To ensure adherence to all Grant Conditions for Capital Infrastructure Projects
			Training of local SMME's through CIDB and SEDA support
			Alignment of projects with the CIDB grading requirements for SMME Development Training of Municipal Staff in SMME's Development Programmes
			To improve the Municipality's EPWP contribution through labour intensive infrastructure projects

<b>KPA: Local Economic and Social Development</b>	<b>STRATEGIC GOAL: Inclusive Economic and Social Development</b>		
	<b>Focus Area / Challenge</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>
	<b>Local Economic Development</b>	To contribute towards the growth of the local economy and the reduction of unemployment	To develop a Strategy to attract investment
			To promote economic development through agricultural development

			To promote youth participation in agricultural activities especially those from previously disadvantaged communities.
			To take advantage of opportunities presented by the Ocean Economy
			To promote economic development through eco-tourism and heritage tourism.
			To promote youth participation in tourism activities especially those from previously disadvantaged communities.
			To promote economic development through industrial development.
			Economic Development: Promote creation of job opportunities e.g. EPWP, CWP and other poverty alleviation programmes.
			Ensure proper implementation of set aside legislation targeting young people (PPPF 2017)
			To promote the development of SMMEs in particular informal traders
	<b>Social Development</b>	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Promote Social Development through Programmes focusing on social cohesion, skills development, sports & recreation and cultural development
			Promote active ageing and healthy lifestyles
			Promote equitable access to quality ECD programmes for all children under 6 years

<b>KPA: Municipal Financial Viability and Management</b>	<b>STRATEGIC GOAL: Proper financial management</b>		
	<b>Focus Area / Challenge</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>
	<b>Expenditure</b>	To reduce expenditure and curb wasteful expenditure	To develop and maintain systems and procedures for effective and sound management of municipal finances
			To develop a system to curb electricity losses through theft
	<b>Revenue</b>	To ensure Revenue enhancement	Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection
			Ongoing implementation of SPR
			Ensure review of the General Valuation Roll in line with the prescripts of legislation
			Expansion of the Electricity Business
			Ensure that the Municipality derives maximum value from Municipal Land

			Derive maximum value from Municipal Heritage Sites and other Tourism Facilities.
			Promote local economic development initiatives that create decent labour intensive job opportunities in order to reduce the number of indigents.
	SCM	Ensure that SCM adheres to all provisions as set out in the PFMA	To ensure proper implementation of SCM processes
		Ensure local SMME development through effective use SCM processes	Development of local SMMEs especially youth, women and disabled owned enterprises
	Rates	To expand the Municipal Rates Base	Expansion of the Municipal Rates base through new investments
	Assets	Enhance effective internal controls and standard operating procedures	Implementation of the Municipal Assets Management Policy
			Ensure proper implementation of the Pavement Management System

KPA: Good Governance and Public Participation	STRATEGIC GOAL: Governance and Policy		
	Focus Area / Challenge	OBJECTIVE	STRATEGY
	Good Governance	To ensure that a functional functional and effective Council exists	To ensure that Standing Rules and Orders Committee meets quarterly and ensure when meetings of Council are postponed reasons are provided
			Sitting allowance for Amakhosi must be aligned to attendance of meetings
			Correspondence from Government departments to be submitted to Council Committees at the next sitting after receipt of correspondence
			Facilitate training for Ward Committee members
			Office Bearers to ensure attendance to events and functions held by the Municipality, timeously
			All long and short term lease agreement to be reviewed
			Ensure review and enforcement of bylaws
	Internal Audit	Ensure understanding the role of Internal Audit	Presenting the IA Charter and Audit Plan to MANCO before approval, so that Management can understand the IA activities and terms of reference.
			To review the Organogram such that PMS reports directly to the Municipal Manager in terms of the Municipal Systems Act.
	Legal Services	To restructure staffing to ensure a functional and effective legal services unit	The organogram to be amended to accommodate for a legal services unit.
			Batho Pele function to be moved from legal services and to relocate the function to corporate services or community.
	Communication	Increasing human capacity and improving communication tools to	Ensuring that all communication of findings are properly responded to and all findings are understood by Management

		produce an effective communications unit.	Vacant positions on the organogram to be prioritised and filled
			To procure all necessary equipment and vehicles to ensure effective public participation.
			Enhance revenue through installation of digital Billboards
			Appointment of personnel / service provider for monitoring of outdoor advertising – revenue enhancement
	PMS	Ensure that all Line Departments function effectively and in line with the PMS	Performance appraisals be cascaded to all employees in a phased in approach commencing from 2019/2020 with all Managers
			Organogram be reviewed and PMS should report directly to the Municipal Manager.
			Service Delivery Improvement Plan to be developed.
	Public Participation	To produce a culture of participative democracy and social cohesion	Rapid response Committee to respond back to communities in their respective wards within 14 days
			Council Resolutions to be placed in libraries after confirmation of resolution by Council
			Departments to attend IGR meetings and report back to Portfolio Committees
			Load Shedding schedule communication with business and general public

KPA: Cross Cutting	STRATEGIC GOAL: Coordinated Spatial Development Planning, Environmental and Land Use Management		
	Focus Area / Challenge	OBJECTIVE	STRATEGY
	Town Planning	To ensure effective land use management and coordinated Spatial Development Planning	Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law
			To finalise the Umlalazi Wall to Wall scheme
			Review of the Spatial Development Framework
			Identification and development of potential land for high impact development
			Facilitation of township establishments and subdivisions
		To ensure that strategically located land is made available for local economic development	Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.
	Housing	To ensure the consolidation of the Primary Node	To pursue development projects that seek to enhance the function of Eshowe Town as the main economic and administrative centre for Umlalazi Municipality.
		To promote sustainable human settlement and improved quality of household for all	Holistic Implementation of Housing Sector Plan
			Promotion of property management
			Identification of areas of need in rural areas
	Building Inspectorate	To ensure sustainability of the built environment and effective enforcement of building regulations	Training of staff to be peace offers
			Enforcement of building bylaws
			Establishment of outdoor advertisement section

			Timeous assessment of building plans
			Day to day inspections of buildings around the municipal area
	<b>GIS and Environmental Planning</b>	To promote environmental sustainability and effective GIS System	Preserving municipal biodiversity and protecting environmental sensitive areas
			Development of coastal environmental management plan
			Development of the disaster management plan
	<b>Integrated Development Planning</b>	To develop a credible and implementable IDP	Develop and adopt a credible IDP Improve IDP ranking
			Development of Community-Based planning
	<b>Fire and Disaster</b>	To ensure effective responses to community emergencies	Provision of land for the establishment of the Umlalazi Disaster Management Centre
			Review and implementation of Disaster Management Sector Plan

#### 4.4. Cross Boarder Alignment with National Outcomes and Provincial Goals and Development Strategies.

NDP	PGDS/DGDP	KCDM IDP GOALS	B2B	NKPAs (GOALS)	LM STRATEGIC GOALS	OBLJECTIVES	STRATEGY
<b>Build a capable state</b> <b>Fight corruption</b>	Human Resource Development Human &Community Development Governance and Policy	Municipal Transformation, Organizational and Human Resource Development	Institutional Capacity	Municipal Transformation and Institutional Development	Municipal Transformation, Institutional and Human Resource Development	<ul style="list-style-type: none"> <li>Improvement of IT systems for better municipal functions</li> <li>To develop the institution and to facilitate institutional transformation</li> <li>To implement the Document Management System and establish a central depo for all records</li> <li>To enhance the accessibility of library facilities to the public</li> <li>To ensure that the Municipality has an updated set of Bylaws that is in line with its Vison and Mission</li> <li>To ensure that there is suitable office space for the executives and Councillors</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade the current infrastructure, fibre, provision of necessary funding and adequate capacity</li> <li>Review ICT Strategy and link projects and budget for implementation</li> <li>Prioritise ICT projects for funding</li> <li>Training, consequence management</li> <li>Provide training to 54 Councillors in terms of skills audit undertaken and ensure 1% of salary budget is provided for training of Cllrs</li> <li>To implement and support internship, learnership and in-service training programmes.</li> <li>Provide training to staff in terms of skills development plan and ensure 1% of salary budget is provided for training of staff</li> <li>Training on consequence management, linked to PMS</li> <li>Build a new Registry Office</li> <li>Apply to Library Services to provide funding to roll out services such as Cyber Cadet Facilities and capacity to provide computer services and skills to scholars.</li> <li>Create partnership and funding agreement from the Department of Arts and Culture.</li> <li>To conduct an overall assessment of all Municipal Bylaws</li> <li>To renovate and/or build new Municipal Offices in order to accommodate all executives and councillors.</li> <li>To renovate and/or build new Municipal Offices in order to accommodate a new Council Chamber and Councillor Meeting rooms.</li> </ul>
<b>Create jobs</b> <b>Use Resources</b> <b>Properly</b> <b>Inclusive Planning</b> <b>Build a Capable State</b>	Inclusive Economic Growth Human & Community Development Strategic Infrastructure	Radical Local Economic and Rural Development and Food Security	Basic Services	Local Economic and Social Development	Radical Local Economic Development and accelerated economic growth.	<ul style="list-style-type: none"> <li>To contribute towards the growth of the local economy and the reduction of unemployment</li> </ul>	<ul style="list-style-type: none"> <li>To develop a Strategy to attract investment</li> <li>To promote economic development through agricultural development</li> <li>To promote youth participation in agricultural activities especially those from previously disadvantaged communities.</li> <li>To take advantage of opportunities presented by the Ocean Economy</li> <li>To promote economic development through eco-tourism and heritage tourism.</li> <li>To promote youth participation in tourism activities especially those from previously disadvantaged communities.</li> <li>To promote economic development through industrial development.</li> <li>Economic Development: Promote creation of job opportunities e.g. EPWP, CWP and other poverty alleviation programmes.</li> </ul>

							<ul style="list-style-type: none"> <li>• Ensure proper implementation of set aside legislation targeting young people (PPPF 2017)</li> <li>• To promote the development of SMMEs in particular informal traders</li> </ul>
<b>Expand Infrastructure Use resources properly Inclusive planning</b>	Strategic Infrastructure Spatial Equity	Infrastructure and Basic Service Delivery	Basic Services	Basic Service Delivery	Continued Basic Service Delivery and Strategic Infrastructure Development	<ul style="list-style-type: none"> <li>• To ensure provision of basic access to electricity by all communities in a sustainable manner</li> <li>• Install and maintain electrification in rural areas</li> <li>• To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater</li> <li>• To ensure maintenance of all municipal buildings.</li> <li>• To increase the accessibility of municipal vehicles</li> <li>• To ensure and monitor proper implementation of Municipal Infrastructure Projects</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure reduction of electricity backlog to 10%</li> <li>• To ensure maintenance and improvement of existing electrical infrastructure.</li> <li>• To ensure that electricity losses are curbed.</li> <li>• To ensure that energy saving principles are adhered to in line with NERSA Guidelines.</li> <li>• Strengthen the stakeholder's engagement in Eskom Electrification Projects in order to track progress.</li> <li>• Ensure budgeting is aligned to the national treasury requirements especially on maintenance activities</li> <li>• Investigate possible registration of Borrow Pits under the municipality in order to ensure access to those borrow pits during project implementation and road maintenance activities.</li> <li>• To ensure continuous maintenance of road infrastructure</li> <li>• Liaise with DOT to register most of these roads as access roads in order to recognise them as assets.</li> <li>• To develop a Maintenance Plan for Municipal Buildings</li> <li>• Ensure allocation of budget for purchasing of vehicles and fleet every financial year in order to properly implement the vehicle replacement plan.</li> <li>• Ensure that vehicles are written off and replaced once the insurance had paid and; that Vehicle Auction take place once vehicles has been declared obsolete</li> <li>• To ensure proper implementation of Municipal Infrastructure Projects</li> <li>• To ensure adherence to all Grant Conditions for Capital Infrastructure Projects</li> <li>• Training of local SMME's through CIDB and SEDA support</li> <li>• Alignment of projects with the CIDB grading requirements for SMME Development</li> <li>• Training of Municipal Staff in SMME's Development Programmes</li> <li>• To improve the Municipality's EPWP contribution through labour intensive infrastructure projects</li> </ul>
<b>Expand Infrastructure Use Resources Properly Inclusive Planning</b>	Inclusive Economic Growth Governance and Policy	Sound Financial Management and Viability	Financial Management	Financial Viability and Management	Financial Viability and Sound Financial Management	<ul style="list-style-type: none"> <li>• To reduce expenditure and curb wasteful expenditure</li> <li>• To ensure Revenue enhancement</li> </ul>	<ul style="list-style-type: none"> <li>• To develop and maintain systems and procedures for effective and sound management of municipal finances</li> <li>• To develop a system to curb electricity losses through theft</li> </ul>

						<ul style="list-style-type: none"> <li>• Ensure that SCM adheres to all provisions as set out in the PFMA</li> <li>• Ensure local SMME development through effective use SCM processes</li> <li>• To expand the Municipal Rates Base</li> <li>• Enhance effective internal controls and standard operating procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection</li> <li>• Ongoing implementation of SPR</li> <li>• Ensure review of the General Valuation Roll in line with the prescripts of legislation</li> <li>• Expansion of the Electricity Business</li> <li>• Ensure that the Municipality derives maximum value from Municipal Land</li> <li>• Derive maximum value from Municipal Heritage Sites and other Tourism Facilities.</li> <li>• Promote local economic development initiatives that create decent labour intensive job opportunities in order to reduce the number of indigents.</li> </ul>
<b>Use resources properly</b> <b>Build a capable state</b> <b>Fight corruption</b> <b>Unite the nation</b>	Governance and Policy	Good Governance and Public Participation	Good Governance Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	<ul style="list-style-type: none"> <li>• To ensure that a functional and effective Council exists</li> <li>• Ensure understanding the role of Internal Audit</li> <li>• To restructure staffing to ensure a functional and effective legal services unit</li> <li>• Increasing human capacity and improving communication tools to produce an effective communications unit.</li> <li>• Ensure that all Line Departments function effectively and in line with the PMS</li> <li>• To produce a culture of participative democracy and social cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure that Standing Rules and Orders Committee meets quarterly and ensure when meetings of Council are postponed reasons are provided</li> <li>• Sitting allowance for Amakhosi must be aligned to attendance of meetings</li> <li>• Correspondence from Government departments to be submitted to Council Committees at the next sitting after receipt of correspondence</li> <li>• Facilitate training for Ward Committee members</li> <li>• Office Bearers to ensure attendance to events and functions held by the Municipality, timeously</li> <li>• All long and short term lease agreement to be reviewed</li> <li>• Ensure review and enforcement of bylaws</li> <li>• Presenting the IA Charter and Audit Plan to MANCO before approval, so that Management can understand the IA activities and terms of reference.</li> <li>• To review the Organogram such that PMS reports directly to the Municipal Manager in terms of the Municipal Systems Act.</li> <li>• The organogram to be amended to accommodate for a legal services unit.</li> <li>• Batho Pele function to be moved from legal services and to relocate the function to corporate services or community.</li> <li>• Ensuring that all communication of findings are properly responded to and all findings are understood by Management</li> <li>• Vacant positions on the organogram to be prioritised and filled</li> <li>• To procure all necessary equipment and vehicles to ensure effective public participation.</li> <li>• Enhance revenue through installation of digital Billboards</li> <li>• Appointment of personnel / service provider for monitoring of outdoor advertising – revenue enhancement</li> </ul>



						<ul style="list-style-type: none"><li>• Performance appraisals be cascaded to all employees in a phased in approach commencing from 2019/2020 with all Managers</li><li>• Organogram be reviewed and PMS should report directly to the Municipal Manager.</li><li>• Service Delivery Improvement Plan to be developed.</li><li>• Rapid response Committee to respond back to communities in their respective wards within 14 days</li><li>• Council Resolutions to be placed in libraries after confirmation of resolution by Council</li><li>• Departments to attend IGR meetings and report back to Portfolio Committees</li><li>• Load Shedding schedule communication with business and general public</li></ul>
Expand Infrastructure Inclusive Planning	Inclusive Economic Growth Strategic Infrastructure Environmental Sustainability Spatial Equity	Coordinated Planning, Spatial Equity, Coastal and Environmental Management		Cross Cutting	Co-ordinated Spatial Development Planning and Environmental Management	<ul style="list-style-type: none"><li>• To ensure effective land use management and coordinated Spatial Development Planning</li><li>• To ensure that strategically located land is made available for local economic development</li><li>• To ensure the consolidation of the Primary Node</li><li>• To promote sustainable human settlement and improved quality of household for all</li><li>• To ensure sustainability of the built environment and effective enforcement of building regulations</li><li>• To promote environmental sustainability and effective GIS System</li><li>• To develop a credible and implementable IDP</li><li>• To ensure effective responses to community emergencies</li></ul> <ul style="list-style-type: none"><li>• Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law</li><li>• To finalise the Umlalazi Wall to Wall scheme</li><li>• Review of the Spatial Development Framework</li><li>• Identification and development of potential land for high impact development</li><li>• Facilitation of township establishments and subdivisions</li><li>• Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.</li><li>• To pursue development projects that seek to enhance the function of Eshowe Town as the main economic and administrative centre for Umlalazi Municipality.</li><li>• Holistic Implementation of Housing Sector Plan</li><li>• Promotion of property management</li><li>• Identification of areas of need in rural areas</li><li>• Training of staff to be peace offers</li><li>• Enforcement of building bylaws</li><li>• Establishment of outdoor advertisement section</li><li>• Timeous assessment of building plans</li><li>• Day to day inspections of buildings around the municipal area</li><li>• Preserving municipal biodiversity and protecting environmental sensitive areas</li><li>• Development of coastal environmental management plan</li><li>• Development of the disaster management plan</li><li>• Develop and adopt a credible IDP</li><li>• Improve IDP ranking</li><li>• Development of Community-Based planning</li><li>• Provision of land for the establishment of the Umlalazi Disaster Management Centre</li><li>• Review and implementation of Disaster Management Sector Plan</li></ul>

<b>Quality Education</b> <b>Quality Healthcare</b> <b>Unite The Nation</b>	Human &Community Development	Social Services, Human and Community Development	Basic Services	Social Development**	Social and Community Development	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	<ul style="list-style-type: none"> <li>• Promote Social Development through Programmes focusing on social cohesion , skills development, sports &amp; recreation and cultural development</li> <li>• Promote active ageing and healthy lifestyles</li> <li>• Promote equitable access to quality ECD programmes for all children under 6 years</li> </ul>
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## SECTION E: 5 STRATEGIC MAPPING

### 5.1. DEVELOPMENT CENTRES

#### 5.1.1. PRIMARY ADMINISTRATION CENTRE

Eshowe is the most dominant urban area within the uMlalazi Municipality and is referred to as the Primary Administration Centre, owing to its diverse economy (when compared to the other main centers), superior level of infrastructure and service, and sphere of influence.

#### 5.1.2. SECONDARY CENTRES

These settlements are the key links to the rural hinterland, as they are the only “trading posts” for these areas.

The definitive reason behind these towns being classified as Secondary Centres, is their development potential as well as the thresholds of service that exist which are significantly smaller than those within the major town centre of Eshowe.

There are two types of Secondary Centres within the uMlalazi Context i.e. Upper Secondary Centres and Lower Secondary Centres.

The Upper Secondary Centres are important at a municipal level and reflect minimum levels of economic diversification, where limited tertiary services are available and marginal value-adding activities take place. These include:

**Table 99: Upper Secondary Centers**

Name	Location/Description
Mtunzini	This town is well established and offers a modern residential environment. It is attractive from the point of view that it is located on the Indian Ocean. The business infrastructure is relatively poorly developed and little employment opportunities exist. The town serves as a dormitory town for the University of Zululand and the urban areas of Richards Bay and Empangeni. The center is located in proximity to both the R102 and N2 Motorway, allowing significant mobility for commuters.
Gingindlovu	The town is located at the intersection between the R102 and the R66, with the N2 Motorway in proximity. Importantly, the N2 Motorway can be accessed or left in proximity to Gingindlovu. The center provides a high level of services from an engineering point of view, but social services are somewhat lacking. It is in competition with both Mtunzini and Eshowe internally and externally with Mandeni.

Lower Secondary Centres are a number of smaller settlements within the Municipality which have developed as a result of population concentration. These minor centres service the adjacent rural areas and are complimented by basic engineering services/infrastructure and community facilities, transport nodes and basic public and administration facilities. They include:

**Table 100: Lower Secondary Centres**

Name	Location/Description
Mvutshini	Located in proximity to the R66 and N2 Motorway between Gingindlovu and Empangeni/Richards Bay. It is a center, which has developed as a result of proximity to both Gingindlovu and Mtunzini, where a higher level of services is available. The proximity to both the R102 and the N2 Motorway has also influenced the development of this area as a Secondary Centre.
Ndlangubo	This center is located on the P230, between Empangeni/Ngwelezane and the R66. The P230 links with the R66 approximately 10km north of Eshowe. It is an important transportation route and is also an identified tertiary corridor. The importance of this route is that it shortens the traveling distance between Richards Bay/Empangeni and Eshowe, as it offers a more direct route than the R34 and R66. The R34 is a Primary Corridor and has a tarred surface. On the other hand, the P230 is a gravel-surfaced road, which is in a poor condition in certain areas.
Nkume	Along the R66, approximately 10km north of Eshowe. This settlement has grown rapidly over the past 5 years and certainly constitutes an emerging settlement. The proximity of this center to the junction between the P230 and the R66 has influenced the development thereof. Proximity to Eshowe as the economic hub of the area makes the center a popular destination in respect of residential accommodation.
Mbongolwane	The area is also an emerging development node with a hospital and other community facilities centered therein. It is located approximately 25km to the west of Eshowe, on the P50. The P50 also links Eshowe and Nkandla, further to the north-west of Eshowe.
Khomo	This center is located on the uMlalazi/Nkandla Local Municipality border and is closer to Nkandla than Eshowe. It is located in proximity to the P50, at the P15 and P50 split. The P50 is a Secondary Corridor from a transportation point of view.

### 5.1.3. TERTIARY CENTRES

In general terms, the Tertiary Centers are emerging centers characterized by population densification, with basic administrative functions being available. There are localized services such as a primary school, a pension pay point, postal service, public phones, local (informal) markets, transport facilities and minor commercial enterprises.

It is again of significance to note that the Tertiary Centers are also located on or near important transportation routes. These include:

**Table 101: Tertiary Centers**

Name	Location/Description
Nkwaleni	This center has a strategic locality, as it is located at the junction between the R34 from Empangeni and the R66 between Eshowe and Melmoth. It is a highly accessible center and development in and around it should be encouraged. It is surrounded by commercial farming areas and has been slow to develop, given its strategic locality. A police station was in existence in this center, but was closed down. The reason for its slow development can be ascribed to the fact that the center is approximately 30km north of

Name	Location/Description
	Eshowe and that the commercial farmers have a high ratio of vehicular ownership, allowing for a high level of mobility. Travel by road in a privately owned vehicle to Eshowe, is therefore no obstacle
Nteneshane	It is located in the east of the municipal area on the D518, which links the R102 and the P230, both roads being tertiary transportation corridors. These roads have played a significant role in the establishment of this center. It however is in proximity to Ngwelezane and Empangeni, and development in this center will in all likelihood be slow.
Ondini	This center is located on the P230, almost midway between Empangeni and Eshowe. The role that the P230 is fulfilling in the context of linking settlements again comes to the forefront. Development may be regarded as a result of proximity to Ndlangubo, a Secondary Centre.
Oquqeni	It is also a center that is located on the P230, further underlining the importance of this transportation route as a functional route. The rate of development of this center may also be regarded as a result of proximity to Nkume, a Secondary Centre.
Ziphambanwani	This center is emerging as a Tertiary Centre because of its locality on the R66, midway between Gingindlovu and Eshowe. Ease of access to both Eshowe (The Primary Administrative Centre) and Gingindlovu (Secondary Centre) will popularize this center. It is also located at the junction between the D884 and the R66, the first mentioned road linking the R102 and the R66.
Nyanini	It is only a few kilometers to the south-east of Eshowe on the R66. Proximity to the Primary Administrative Centre will tend to slow the tempo of development in this center.
Impatala	It is located to the west of Eshowe, on the P50, a secondary transportation corridor. It is located midway between Mbongolwane (Secondary Centre) and Eshowe (Primary Administrative Centre). Development is therefore expected to be slow.
Nkulisbantwana	It is located at the junction between the D356, a tertiary transportation corridor linking Eshowe with the P710, and the P710, a secondary transportation corridor to the west and south-west of Eshowe. The importance of a locality on or near important transportation routes is again emphasized.
Shayinga	This center is also located on the P710 and is in relative close proximity to Nkulisbantwana to the north of it.
Samungu	This center is located on the D356 and is showing a steady population growth rate over the past five (5) years.
Danyini	It is also located on the D356, in relative close proximity to Eshowe. It can be expected that the growth rate will be slow, given the proximity to Eshowe and the proximity to Samungu, which is showing a faster growth rate.

### 5.1.4. DEVELOPMENT CORRIDORS

The definition and (and even ranking) of the above mentioned Development Centers is highly influenced by the transport routes that service them. The uMlalazi Integrated Development Plan has identified a number of roads for as part of their Development Corridor network based on condition of roads, level of access afforded by the roads and its importance at a district/regional scale.

#### 5.1.4.1. PRIMARY CORRIDORS

**Table 102: Primary Corridors**

Name	Location/Description
The N2 Highway (and R102)	The two routes are aligned parallel to each other in the south-eastern sector of the uMlalazi municipal area. It offers access to Richards Bay/Empangeni, as well as the three Secondary Centers (Gingindlovu, Nqutshini and Mtunzini).
The R66	The R66 can be considered to be an as important transportation route within the uMlalazi Area as the N2 Highway. Emphasis is placed on the R66 in that it forms an almost central spine through the municipal area as well the location of the Primary Administrative Centre, two Secondary Centers and three Tertiary Centers on it. It is a road that links the uMlalazi Area with the rest of the KwaZulu Natal interior and with the N2 Highway which in turn links to Richards Bay/Empangeni to the north, and Durban to the south.
The R34	This route is located in the north of the municipal area and is the current most effective link between The R66 (between Melmoth and Eshowe) and Richards Bay Empangeni. Only one Tertiary Centre has been identified in relation to this road (Nkwaleni). The reason is the fact that the area, within which this road is aligned through the uMlalazi Local Municipality, is dominated by commercial farming, which discourages nodal development. The importance of this road is in its link with the District Centre of Richards Bay/Empangeni.

#### 5.1.4.2. SECONDARY CORRIDORS

**Table 103: Secondary Corridors**

Name	Location/Description
The P710	This route is aligned along the western/south-western boundary of the municipal area. It links Mandeni to the south of Eshowe, with Mbongolwane, a Secondary Centre. Two other Tertiary Centers are located along the route. The road is presently gravel-surfaced, and has been identified in the uMlalazi IDP for upgrading by means of tarring. The route serves the farming areas alongside it as well as scattered human settlements.
The P50	This route links Eshowe and Nkandla to the north-west of Eshowe. It also links Entumeni with Eshowe and Mbongolwane is on this route. This corridor services an agricultural area of considerable size and will become increasingly important with the implementation of the Mbambiswano/Entumeni Agricultural project. The route is aligned through areas of outstanding agricultural quality
The P15	This corridor establishes a road link between Kranskop and the P50. It is aligned through areas that accommodate the poorer section of the uMlalazi population. The road is generally in a poor condition and has a gravel surface. If improved to an acceptable standard, it will encourage traffic movement between the areas of Greytown/Kranskop

Name	Location/Description
	and Eshowe, as it will shorten the traveling distance to a considerable extent. The route also serves farming areas and areas of human settlement.

#### 5.1.4.3. TERTIARY CORRIDORS

**Table 104: Tertiary Corridors**

Name	Location/Description
The P230	This is identified as a Tertiary Corridor for the present, but it is expected that this route, which is identified for upgrading will develop over the medium term into a Secondary Corridor. Not only the improved condition of the road will contribute to this, but also there are already two Secondary Centers (Ndlangubo and Nkumo) and two Tertiary Centers (Ondini and Oquqeni), located along it. It is also a route, which is used extensively by tourists visiting the area. Added to this, it presents a shorter traveling distance between Richards Bay/Empangeni and Eshowe, when compared to the R34. The alternative route is the R34, which is aligned to the north of the municipal area and has a tarred surface.
The D528	This tertiary corridor links the R102 (Primary Corridor) with the P230 and is aligned through an area of agricultural production to the east of the Ongoye Forest. The importance of this corridor is the link it provides between the two aforesaid corridors
The D356	This tertiary corridor is aligned between Eshowe and the P710 and serves some scattered human settlements and areas of agricultural production

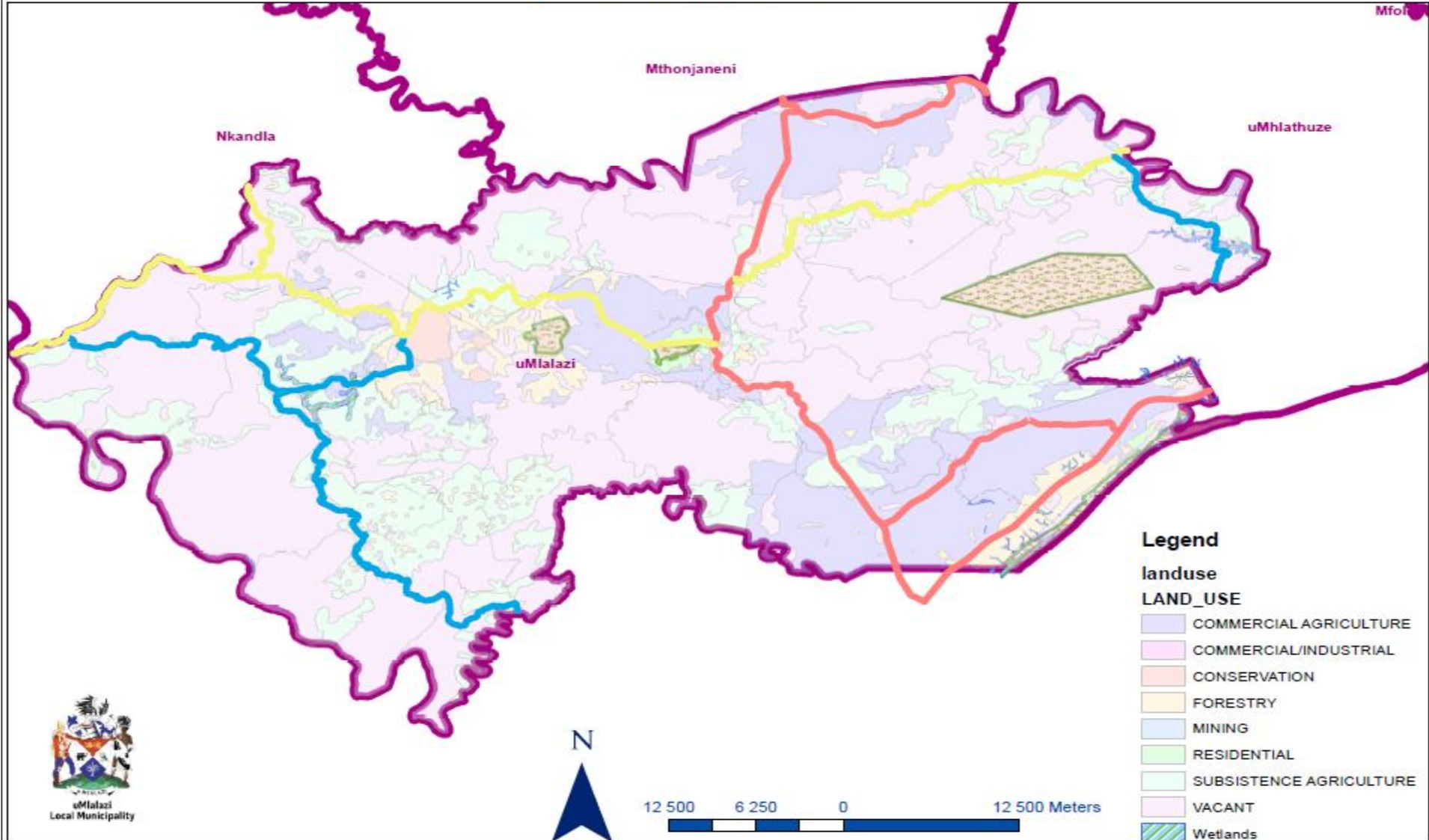


**Legend**

- Umlalazi\_NodesAndSettlements
- HouseCount2010
- Umlalazi\_Corridors
- MTUNZINI TOWN
- GING TOWN
- ESHOWE TOWN

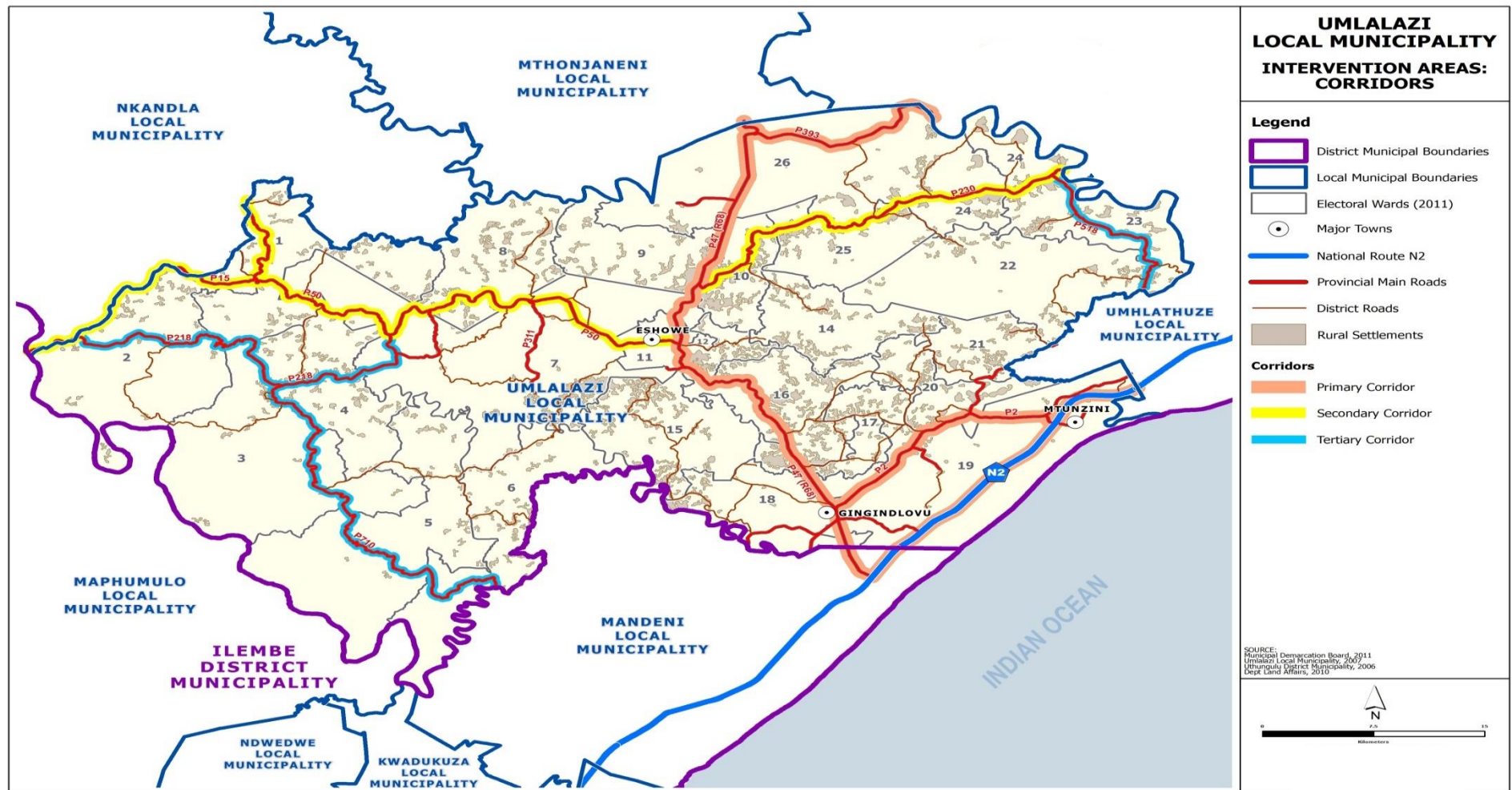


## Environmental Features



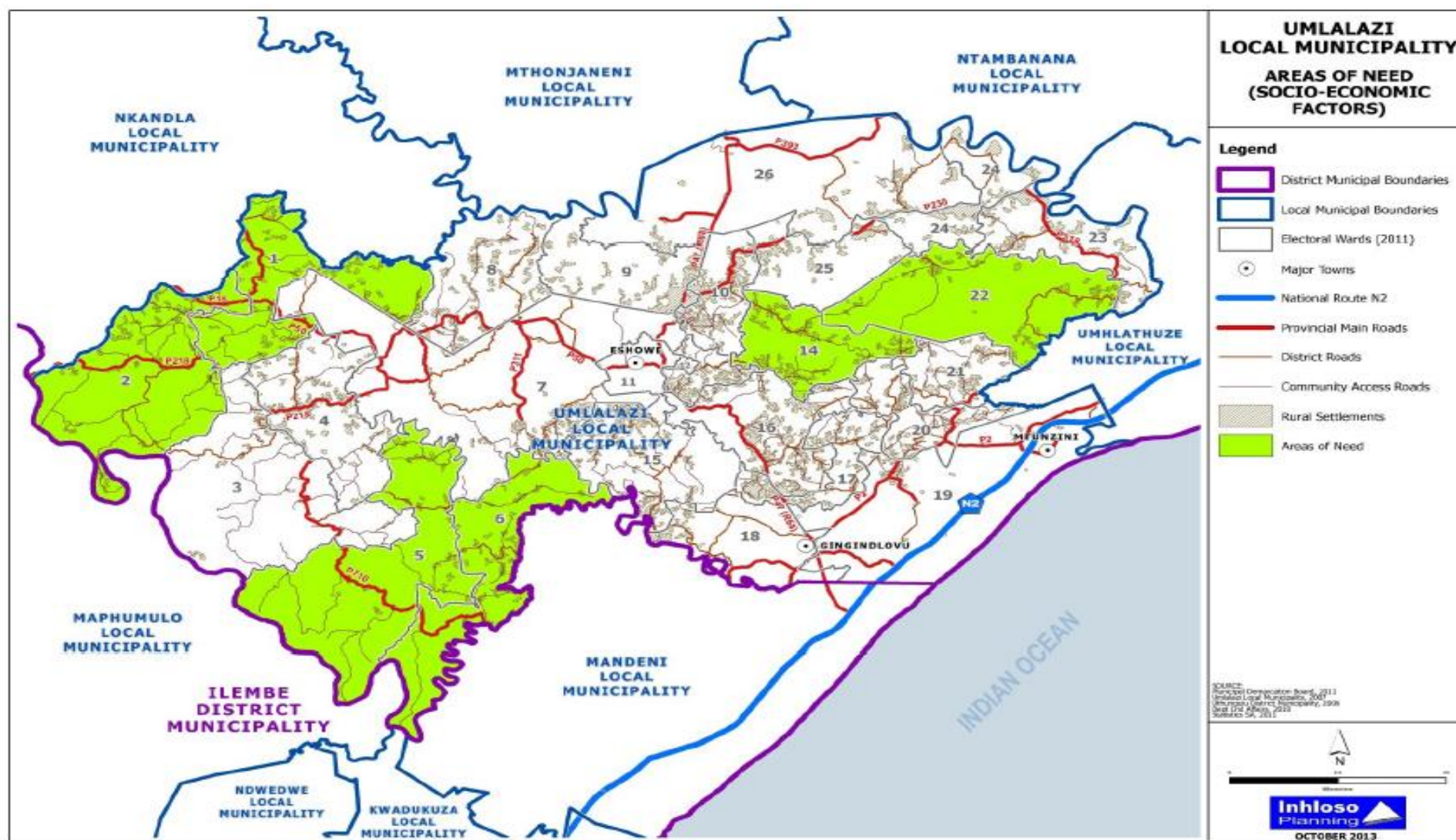
Map 29: Environmentally Sensitive Areas

Map 30: Corridors

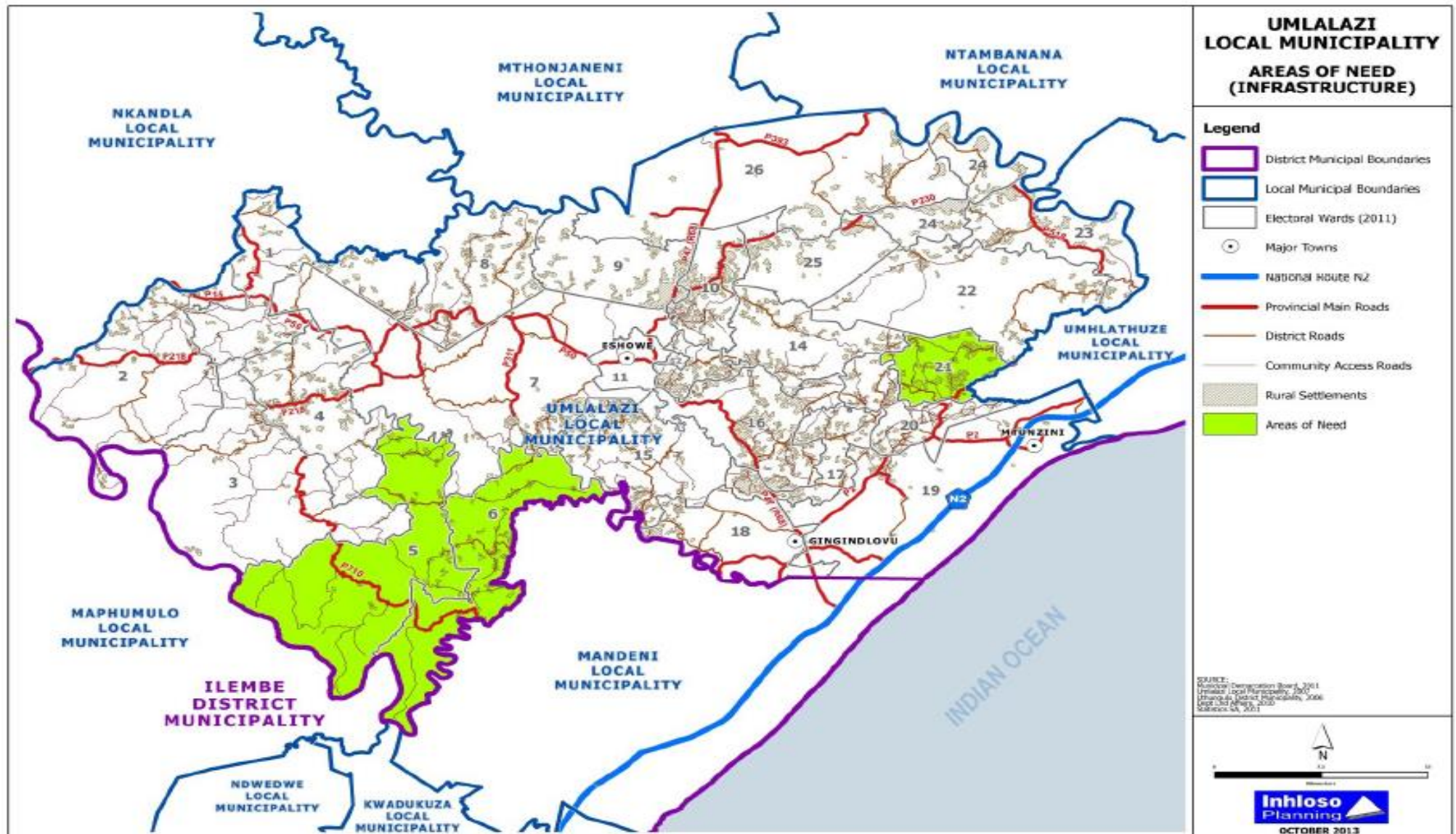




Map 31: Areas with Socio-economic Needs

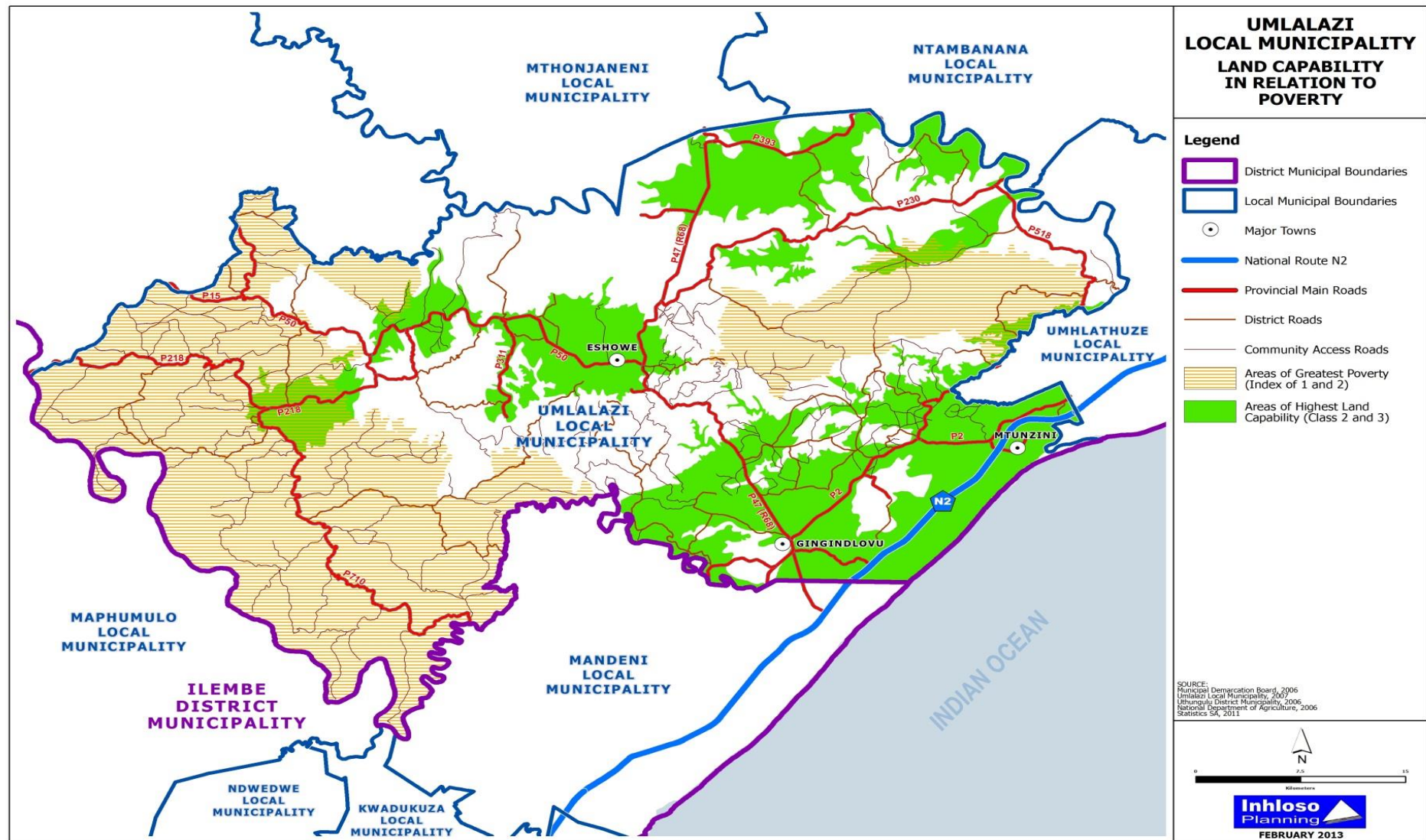


Map 32: Areas with Infrastructural Needs

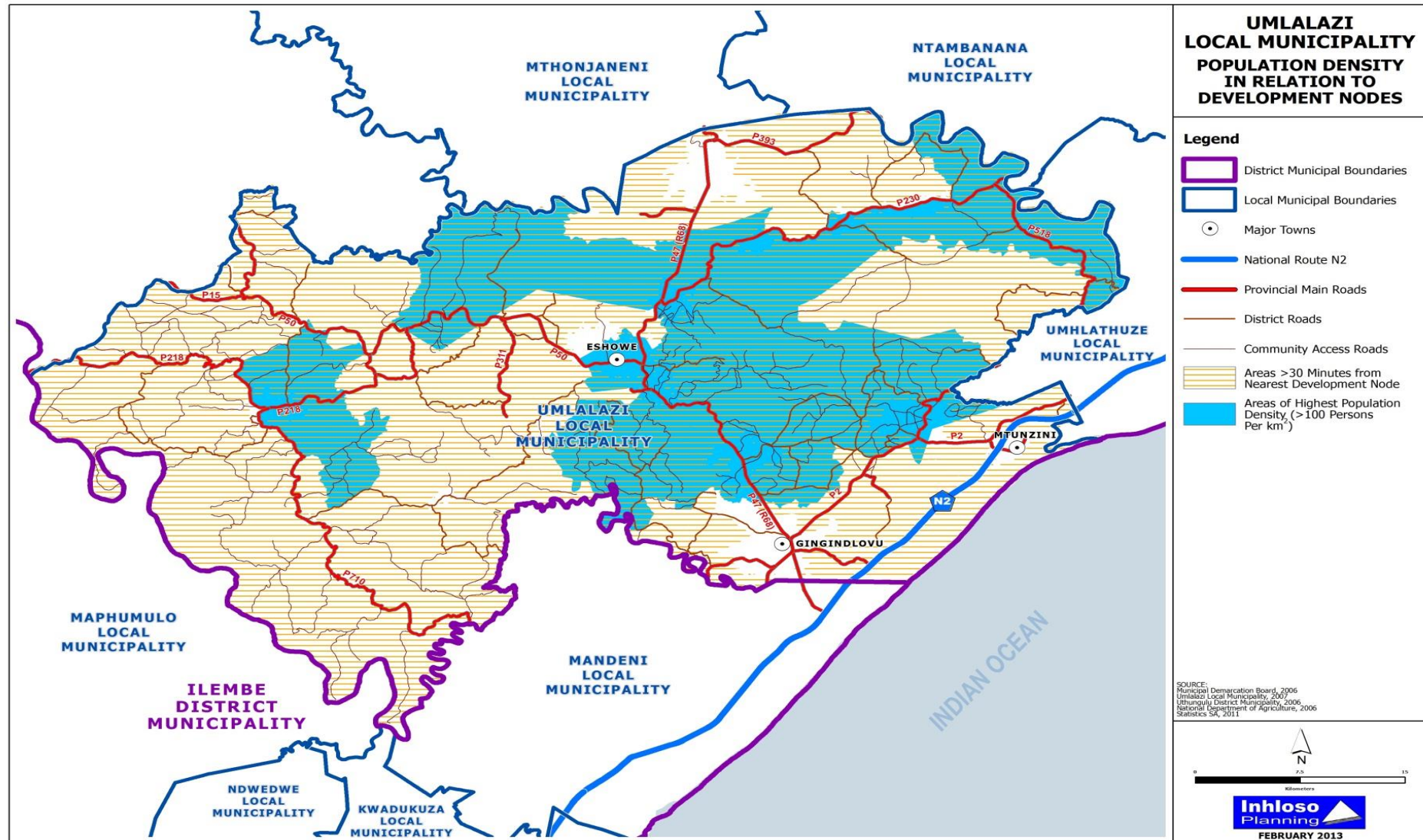




Map 33: Land Capability for Agricultural Development in Relation to Poverty

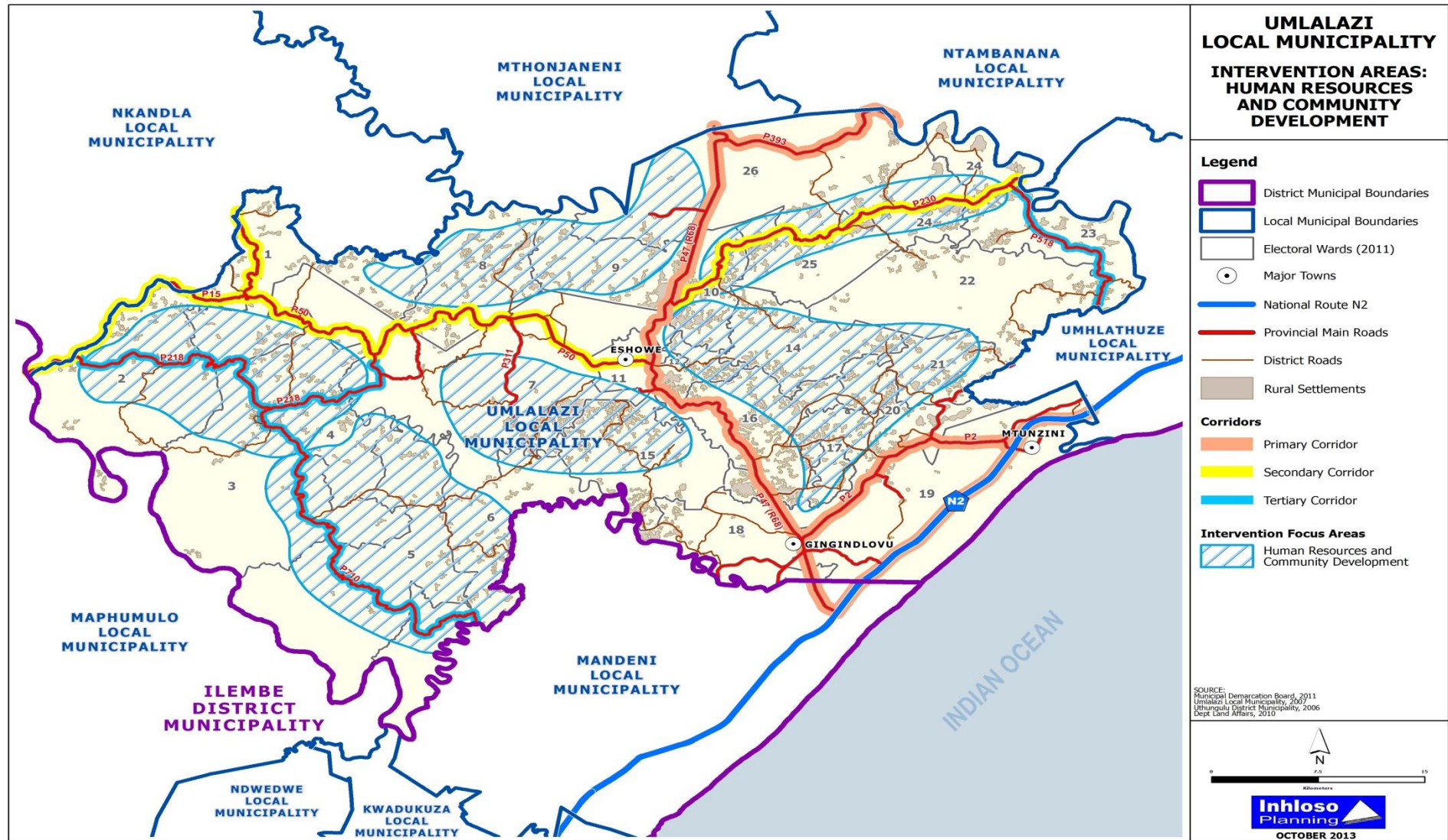


Map 34: Population Density and Access to Nodes

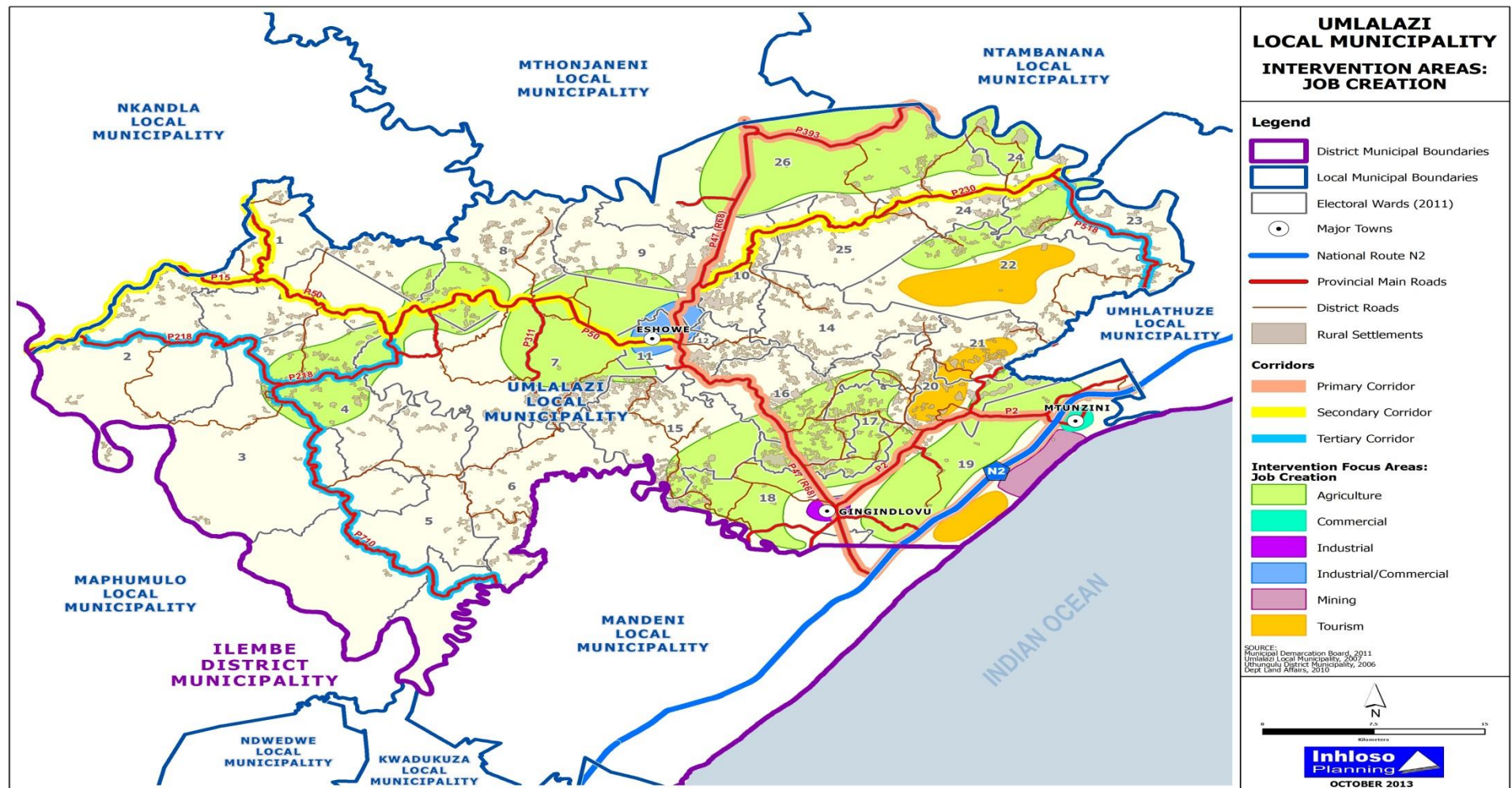




Map 35: Intervention Areas: Human Resources and Community Development

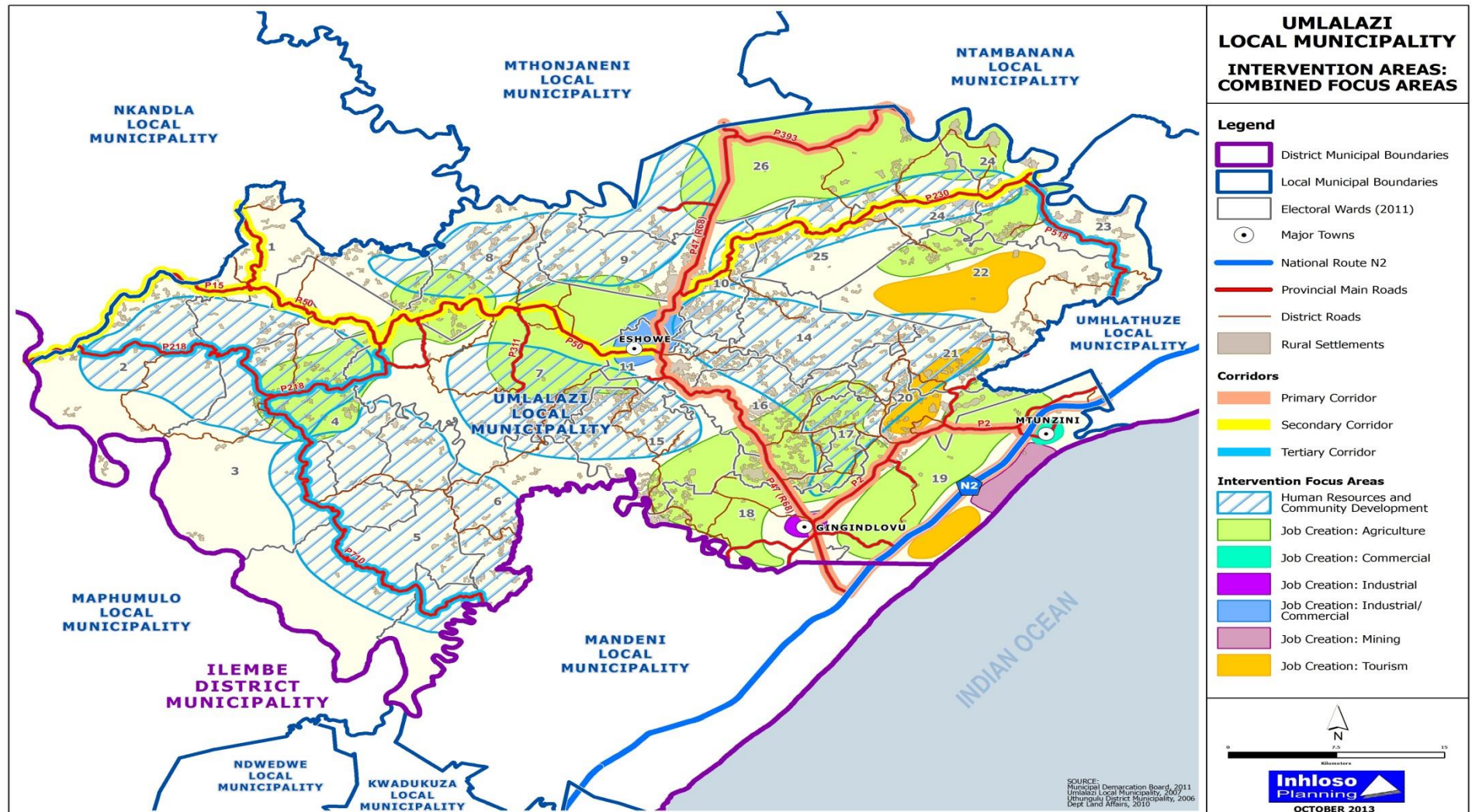


Map 36: Intervention Areas: Job Creation





### Map 37: Combined Focus Areas



## SECTION E: 5.2 IMPLEMENTATION PLAN

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Slow internet connections	1	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Upgrade the current infrastructure, fibre, for adequate capacity and ensure 100% budget expenditure	Percentage of budget spent on upgrade of Infrastructure by 30 June 2019	100% of budget spent on upgrade of Infrastructure by 30 June 2 700 000.00	100% of budget spent on upgrade of Infrastructure by 30 June 1 054 000.00	100% of budget spent on upgrade of Infrastructure by 30 June 1 110 920.00	100% of budget spent on upgrade of Infrastructure by 30 June 0	100% of budget spent on upgrade of Infrastructure by 30 June 0		Corporate Services				AL L
	2	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Review ICT Strategy	Percentage of ICT strategy completed by 30 June 2019	100% of ICT strategy completed by 30 June 0.00	100% implementation of ICT targets in terms of strategy by 30 June 0	100% implementation of ICT targets in terms of strategy by 30 June 0	100% implementation of ICT targets in terms of strategy by 30 June 0	100% implementation of ICT targets in terms of strategy by 30 June 0		Corporate Services				AL L
Inadequate Kills Development	3	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Provide training to 54 Councillors in terms of skills audit undertaken and ensure 100% budget spent by 30 June	Percentage of budget spent on Councillor training by 30 June	100% budget spent on Councillor training by 30 June 280 000.00	100% budget spent on Councillor training by 30 June 295 120.00	100% budget spent on Councillor training by 30 June 311 060.00	100% budget spent on Councillor training by 30 June 311 060.00	100% budget spent on Councillor training by 30 June 311 060.00		Corporate Services				AL L

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	WARD
	4	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	To implement and support internship, learnership and in-service training programmes.	Number of Interns appointed by 30 December 2019	7 Interns appointed by 30 June	7 Interns appointed by 30 June	7 Interns appointed by 30 June	7 Interns appointed by 30 June	7 Interns appointed by 30 June		Corporate Services				ALL
							0.00	0.00	0.00	0.00	0.00						
	5	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Provide training to staff in terms of skills development plan and ensure 1% of salary budget is provided for training of staff	Percentage of budget spent on staff training by 30 June	100% budget spent on staff training by 30 June	100% budget spent on staff training by 30 June	100% budget spent on staff training by 30 June	100% budget spent on staff training by 30 June	100% budget spent on staff training by 30 June		Corporate Services				ALL
							600 000.00	632 000.00	666 550.00	666 550.00	666 550.00						
Non compliance with Archives Act	6	Municipal Transformation and Institutional Development	Governance and Policy	To implement the Document Management System and establish a central depo for all records	Build a new Registry Office	percentage completion of Building of Registry Office by 30 April	100% completion of building of registry office by 30 April	N/A	N/A	N/A	N/A		Corporate Services				ALL
							R1,500 000.00										

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Inadequate accessibility to educational facilities	7	Municipal Transformation and Institutional Development	Governance and Policy	To enhance the accessibility of library facilities to the public	Apply to Library Services to provide funding to roll out services such as Cyber Cadet facilities and capacity to provide computer services and skills to scholars.	Number of applications for funding submitted to library services by 31 December for the roll out of cyber cadet facilities	1 application for funding submitted to library services by 31 December for the roll out of cyber cadet facilities	N/A	N/A	N/A	N/A		Corporate Services				ALL
							0.00	0.00	0.00	0.00	0.00						
Outdated Municipal Bylaws	8	Municipal Transformation and Institutional Development	Governance and Policy	To ensure that the Municipality has an updated set of Bylaws that is in line with its Vision and Mission	To conduct an overall assessment of all Municipal Bylaws	percentage assessment undertaken on all Municipal Bylaws by 30 June 2020	100% completion of scm processes by 30 June 2020 for the appointment of a consultant to undertake assessment of all Municipal Bylaws	100% review undertaken on all Municipal Bylaws by 30 June	100% implementation of Municipal Bylaws by 30 June	100% implementation of Municipal Bylaws by 30 June	100% implementation of Municipal Bylaws by 30 June		Corporate Services				ALL
							0.00	R5,000 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Limited Office Space	9	Municipal Transformation and Institutional Development	Strategic Infrastructure	To ensure that there is suitable office space for the employees, executives and Councilors	To renovate and/or build new Municipal Offices in order to accommodate all executives and councilors.	Percentage completion of renovation and/or building of new offices by 30 June 2021 to accommodate all executives and Councilors	100% completion of plan by 31 December 2019 for the renovation and/or building of new offices to accommodate executives and Councilors	100% completion of renovation and/or building of new Municipal Offices in order to accommodate all executives and councilors.	100% completion of renovation and/or building of new Municipal Offices in order to accommodate new Council Chamber and Councilor Meeting rooms. .	N/A	N/A		Engineering Services				11
							0	R1,500 000.00	R20,000 000.00								
	10	Municipal Transformation and Institutional Development	Strategic Infrastructure	To ensure that there is suitable office space for the employees, executives and Councilors	To ensure continuous maintenance of Municipal Offices to ensure that occupation are in line with the relevant Health & Safety Standards.	Percentage compliance of maintenance of Municipal offices in terms of Health & Safety requirement	100% Compliance by 30 June 2019 of maintenance of Municipal offices in terms of Health & Safety requirement	100% Compliance by 30 June 2019 of maintenance of Municipal offices in terms of Health & Safety requirement	100% Compliance by 30 June 2019 of maintenance of Municipal offices in terms of Health & Safety requirement	100% Compliance by 30 June 2019 of maintenance of Municipal offices in terms of Health & Safety requirement	100% Compliance by 30 June 2019 of maintenance of Municipal offices in terms of Health & Safety requirement		Engineering Services				11
							1 600 000.00	500 000.00	500 000.00	500 000.00	500 000.00						
	11	Municipal Transformation and Institutional	Human Resource Development	Ensure effective performance of all departments	Performance appraisals be cascaded to all employees in a phased in approach commencing	Percentage of phase 1 performance appraisals	N/A	100% of phase 1 performance appraisals cascaded to employees by 30 June	100% of phase 2 performance appraisals cascaded to employees by 30 June	100% of phase 3 performance appraisals cascaded to employees by 30 June	N/A		Municipal Manager				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
		Development			from 2020/2021	cascaded to employees	0	0	0	0	0						
Service Delivery Backlog	12	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	Provide 90% households with electrification services by 30 June	Percentage of households provided with electrification services by 30 June	90% households provided with electrification services by 30 June	90% households provided with electrification services by 30 June	90% households provided with electrification services by 30 June	90% households provided with electrification services by 30 June	90% households provided with electrification services by 30 June		Engineering Services				AL
							7 000 000.00	7 000 000.00	8 000 000.00	8 000 000.00	8 000 000.00						
Service Delivery Backlogs	13	Basic Service Delivery	Strategic Infrastructure	To ensure continued sound financial management	Provide 4000 households with free basic electricity by 30 June	Number of households provided with Free basic electricity by 30 June	4000 households provided with free basic electricity by 30 June	4000 households provided with free basic electricity by 30 June	4000 households provided with free basic electricity by 30 June	4000 households provided with free basic electricity by 30 June			Finance				AL
							2 873 970.00	3 162 000.00	3 332 750.00	3 332 750.00	3 332 750.00						
Service Delivery Backlogs	14	Basic Service Delivery	Strategic Infrastructure	To ensure provision of access to basic electricity services by all communities in a sustainable manner	To ensure maintenance and improvement of existing electrical infrastructure.	Percentage of budget spent on maintenance and improvement of existing electrical infrastructure by 30 June	100% budget spent on maintenance and improvement of existing electrical infrastructure by 30 June	100% budget spent on maintenance and improvement of existing electrical infrastructure by 30 June	100% budget spent on maintenance and improvement of existing electrical infrastructure by 30 June	100% budget spent on maintenance and improvement of existing electrical infrastructure by 30 June	100% budget spent on maintenance and improvement of existing electrical infrastructure by 30 June		Engineering Services				11, 12
							1 477 550.00	1 557 330.00	1 641 430.00	1 641 430.00	1 641 430.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	15	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	Ensure electricity losses remain within the norm of 10% by 30 June	Percentage electricity losses by 30 June	Electricity losses to remain within the norm of 10% by 30 June	Electricity losses to remain within the norm of 10% by 30 June	Electricity losses to remain within the norm of 10% by 30 June	Electricity losses to remain within the norm of 10% by 30 June	Electricity losses to remain within the norm of 10% by 30 June		Engineering Services				11, 12
							693 360.00	730 800.00	770 260.00	770 260.00	770 260.00						
Service Delivery Backlogs	16	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	To ensure that energy saving principles are adhered to in line with NERSA Guidelines	Percentage of energy saving principles adhered to by 30 June in line with NERSA guidelines	100% of energy saving principles adhered to by 30 June in line with NERSA guidelines	100% of energy saving principles adhered to by 30 June in line with NERSA guidelines	100% of energy saving principles adhered to by 30 June in line with NERSA guidelines	100% of energy saving principles adhered to by 30 June in line with NERSA guidelines	100% of energy saving principles adhered to by 30 June in line with NERSA guidelines		Engineering Services				11, 12
							0.00	0.00	0.00	0.00	0.00						
Service Delivery Backlogs	17	Basic Service Delivery	Strategic Infrastructure	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress.	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress and ensure quarterly engagements are held.	Number of stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order	4 Stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order to track progress	4 Stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order to track progress	4 Stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order to track progress	4 Stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order to track progress	4 Stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order to track progress		Engineering Services				AL L



KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
						to track progress	0.00	0.00	0.00	0.00	0.00						
Service Delivery Backlogs	18	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Investigate possible registration of Borrow Pits under the municipality in order to ensure access to those borrow pits during project implementation and road maintenance activities.	Percentage investigation finalized by 30 June on registration of Borrow Pits under the municipality to ensure access to those borrow pits during project implementation and road maintenance activities.	N/A	100% investigation finalized by 30 June on registration of Borrow Pits under the municipality to ensure access to those borrow pits during project implementation and road maintenance activities.	N/A	N/A	N/A		Engineering Services				ALL
							0.00	R1,500 000.00	0.00	0	0						
Service Delivery Backlogs	19	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and	To ensure continuous maintenance of road infrastructure	Percentage maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June		Engineering Services				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
				stormwater		nce plan based on budget available by 30 June					based on budget available by 30 June						
							12 731 940.00	13 419 460.00	14 144 130.00	14 144 130.00	14 144 130.00						
Service Delivery Backlogs	20	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Liaise with DOT to register certain roads as access roads in order to recognise them as Municipal assets and submit report to Portfolio Committee by 31 March	Number of reports submitted to Portfolio Committee by 30 June on possible registration of certain roads as access roads in order to recognise them as Municipal assets	4 reports submitted to Portfolio Committee by 30 June on possible registration of certain roads as access roads in order to recognise them as Municipal assets	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June		Engineering Services				ALL
							10 000 000.00	10 540 000.00	11 109 160.00	11 109 160.00	11 109 160.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	21	Basic Service Delivery	Strategic Infrastructure	To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings	Percentage completion on the development of annual maintenance plan for Municipal buildings by 31 December	100% completion on the development of annual maintenance plan for Municipal buildings by 31 December	100% completion on the development of annual maintenance plan for Municipal buildings by 31 December	100% completion on the development of annual maintenance plan for Municipal buildings by 31 December	100% completion on the development of annual maintenance plan for Municipal buildings by 31 December	100% completion on the development of annual maintenance plan for Municipal buildings by 31 December		Engineering Services				AL L
							1 600 000.00	500 000.00	500 000.00	500 000.00	500 000.00						
Service Delivery Backlogs	22	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Ensure allocation of budget for purchasing of vehicles and fleet every financial year in order to properly implement the vehicle replacement plan.	Percentage budget spent on purchasing of vehicles and fleet by 30 June	100% budget spent on purchasing of vehicles and fleet by 30 June	100% budget spent on purchasing of vehicles and fleet by 30 June	100% budget spent on purchasing of vehicles and fleet by 30 June	100% budget spent on purchasing of vehicles and fleet by 30 June	100% budget spent on purchasing of vehicles and fleet by 30 June		Engineering Services				AL L
							10 010 000.00	R5, 000 000.00	R5, 000 000.00	R5, 000 000.00	R5, 000 000.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	WARD
Service Delivery Backlogs	23	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Ensure that vehicles are written off and replaced once the insurance had paid and; that Vehicle Auction take place once vehicles has been declared obsolete	Percentage vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete	100% vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete	100% vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete	100% vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete	100% vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete	100% vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete		Engineering Services				ALL
							0.00	0	0	0	0						
Service Delivery Backlogs	24	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Ensure quarterly training programmes are held to train local SMME's through CIDB and SEDA support	Number of trainings held by 30 June to train local SMME's through CIDB and SEDA support	4 trainings held by 30 June to train local SMME's through CIDB and SEDA support	4 trainings held by 30 June to train local SMME's through CIDB and SEDA support	4 trainings held by 30 June to train local SMME's through CIDB and SEDA support	4 trainings held by 30 June to train local SMME's through CIDB and SEDA support	4 trainings held by 30 June to train local SMME's through CIDB and SEDA support		Planning & Economic Development				ALL
							0.00	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	25	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Ensure that an annual plan is completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Percentage of plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects		Community Services				AL
							0	0	0.00	0	0						
Service Delivery Backlogs	26	Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct community halls by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of community hall by 31 March	100% completion of construction of Qhlika, Vuma, Bhakeshowe community halls by 31 March	N/A	100% completion of construction of Slambo, Mpumazi community halls by 31 March	100% completion of construction of Macotshane, Bayedle community halls by 31 March	100% completion of construction of Emanawe community hall by 31 March		Engineering Services				25, 8, 26, 3, 14, 2, 16, 27
							12 416 730.00	0	9 000 000.00	8 500 000	6 000 000.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Service Delivery Backlogs	27	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct X km's of road / causeways by 30 June in terms of MIG budget allocated for the financial year	Km of roads / causeways Constructed by 30 June in terms of MIG budget allocated for the financial year	Xkm of road / causeway constructed by 30 June (Ethafeni, Mtipela/Ntabankulu, Osbone)	Xkm of road / causeway constructed by 30 June (Mitchell street, Sunnysdale intersection, Mtipela /Ntabankulu, Osborne, Kangela, Izingwenya, Kwabonga, Mbongolwane)	Xkm of road / causeway constructed by 30 June (Ngqathu, Mtipela/Ntabankulu, Kangela, Makhehle, Esiphezi, Kwamfana, Ezisululwini)	Xkm of road / causeway constructed by 30 June (Makhehle, Endayeni to Ngedlezi, Esiphezi, Eyetheni, Mbhabha)	Xkm of road / causeway constructed by 30 June (Vekeza, Endayeni to Ngedlezi, Ofasimba, Mbhabha)		Engineering Services				6, 11, 18, 3, 15, 17, 24, 26, 4, 9, 21, 13, 04, 4, 25, 2,
							17 500 000.00	42 517 650.00	26 337 000.00	13 000 000.00	17 000 000.00						
Service Delivery Backlogs	28	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Ensure 95% of expenditure on speedhumps, sidewalk budget by 30 June	Percentage of expenditure on speedhumps, sidewalk budget by 30 June	95% expenditure on speedhumps, sidewalk budget spent by 30 June	95% expenditure on speedhumps, sidewalk budget spent by 30 June	95% expenditure on speedhumps, sidewalk budget spent by 30 June	95% expenditure on speedhumps, sidewalk budget spent by 30 June	N/A		Engineering Services				11, 12, 18, 19
							413 000.00	700 000.00	810 000.00	1 000 000.00	0						
Service Delivery Backlogs	29	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and	Construction of Bus and Hawkers shelters as per MIG budget by 30 June	Number of bus and hawkers shelters constructed by 30 June	N/A	N/A	N/A	Number of bus and hawkers shelters constructed by 30 June			Planning & Economic Development				AL L
							0,00	0,00	0,00	2 000 000.00							

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
				causeways													
Service Delivery Backlogs	30	Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Ensure that monthly waste awareness programmes are conducted	Number of waste awareness programmes held by 30 June	12 waste awareness programmes held by 30 June	12 waste awareness programmes held by 30 June	12 waste awareness programmes held by 30 June	12 waste awareness programmes held by 30 June			Community Services				ALL
							62 710.00	66 160.00	66 160.00	66 160.00							
Natural Disasters	31	Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Hold quarterly Disaster Forum meetings	Number of Disaster Forum meetings held by 30 June	4 Disaster Forum meetings held by 30 June	4 Disaster Forum meetings held by 30 June	4 Disaster Forum meetings held by 30 June	4 Disaster Forum meetings held by 30 June			Community Services				ALL
							800 000.00	750 000.00	750 000.00	750 000.00							

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Word
Service Delivery Backlogs	32	Basic Service Delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct sportsfields / sports parks by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of sports fields/ sports park by 31 March in terms of budget allocated for the financial year	100% completion of Basamilo Sports field and KDS Sports Park by 31 March in terms of budget allocated for the financial year	100% completion of Mashabase Sports field by 31 March in terms of budget allocated for the financial year	100% completion of KDS Sports Park and rehab of Ging Sports field by 31 March in terms of budget allocated for the financial year	100% completion of Kwandlovu & Manzamnya Sports field by 31 March in terms of budget allocated for the financial year	100% completion of Ngudwini Sports field by 31 March in terms of budget allocated for the financial year		Engineering Services				2, 22, 5, 1, 27, 12, 18
							9 944 270.00	3 521 600.00	8 000 000.00	9 000 000.00	4 500 000.00						
Service Delivery Backlogs	33	Basic Service Delivery	Environmental Sustainability	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Provide free basic refuse removal services to 15 000 rural households by 30 June	Number of rural households provided with free basic refuse removal services	15 000 households provided with free basic refuse services by 30 June	15 000 households provided with free basic refuse services by 30 June	15 000 households provided with free basic refuse services by 30 June	15 000 households provided with free basic refuse services by 30 June			Community Services				ALL
							2 150 220.00	5 678 900.00	5 678 900.00	5 678 900.00							
	34	Basic Service Delivery	Strategic Infrastructure	Promote equitable access to quality ECD programmes for all children	Build ECD facilities to assist children under 6 years old to receive quality education	Number of ECD facilities built to assist children under 6 years old to	10 ECD facilities built by 30 June to assist children under 6 years old to receive	10 ECD facilities built by 30 June to assist children under 6 years old to receive quality education	10 ECD facilities built by 30 June to assist children under 6 years old to receive	10 ECD facilities built by 30 June to assist children under 6 years old to receive	10 ECD facilities built by 30 June to assist children under 6 years old to		Community Services				ALL



KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	WARD
				under 6 years		receive quality education	quality education		quality education	quality education	receive quality education						
							1 000 000.00	0.00	0.00	0.00	0.00						
Poverty	34	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To develop a Strategy to attract investment	Percentage of strategy developed to attract investment and submitted to Portfolio Committee by 31 March	N/A	100% strategy developed to attract investment and submitted to Portfolio Committee by 31 March	Commission study to investigate creative methods to incentivise new investments	Commission study to look at the feasibility of establishing Development / Investment Zones	100% strategy developed to attract investment and submitted to Portfolio Committee by 31 March		Planning & Economic Development				11
							0	500 000.00	500 000.00	500 000.00	0						
Poverty	35	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure the promotion of economic development through agricultural development and develop an agricultural sector plan by 31 December	Number of agriculture sector plan developed by 31 December for the promotion of economic development through agricultural	N/A	1 agriculture sector plan developed by 31 December for the promotion of economic development through agricultural development	100% implementation of agricultural sector plan by 30 June	100% implementation of agricultural sector plan by 30 June	100% implementation of agricultural sector plan by 30 June		Planning & Economic Development				AL
							0	R1,500 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
						development											
Poverty	36	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote youth participation in agricultural activities from previously disadvantaged communities and ensure 50% agriculture projects are allocated to youth	Percentage of agricultural projects allocated to youth from previously disadvantaged communities by 30 June	N/A	50% of agricultural projects allocated to youth from previously disadvantaged communities by 30 June	50% of agricultural projects allocated to youth from previously disadvantaged communities by 30 June	50% of agricultural projects allocated to youth from previously disadvantaged communities by 30 June	50% of agricultural projects allocated to youth from previously disadvantaged communities by 30 June		Planning & Economic Development				ALL
							0	1 000 000.00	1 000 000.00	1 000 000.00	1 000 000.00						
Poverty	37	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure a plan is developed for municipal participation on opportunities presented by the Ocean Economy to develop municipal local economy	Percentage of plan developed for municipal participation on opportunities presented by the Ocean Economy to develop municipal local economy	N/A	100% of plan developed for municipal participation on opportunities presented by the Ocean Economy to develop municipal local economy	100% implementation of plan developed for municipal participation on opportunities presented by the Ocean Economy to develop municipal local economy	100% implementation of plan developed for municipal participation on opportunities presented by the Ocean Economy to develop municipal local economy	100% implementation of plan developed for municipal participation on opportunities presented by the Ocean Economy to develop municipal local economy		Planning & Economic Development				ALL
							0.00	500 000.00	0.00	0.00	0.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	WARD
Poverty	38	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure the establishment of the Aquaculture Development Zone and undertake an investigation	Percentage of investigation undertaken on the establishment of Aquaculture Development Zone by 31 December	100% investigation undertaken on the establishment of Aquaculture Development Zone by 31 December	100% implementation on the established Aquaculture Development Zone by 30 June	100% implementation on the established Aquaculture Development Zone by 30 June	100% implementation on the established Aquaculture Development Zone by 30 June	100% implementation on the established Aquaculture Development Zone by 30 June		Planning & Economic Development				AL
								R30,000 000.00									
Poverty	39	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure the establishment of the Mthunzini Fish Farm and undertake an investigation	Percentage of investigation undertaken on the establishment of the Mthunzini Fish Farm by 31 December	100% of investigation undertaken on the establishment of the Mthunzini Fish Farm by 31 December	100% implementation on the established Mthunzini Fish Farm by 31 December	100% implementation on the established Mthunzini Fish Farm by 31 December	100% implementation on the established Mthunzini Fish Farm by 31 December	100% implementation on the established Mthunzini Fish Farm by 31 December		Planning & Economic Development				19
								R10,000 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	WARD
Inadequate Tourism Development	40	Local Economic and Social Development	Environmental Sustainability	To contribute towards the growth of the local economy and the reduction of unemployment	Undertake a Feasibility Study to explore tourism opportunities presented by the 19km Coastline especially amongsts rural communities.	Percentage completion of feasibility study to explore tourism opportunities presented by the 19km Coastline especially amongsts rural communities.	N/A	100% completion of feasibility study by 30 June to explore tourism opportunities presented by the 19km Coastline especially amongsts rural communities.	N/A	N/A	N/A		Planning & Economic Development				ALL
							0	R1,500 000.00									
Inadequate Tourism Development	41	Local Economic and Social Development	Inclusive Economic growth	To promote youth participation in tourism activities especially those from previously disadvantaged communities.	Organise 1 Youth in Tourism summit for uMlalazi Municipality youth by 30 June	Number of Youth in Tourism summits organised for uMlalazi Municipality youth by 30 June	N/A	1 Youth in Tourism summits organised for uMlalazi Municipality youth by 30 June	N/A	N/A	N/A		Planning & Economic Development				ALL
							0.00	R1,000 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	WARD
	42	Local Economic and Social Development	Inclusive Economic growth	To promote economic development through industrial development.	Commission a Feasibility Study for the establishment of Industrial Parks in the Municipality	Percentage of feasibility study finalised by 30 June for the establishment of Industrial Parks in the Municipality	N/A	100% of the feasibility study finalised by 30 June for the establishment of Industrial Parks in the Municipality	4 reports submitted to the Portfolio Committee on the establishment of Industrial Parks in the Municipality	4 reports submitted to the Portfolio Committee on the establishment of Industrial Parks in the Municipality	4 reports submitted to the Portfolio Committee on the establishment of Industrial Parks in the Municipality		Planning & Economic Development				ALL
							0	R1,500 000.00									
Unemployment	43	Local Economic and Social Development	Inclusive Economic growth	Promote creation of job opportunities e.g. EPWP, CWP and other poverty alleviation programmes	Create 931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	Number of Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes		Community Services				ALL
							6 274 000.00	3 350 000.00	3 515 000.00	3 515 000.00	3 515 000.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Unemployment	44	Local Economic and Social Development	Inclusive Economic growth	Promote creation of job opportunities e.g. EPWP, CWP and other poverty alleviation programmes	Ensure that an annual plan is completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Percentage of plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100% plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects		Community Services				AL
							0	0	0.00	0	0						
Inadequate Local Economic Development	45	Local Economic and Social Development	Inclusive Economic growth	To promote the development of SMMEs in particular informal traders	Construct trading stalls at Gingindlovu Taxi Rank area by 30 December	Percentage completion of trading stalls at Gingindlovu Taxi Rank area by 30 December 2020	100% completion of Trading stalls plans for Gingindlovu Taxi Rank Area by 30 December 2019	100% completion of trading stalls at Gingindlovu Taxi Rank area by 30 December	4 reports submitted to the Portfolio Committee on the inspections carried out at the Gingindlovu Trading stalls by 30 June	4 reports submitted to the Portfolio Committee on the inspections carried out at the Gingindlovu Trading stalls by 30 June	4 reports submitted to the Portfolio Committee on the inspections carried out at the Gingindlovu Trading stalls by 30 June		Planning & Economic Development				18
								R2,000 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Inadequate Local Economic Development	46	Local Economic and Social Development	Human and Community Development	To promote the development of SMMEs in particular informal traders	Construct trading stalls at Eshowe Taxi Rank area by 30 December	Percentage completion of trading stalls at Eshowe Taxi Rank area by 30 December 2020	100% completion of Trading stalls plans for Eshowe Taxi Rank Area by 30 December 2019	100% completion of trading stalls at Eshowe Taxi Rank area by 30 December	4 reports submitted to the Portfolio Committee on the inspections carried out at the Eshowe Trading stalls by 30 June	4 reports submitted to the Portfolio Committee on the inspections carried out at the Eshowe Trading stalls by 30 June	4 reports submitted to the Portfolio Committee on the inspections carried out at the Eshowe Trading stalls by 30 June		Planning & Economic Development				11
								R2,000 000.00									
	47	Local Economic and Social Development	Human and Community Development	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Organise the uMlalazi Sports, Arts & Culture Festival by 30 June	Number of festival done by 30 June to promote Sports & Arts and Culture for uMlalazi Municipality	2 plans submitted by 30 December 2019 on the proposed Sports & Arts & Culture Festivals to be planned for the next financial year	2 festivals done by 30 June to promote Sports & Arts and Culture for uMlalazi Municipality	2 festivals done by 30 June to promote Sports & Arts and Culture for uMlalazi Municipality	2 festivals done by 30 June to promote Sports & Arts and Culture for uMlalazi Municipality	2 festivals done by 30 June to promote Sports & Arts and Culture for uMlalazi Municipality		Community Services				AL L
								R1,500 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
	48	Local Economic and Social Development	Human and Community Development	Promote active ageing and healthy lifestyles	Ensure the promotion of active ageing and healthy lifestyles by holding quarterly programmes for Senior Citizens in the Municipal area	Number of programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles	4 programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles	4 programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles	4 programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles	4 programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles	4 programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles		Community Services				AL
								0	0	0	0						
Inadequate own revenue	49	Local Economic and Social Development	Governance and Policy	Ensure that the Municipality derives maximum value from Municipal Land	Review all current Leases to ensure that the Municipality derives maximum value from Municipal owned land	Percentage of Review of all current Leases done by 31 December 2020 to ensure that the Municipality derives maximum value from Municipal owned land	N/A	100% of Review of all current Leases done by 31 December 2020 to ensure that the Municipality derives maximum value from Municipal owned land	N/A	N/A	N/A		Planning & Economic Development				11, 12, 18, 19
								R500, 000.00									



KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Inadequate own revenue	50	Local Economic and Social Development	Inclusive Economic growth	Derive maximum value from Municipal Heritage Sites and other Tourism Facilities	Ensure that heritage sites and tourism facilities are maintained and 100% of budget spent by 30 June	Percentage budget spent by 30 June on maintenance of heritage sites and tourism facilities	N/A	100% budget spent by 30 June on maintenance of heritage sites and tourism facilities	N/A	N/A	N/A		Planning & Economic Development				ALL
								R1, 000 000.00									
High outstanding debtors	51	Municipal Financial viability and Management	Governance and Policy	To ensure Revenue enhancement	Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection	Percentage of debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June	95% debtors collection rate by 30 June		Finance				ALL
Inadequate own revenue	52	Municipal Financial viability and Management	Governance and Policy	To ensure Revenue enhancement	Ensure review of the General Valuation Roll by 30 June in line with the prescripts of legislation	Percentage review of valuation roll undertaken by 30 June	100% review of valuation roll undertaken by 30 June	100% review of valuation roll undertaken by 30 June	100% review of valuation roll undertaken by 30 June	100% review of valuation roll undertaken by 30 June	100% review of valuation roll undertaken by 30 June		Finance				ALL
							1 255 550.00	269 350.00	283 900.00	283 900.00	283 900.00						
Inadequate own revenue	53	Municipal Financial viability and Management	Governance and Policy	To ensure Revenue enhancement	Conduct a feasibility study by 31 December 2019 on the installation of digital Billboards as a revenue enhancement strategy	Percentage of feasibility study conducted by 31 December 2019 on the installation of digital Billboards as a revenue enhancement strategy	100% feasibility study conducted by 31 December 2019 on the installation of digital Billboards as a revenue enhancement strategy	10% additional own revenue generated by the installation of digital billboards	10% additional own revenue generated by the installation of digital billboards	10% additional own revenue generated by the installation of digital billboards	10% additional own revenue generated by the installation of digital billboards		Planning & Economic Development				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	WARD
						digital Billboards as a revenue enhancement strategy											
							0.00										
Inadequate own revenue	54	Municipal Financial viability and Management	Strategic Infrastructure	Expansion of the Electricity Business	Commission a Feasibility Study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	Percentage of feasibility study completed by 30 June to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	100% of feasibility study completed by 30 June to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	N/A	N/A	N/A	N/A		Engineering Services				18, 19
							500 000.00										
	55	Municipal Financial viability and Management	Governance and Policy	Enhance effective internal controls and standard operating procedures	Undertake an audit on all assets of the Municipality by 30 December 2020	Percentage assets of the Municipality audited by 30 December 2020	N/A	100% assets of the Municipality audited by 30 December 2020	N/A	N/A	N/A		Finance				ALL
								R1, 000 000.00									

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
Inadequate performance monitoring	56	Municipal Financial Viability and Management	Governance and Policy	To ensure continued sound financial management	Submit quarterly reports to Council on the performance of the Service Providers	Number of reports submitted by 30 June	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers	4 reports submitted to Council by 30 June on the performance of the Service Providers		Municipal Manager				AL
							126 516 790.00	130 572 281.00	130 572 281.00	130 572 281.00	130 572 281.00						
inadequate participation in HIV/Aids programs	57	Good Governance and Public Participation	Human and Community Development	Mitigate the Impact of HIV/Aids in the Municipality area	Hold quarterly HIV/AIDS Council Meetings	No of HIV/AIDS Council Meetings	4 HIV/Aids Council meetings held by 30 June	4 HIV/Aids Council meetings held by 30 June	4 HIV/Aids Council meetings held by 30 June	4 HIV/Aids Council meetings held by 30 June	4 HIV/Aids Council meetings held by 30 June		Municipal Manager				AL
							450 000.00	500 000.00	500 000.00	500 000.00	500 000.00						
inadequate public participation initiatives	58	Good Governance and Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure Ward Committees are 100% functional by 30 June	Percentage functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June		Municipal Manager				AL
							3 000 000.00	3 000 000.00	3 000 000.00	3 000 000.00	3 000 000.00						
Inadequate implementation of Batho Pele	59	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Hold quarterly Batho Pele Forum meetings	Number of Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June	4 Batho Pele Forum meetings held by 30 June		Municipal Manager				AL
							0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	WARD
Inadequate implementation of Batho Pele	60	Good Governance & Public Participation	Strategic Infrastructure	To promote a culture of participatory democracy and social cohesion	Compile a Service Delivery Improvement Plan (SDIP) by 31 March	Percentage of SDIP completed by 30 June	100% of SDIP completed by 30 June	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP	4 reports submitted to EXCO by 30 June on the Implementation of the SDIP		Engineering Services				ALL
							0	0	0	0	0						
Inadequate implementation of Batho Pele	61	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Attend to 100% of complaints within 3 days of receipt	Percentage of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt		Municipal Manager				ALL
							70 000.00	70 000.00	70 000.00	70 000.00	70 000.00						
Inadequate public participation	62	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure quarterly Local Task Team meetings are held to address War Room Issues	Number of LTT meetings held by 30 June	4 Local Task Team meetings held to address War Room Issues	4 Local Task Team meetings held to address War Room Issues	4 Local Task Team meetings held to address War Room Issues	4 Local Task Team meetings held to address War Room Issues	4 Local Task Team meetings held to address War Room Issues		Municipal Manager				ALL
							360 000.00	300 000.00	300 000.00	300 000.00	300 000.00						
	63	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Ensure that the Standing Rules and Orders Committee meets quarterly	Number of Standing Rules and Orders Committee meetings held by 30 June	4 Standing Rules and Orders Committee meetings held by 30 June	4 Standing Rules and Orders Committee meetings held by 30 June	4 Standing Rules and Orders Committee meetings held by 30 June	4 Standing Rules and Orders Committee meetings held by 30 June	4 Standing Rules and Orders Committee meetings held by 30 June		Corporate Services				ALL
							0.00	0.00	0.00	0.00	0.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCO A Project Description	MSCO A Function Description	Funding Source	Ward
	64	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Investigate the sitting allowance for Amakhosi to verify if the allowances are aligned to attendance of meetings	Percentage of investigation on the sitting allowance for Amakhosi done to verify if the allowances are aligned to attendance of meetings	100% of investigation on the sitting allowance for Amakhosi done to verify if the allowances are aligned to attendance of meetings	4 reports submitted to COGTA by 30 June on the attendance of Amakhosi at Council meetings	4 reports submitted to COGTA by 30 June on the attendance of Amakhosi at Council meetings	4 reports submitted to COGTA by 30 June on the attendance of Amakhosi at Council meetings	4 reports submitted to COGTA by 30 June on the attendance of Amakhosi at Council meetings		Corporate Services				ALL
							112 000.00	118 040.00	124 420.00	124 420.00	124 420.00						
	65	Good Governance and Public Participation	Human and Community Development	To ensure that a functional and effective Council exists	Facilitate training for Ward Committee members	Number of trainings held for Ward Committee members by 30 June	1 training held for Ward Committee members by 30 June	N/A	N/A	N/A	N/A		Municipal Manager				ALL
							600 000.00	0	0	0	0						
	66	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Ensure that all Delegations of Authority are reviewed by 30 June	Percentage of delegations of authority reviewed by 30 June	100% delegations of authority reviewed by 30 June	N/A	N/A	N/A	N/A		Corporate Services				ALL
							0.00	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Fragmented or adhoc planning	67	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Implement Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law and submit quarterly reports to Council	Number of Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	4 Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	4 Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	4 Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	4 Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	4 Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law		Planning & Economic Development				ALL
							R 500 000.00	555 460.00	535 752.26	535 752.26	535 752.26						
Fragmented or adhoc planning	68	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalisation of the Umlalazi Wall to Wall scheme by 30 June	Percentage finalisation of the Umlalazi Wall to Wall scheme by 30 June	100% finalisation of the Umlalazi Wall to Wall scheme by 30 June	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
							R1,000 000.00	0	0	0	0						
Fragmented or adhoc planning	69	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development	Ensure the finalization of precinct plans by 30 June	Percentage finalization of precinct plans by 30 June	100% finalization of precinct plans by 30 June	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
							0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
				ment Planning													
Fragmented or adhoc planning	70	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the preparation of the Strategic Corridor Development Plan (R66/N2)	Percentage completion of the Strategic Corridor Development Plan (R66/N2) by 30 June	N/A	100% completion of the Strategic Corridor Development Plan (R66/N2) by 30 June	N/A	N/A	N/A		Planning & Economic Development				AL
							0	R1,000 000.00	0	0	0						
Fragmented or adhoc planning	71	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalization of the Survey of Municipal sites by 30 June	Percentage of survey finalized by 30 June for Gingindlovu housing project sites	100% survey finalized by 30 June for Gingindlovu housing project sites	100% survey finalized by 30 June for Gingindlovu housing project sites	100% survey finalized by 30 June for Gingindlovu housing project sites	N/A	N/A		Planning & Economic Development				18
							R1,000 000.00	1 054 000.00	1 110 920.00	0	0						
Fragmented or adhoc planning	72	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning		Percentage of survey finalized by 30 June for Eshowe Townlands sites	100% survey finalized by 30 June for Eshowe Townlands sites	100% survey finalized by 30 June for Eshowe Townlands sites	100% survey finalized by 30 June for Gingindlovu housing project sites	N/A	N/A		Planning & Economic Development				11
							1 000 000.00	1 000 000.00	1 000 000.00	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Fragmented or adhoc planning	73	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning	Facilitation of township establishments and subdivisions	Percentage of survey finalized by 30 June for the establishment of Mtakwende Township	100% survey finalized by 30 June for the establishment of Mtakwende Township	N/A	N/A	N/A	N/A		Planning & Economic Development				12
							R500,000.00	0	0	0	0						
Fragmented or adhoc planning	74	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Develop a coastal environmental management plan by 30 June	Percentage completion of the development of a coastal environmental management plan by 30 June	completion of the development of a coastal environmental management plan by 30 June	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
							500 000.00	0	0	0	0						



KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	WARD
Fragmented or adhoc planning	75	Cross Cutting	Environmental Sustainability	To ensure that strategically located land is made available for local economic development	Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	Percentage of review of all Land Legal Arrangements facilitated by 30 June the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	100% review of all Land Legal Arrangements facilitated by 30 June the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	N/A	N/A	N/A	N/A		Planning & Economic Development				AL
							200 000.00	0	0	0	0						
Fragmented or adhoc planning	76	Cross Cutting	Human and Community Development	To ensure effective and efficient Land Use Management, taking cognizance of sound	Hold 8 Clustered IDP Road shows by 31 December	Number of clustered IDP road shows held by 31 December	8 Clustered Roadshows held by 31 December	8 Clustered Roadshows held by 31 December	8 Clustered Roadshows held by 31 December	8 Clustered Roadshows held by 31 December	8 Clustered Roadshows held by 31 December		Planning & Economic Development				AL
							506 850.00	534 720.00	534 720.00	534 720.00	534 720.00						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Base line	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
				environmental practices													
Fragmented or adhoc planning	77	Cross Cutting	Human and Community Development	To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices	Complete 27 Ward Based plans by 31 March	Number of Ward Based Plans completed by 31 March	27 Ward Based Plans completed by 31 March	27 Ward Based Plans completed by 31 March	27 Ward Based Plans completed by 31 March	27 Ward Based Plans completed by 31 March	27 Ward Based Plans completed by 31 March		Planning & Economic Development				AL
							158 100.00	166 800.00	166 800.00	166 800.00	166 800.00						

**Table 105: Implementation Plan**



## SECTION F: 6 FINANCIAL PLAN

### 6.1. OVERVIEW OF BUDGET FUNDING

#### 6.1.1. Medium Term Outlook: Operating Revenue

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities. The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. In the process of compiling the Tabled 2019/20 MTREF the submissions received from the Departments which were all project based could be broken down into the following categories.

#### Consolidated Overview of the 2019/20 MTREF

Details	Adjustments Budget 2018/2019 ( R )	Budget Year 2019/2020 ( R )	Budget Year 2020/2021 ( R )	Budget Year 2021/2022 ( R )
Total Operating Revenue	(463 613 470)	(450 778 630)	(465 466 360)	(496 328 440)
Total operating Expenditure	458 196 020	449 786 260	463 420 300	488 336 030
(Surplus)/Deficit for the year	(5 417 450)	(992 370)	(2 046 060)	(7 992 410)
<b>Total Capital Expenditure</b>	<b>71 715 460</b>	<b>63 709 000</b>	<b>51 516 250</b>	<b>61 217 000</b>

Table 106: 2019/2020 MTREF Overview

#### 6.1.2. Budget Summary – annual budget tables

The following present the **main** budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2019/20 budget and MTREF as approved by the Council.

Description	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Financial Performance</b>									
Property rates	46 588	51 482	52 040	53 346	53 346	53 346	56 411	60 187	63 861
Service charges	70 687	68 871	75 348	77 102	77 102	77 102	81 069	85 318	90 943
Investment revenue	5 567	6 899	7 791	4 891	4 891	4 891	5 145	5 413	5 694
Transfers recognised - operational	148 258	164 648	172 281	210 346	210 346	210 346	198 635	203 944	219 954
Other own revenue	47 653	49 642	52 741	57 917	57 917	57 917	63 448	59 638	62 709
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>318 753</b>	<b>341 541</b>	<b>360 201</b>	<b>403 603</b>	<b>403 603</b>	<b>403 603</b>	<b>404 708</b>	<b>414 500</b>	<b>443 161</b>
Employee costs	101 519	113 878	121 725	121 337	121 337	121 337	142 161	151 990	163 491
Remuneration of councillors	17 632	20 115	21 658	21 658	21 658	21 658	22 957	24 335	25 795
Depreciation & asset impairment	41 264	43 708	47 306	54 651	54 651	54 651	53 290	55 753	56 310
Finance charges	537	567	343	343	343	343	310	290	270
Materials and bulk purchases	54 912	58 335	61 042	62 562	62 562	62 562	67 119	72 258	76 044
Transfers and grants	2 952	3 322	3 901	7 451	7 451	7 451	5 674	5 349	5 571
Other expenditure	136 517	151 595	150 375	190 195	190 195	190 195	158 275	153 446	160 855
<b>Total Expenditure</b>	<b>355 333</b>	<b>391 519</b>	<b>406 349</b>	<b>458 196</b>	<b>458 196</b>	<b>458 196</b>	<b>449 786</b>	<b>463 420</b>	<b>488 336</b>
<b>Surplus/(Deficit)</b>	<b>(36 580)</b>	<b>(49 977)</b>	<b>(46 148)</b>	<b>(54 594)</b>	<b>(54 594)</b>	<b>(54 594)</b>	<b>(45 078)</b>	<b>(48 920)</b>	<b>(45 175)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	57 024	50 448	59 648	60 011	60 011	60 011	46 071	50 966	53 167
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>20 444</b>	<b>471</b>	<b>13 500</b>	<b>5 417</b>	<b>5 417</b>	<b>5 417</b>	<b>992</b>	<b>2 046</b>	<b>7 992</b>

Description	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	20 444	471	13 500	5 417	5 417	5 417	992	2 046	7 992
<b>Capital expenditure &amp; funds sources</b>									
<b>Capital expenditure</b>	–	46 129	74 043	71 715	71 715	71 715	63 179	51 516	61 217
Transfers recognised - capital	–	43 370	59 648	57 320	57 320	57 320	44 409	50 966	60 167
<b>Borrowing</b>	–	–	–	–	–	–	–	–	–
Internally generated funds	–	2 760	14 395	14 395	14 395	14 395	18 770	550	1 050
<b>Total sources of capital funds</b>	–	46 129	74 043	71 715	71 715	71 715	63 179	51 516	61 217
<b>Financial position</b>									
Total current assets	112 047	136 529	62 461	118 154	118 154	118 154	96 948	80 590	68 960
Total non current assets	832 863	829 069	924 599	846 184	846 184	846 184	857 733	853 683	858 763
Total current liabilities	49 269	50 021	53 496	54 736	54 736	54 736	46 643	46 813	46 983
Total non current liabilities	21 688	22 279	19 812	21 946	21 946	21 946	21 859	21 516	21 173
Community wealth/Equity	873 953	893 297	913 752	887 656	887 656	887 656	886 179	865 944	859 567
<b>Cash flows</b>									
Net cash from (used) operating	49 049	60 237	50 995	54 779	54 779	54 779	43 520	45 815	50 476
Net cash from (used) investing	(75 017)	(46 240)	(72 543)	(71 565)	(71 565)	(71 565)	(62 679)	(63 029)	(63 029)
Net cash from (used) financing	(348)	(348)	(349)	(349)	(349)	(349)	(343)	(343)	(343)
<b>Cash/cash equivalents at the year end</b>	86 123	99 771	37 630	82 635	82 635	82 635	63 133	45 576	32 680
<b>Cash backing/surplus reconciliation</b>									
Cash and investments available	86 124	99 772	37 631	82 636	82 636	82 636	63 134	45 577	32 681
Application of cash and investments	13 094	360	21 685	24 246	24 246	24 246	29 804	29 370	28 635
<b>Balance - surplus (shortfall)</b>	73 030	99 411	15 946	58 390	58 390	58 390	33 330	16 207	4 046
<b>Asset management</b>									
Asset register summary (WDV)	818 107	912 826	835 172	835 172	835 172	835 172	846 711	842 651	847 721
Depreciation	41 264	43 708	47 306	54 651	54 651	54 651	53 290	55 753	56 310
Renewal and Upgrading of Existing Assets	–	12 801	14 600	13 144	13 144	13 144	16 070	–	7 000
Repairs and Maintenance	14 955	22 691	24 992	28 170	28 170	28 170	31 864	33 908	36 086
<b>Free services</b>									
Cost of Free Basic Services provided	1 890	4 521	3 175	2 961	2 961	3 000	3 000	3 208	3 422
Revenue cost of free services provided	29 062	16 643	18 821	19 463	19 463	20 826	20 826	21 743	22 993
<b>Households below minimum service level</b>									
Water:	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–

### Explanatory notes to Budget Summary Tables

- The table above is a budget summary and provides a concise overview of the municipalities budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
- The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
- Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
  - The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
  - Capital expenditure is balanced by capital funding sources, of which
    - Transfers recognised is reflected on the Financial Performance Budget;

- ii. Borrowing is incorporated in the net cash from financing on the Cash Flow Budget
  - iii. Internally generated funds are financed from accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows that the municipality has been paying attention to managing this aspect of its finances, and consequently its obligations are cash-backed. This places the municipality in a very positive financial position. To strengthen this favourable position, Council has adopted an Investment, Working Capital and Capital Replacement Reserves Policy.
  5. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality continues to increase however it needs to be noted that this table does not cater for the cross subsidisation value of the lower end tariffs in the tiered structure of basic service charges. This implies that the values reflected as Free Basic Services and the revenue cost are in reality much higher should one include the cross-subsidisation that takes place within the lower end of the tariffs. In addition, the municipality continues to make progress in addressing service delivery backlogs.

### 6.1.3. Capital Budget Summary

Vote Description			2018/2019 Medium Term Revenue and Expenditure Framework					
	Budget Year 2017/2018	%	Budget Year 2018/2019	%	Budget Year 2019/2020	%	Budget Year 2020/2021	%
<b>Funded By:</b>								
National Government	51 516 500	91	61 643 000	85	53 279 520	88	56 128 990	87
Provincial Government	633 000	1	1 080 000	1	500 000	1	500 000	1
<b>Transfers recognized –capital Public contributions &amp; donations. Borrowing internally generated funds</b>								
	52 149 600	93	62 723 000	86	53 779 520	88	56 628 990	88
	4 215 520	7	10 000 000	14	7 000 000	12	8 000 000	12
<b>Total Capital Funding</b>	<b>56 365 120</b>	<b>100</b>	<b>72 723 000</b>	<b>100</b>	<b>60 779 520</b>	<b>100</b>	<b>64 628 990</b>	<b>100</b>

**Table 107: Capital Budget Summary**

Description  R thousand	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<b>Capital Transfers and Grants</b>						
<b>National Government:</b>	<b>50 448</b>	<b>52 017</b>	<b>52 017</b>	<b>61 643</b>	<b>53 280</b>	<b>56 129</b>
Municipal Infrastructure Grant (MIG)	38 993	38 993	38 993	48 108	39 380	41 465
Equitable Share	11 456	12 524	12 524	13 535	13 900	14 664
Intergraded Youth Development Summit MSIG		500	500	1080	500	500
<b>Provincial Government:</b>	<b>133</b>	<b>133</b>	<b>133</b>			
Cogta: Support to community service centre grant	73	73	73			
Dept of Sport and Rec: Maintenance of Facilities	60	60	60			
<b>Total Capital Transfers and Grants</b>	<b>50 581</b>	<b>52 150</b>	<b>52 150</b>	<b>62 723</b>	<b>53 780</b>	<b>56 629</b>

The following guidelines were applied in order to valuate and prioritize the capital projects:

- ✚ In line with the Council's revised IDP
- ✚ Carry over of previously approved projects
- ✚ Existing Council's resolutions, statutory requirements and services related benefits.

- ✚ Provision was made for the basic capital projects to be funded from the equitable share if actual cash is available.
- ✚ The capital for department's budget increased by **63.7** per cent.

The components of the capital budget are as follows:

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Departments requirements	24 818 000	11 127 000	20 782 250
MIG projects	38 361 000	40 389 250	40 434 750
<b>TOTAL</b>	<b>63 179 000</b>	<b>51 516 250</b>	<b>61 217 000</b>

The capital budget will be funded as follows:

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
MIG	38 361 000	40 389 250	43 337 000
Equitable share	6 048 000	10 577 000	9 830 000
Own Funds	18 770 000	550 000	8 050 000
<b>TOTAL</b>	<b>63 179 000</b>	<b>51 516 250</b>	<b>61 217 000</b>

The capital for departments is set out as follows:

Description	Amount
Buildings	1 200 000
Community Asset	4 100 000
Computer Equipment	2 830 000
Electricity	1 500 000
Furniture and Office Equipment	715 000
Intangible Asset	300 000
Machinery and Equipment	490 000
Roads	613 000
Storm Water	1 200 000
Vehicle	11 870 000
<b>Total</b>	<b>24 818 000</b>

The following must be noted:

- ✚ The budget of R11 870 000 has been provided to replace vehicles.
- ✚ R1 200 000 is provided for storm water.

Municipal Infrastructure Grant Projects for the next three budget years are as follows:

DESCRIPTION	Ward	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
<b><u>HALLS AND OFFICES</u></b>				
Mpumazi Community Hall	14			3 500 000
Qhilika Community Hall	25	5 229 870		
Slambo Community Hall	3			5 500 000
Vuma Community Hall	8	5 686 860		
<b><u>ROADS AND CAUSEWAYS</u></b>				
Esiphezi Road & Causeway	9			5 500 000
Ethafeni Road	18	500 000	-	-
Ezisulwini Road	4			4 402 250
Izingwenya Road	15	-	4 500 000	-
Kangela Road Rehabilitation - Phase 3	11	-	11 108 900	3 891 100
Kwabhonga Road	26	-	4 500 000	-
Kwamfana Main Road And Causeway	13			4 200 000
Makhehle Road	24	-		3 000 000
Mbongolwane Road And Causeway	4		3 502 400	
Mtipela/ Ntabankulu Road	3	7 000 000	8 256 350	1 743 650

DESCRIPTION	Ward	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Ngqathu Causeway	6			3 600 000
Urban Roads Rehabilitation	11	10 000 000	5 000 000	-
<b>SPORTS FIELDS</b>				
Basamlilo Sportsfield	27	444 270		
King Dinizulu Sports Park - Phase 1	12	9 500 000		5 000 000
Mashabase Sportsfield	1		3 521 600	
Ngudwini Sportsfield	5			
Rehabilitation Of Gingindlovu Sports Field	18			3 000 000
Skebheni Sport Facility				
<b>Sub total</b>		<b>38 361 000</b>	<b>40 389 250</b>	<b>43 337 000</b>
<b>PMU ADMIN</b>		<b>2 019 000</b>	<b>2 126 000</b>	<b>2 250 000</b>
<b>TOTAL</b>		<b>40 380 000</b>	<b>42 515 250</b>	<b>45 587 000</b>

The capital budget will be spent on the following categories of assets:

DESCRIPTION	AMOUNT	%
<b>Infrastructure</b>		
Rural	7 500 000	12%
Urban	11 813 000	19%
Electricity	1 500 000	2%
<b>Community Asset</b>		0%
Rural	13 861 000	22%
Urban	11 100 000	18%
<b>Other Assets</b>	17 405 000	29%
<b>Total</b>	<b>63 179 000</b>	100%

Other assets are made up as follows:

DESCRIPTION	AMOUNT
Buildings	1 200 000
Computer Equipment	2 830 000
Furniture and Office Equipment	715 000
Intangible Asset	300 000
Machinery and Equipment	490 000
Vehicle	11 870 000
<b>Total</b>	<b>17 405 000</b>

#### Budgeted Capital Expenditure by vote, standard classification and funding.

Vote Description  R thousand	R ef	2015/ 16	2016/ 17	2017/ 18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audit ed Outc ome	Audit ed Outc ome	Audite d Outco me	Origin al Budge t	Adjust ed Budge t	Full Year Foreca st	Pre- audit outco me	Budge t Year 2019/ 20	Budge t Year +1 2020/ 21	Budge t Year +2 2021/ 22
<b>Capital expenditure - Vote</b>	2										
<b>Multi-year expenditure to be appropriated</b>											
Vote 1 - Executive and council		-	-	498	-	-	-	-	640	-	-
Vote 2 - Finance and administration		-	-	3 056	2 740	2 620	2 620	2 620	3 715	320	3 640
Vote 3 - Internal audit		-	-	-	-	-	-	-	-	-	-
Vote 4 - Community and social services		-	-	1 692	16 365	12 561	12 561	12 561	17 567	574	10 390
Vote 5 - Sport and recreation		-	-	4 191	23 462	21 235	21 235	21 235	11 314	4 172	8 000



Vote Description  R thousand	R ef  1	2015/ 16	2016/ 17	2017/ 18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audit ed Outc ome	Audit ed Outc ome	Audite d Outc ome	Origin al Budge t	Adjust ed Budge t	Full Year Foreca st	Pre- audit outco me	Budge t Year 2019/ 20	Budge t Year +1 2020/ 21	Budge t Year +2 2021/ 22
Vote 6 - Public safety		–	–	97	220	220	220	220	1 480	300	–
Vote 7 - Housing		–	–	–	–	–	–	–	–	–	–
Vote 8 - Planning and development		–	–	–	300	300	300	300	380	–	–
Vote 9 - Road transport		–	–	34 976	24 766	28 590	28 590	28 590	23 233	43 771	35 757
Vote 10 - Waste management		–	–	219	1 320	1 320	1 320	1 320	650	330	680
Vote 11 - Energy sources		–	–	1 121	1 870	1 870	1 870	1 870	3 000	2 050	2 750
Vote 12 - Other		–	–	–	–	–	–	–	–	–	–
Vote 13 - Waste water management		–	–	278	3 000	3 000	3 000	3 000	1 200	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
<b>Capital multi-year expenditure sub-total</b>	7	–	–	46 129	74 043	71 715	71 715	71 715	63 179	51 516	61 217
<b>Total Capital Expenditure - Vote</b>		–	–	46 129	74 043	71 715	71 715	71 715	63 179	51 516	61 217
<b><u>Capital Expenditure - Functional</u></b>											
<b><i>Governance and administration</i></b>		–	–	3 555	2 740	2 620	2 620	2 620	4 355	320	3 640
Executive and council				498	–	–	–	–	640	–	–
Finance and administration				3 056	2 740	2 620	2 620	2 620	3 715	320	3 640
Internal audit					–	–	–	–	–	–	–
<b><i>Community and public safety</i></b>		–	–	5 980	40 047	34 016	34 016	34 016	30 361	5 046	18 390
Community and social services				1 692	16 365	12 561	12 561	12 561	17 567	574	10 390
Sport and recreation				4 191	23 462	21 235	21 235	21 235	11 314	4 172	8 000
Public safety				97	220	220	220	220	1 480	300	–
Housing											
Health											
<b><i>Economic and environmental services</i></b>		–	–	34 976	25 066	28 890	28 890	28 890	23 613	43 771	35 757
Planning and development				–	300	300	300	300	380	–	–
Road transport				34 976	24 766	28 590	28 590	28 590	23 233	43 771	35 757
Environmental protection											
<b><i>Trading services</i></b>		–	–	1 618	6 190	6 190	6 190	6 190	4 850	2 380	3 430
Energy sources				1 121	1 870	1 870	1 870	1 870	3 000	2 050	2 750
Water management											
Waste water management				278	3 000	3 000	3 000	3 000	1 200	–	–
Waste management				219	1 320	1 320	1 320	1 320	650	330	680
<b><i>Other</i></b>											
<b>Total Capital Expenditure - Functional</b>	3	–	–	46 129	74 043	71 715	71 715	71 715	63 179	51 516	61 217
<b>Funded by:</b>											

Vote Description  R thousand	R ef	2015/ 16	2016/ 17	2017/ 18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audit ed Outc ome	Audit ed Outc ome	Audite d Outc ome	Origin al Budget	Adjust ed Budget	Full Year Foreca st	Pre-audit outcom e	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
National Government Provincial Government District Municipality Other transfers and grants				43 297 72	59 648	57 320	57 320	57 320	44 409	50 966	60 167
Transfers recognised - capital	4	–	–	43 370	59 648	57 320	57 320	57 320	44 409	50 966	60 167
Borrowing Internally generated funds	6			2 760	14 395	14 395	14 395	14 395	18 770	550	1 050
<b>Total Capital Funding</b>	7	–	–	46 129	74 043	71 715	71 715	71 715	63 179	51 516	61 217

**Table 108: Budgeted Capital Expenditure by vote**

The above table is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by functional classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.

The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years.

#### 6.1.4. Budgeted Financial Position

Description  R thousand	Ref	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcom e	Audited Outcom e	Original Budget	Adjuste d Budget	Full Year Forecast	Pre-audit outcom e	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>ASSETS</b>										
<b>Current assets</b>										
Cash		86 123	99 771	37 630	82 635	82 635	82 635	63 133	45 576	32 680
Call investment deposits	1	–	–	–	–	–	–	–	–	–
Consumer debtors	1	19 616	27 848	17 200	27 000	27 000	27 000	25 000	26 000	27 000
Other debtors		3 438	5 638	4 811	5 200	5 200	5 200	5 500	5 600	5 700
Current portion of long-term receivables		22	15	19	19	19	19	15	14	130
Inventory	2	2 848	3 257	2 801	3 300	3 300	3 300	3 300	3 400	3 450
<b>Total current assets</b>		<b>112 047</b>	<b>136 529</b>	<b>62 461</b>	<b>118 154</b>	<b>118 154</b>	<b>118 154</b>	<b>96 948</b>	<b>80 590</b>	<b>68 960</b>
<b>Non current assets</b>										
Long-term receivables		637	649	1 461	700	700	700	710	720	730
Investments	1	1	1	1	1	1	1	1	1	1
Investment property		16 257	17 879	16 257	17 879	17 879	17 879	19 229	19 729	20 229
Investment in Associate										
Property, plant and equipment	3	804 858	799 747	895 360	816 812	816 812	816 812	826 701	822 464	827 371
Biological										

Description  R thousand	Ref	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Intangible Other non-current assets		799 10 311	482 10 311	1 209 10 311	482 10 311	482 10 311	482 10 311	782 10 311	458 10 311	122 10 311
<b>Total non current assets</b>		<b>832 863</b>	<b>829 069</b>	<b>924 599</b>	<b>846 184</b>	<b>846 184</b>	<b>846 184</b>	<b>857 733</b>	<b>853 683</b>	<b>858 763</b>
<b>TOTAL ASSETS</b>		<b>944 910</b>	<b>965 597</b>	<b>987 060</b>	<b>964 338</b>	<b>964 338</b>	<b>964 338</b>	<b>954 682</b>	<b>934 273</b>	<b>927 724</b>
<b>LIABILITIES</b>										
<b>Current liabilities</b>										
Bank overdraft	-									
Borrowing	1									
Consumer deposits	4	343	343	343	343	343	343	343	343	343
Trade and other payables		1 985	2 328	2 080	2 400	2 400	2 400	2 500	2 520	2 540
Provisions	4	36 853	38 104	45 793	45 793	45 793	45 793	37 300	37 400	37 500
		10 089	9 246	5 280	6 200	6 200	6 200	6 500	6 550	6 600
<b>Total current liabilities</b>		<b>49 269</b>	<b>50 021</b>	<b>53 496</b>	<b>54 736</b>	<b>54 736</b>	<b>54 736</b>	<b>46 643</b>	<b>46 813</b>	<b>46 983</b>
<b>Non current liabilities</b>										
Borrowing		3 898	3 545	3 212	3 212	3 212	3 212	2 859	2 516	2 173
Provisions		17 790	18 734	16 600	18 734	18 734	18 734	19 000	19 000	19 000
<b>Total non current liabilities</b>		<b>21 688</b>	<b>22 279</b>	<b>19 812</b>	<b>21 946</b>	<b>21 946</b>	<b>21 946</b>	<b>21 859</b>	<b>21 516</b>	<b>21 173</b>
<b>TOTAL LIABILITIES</b>		<b>70 957</b>	<b>72 300</b>	<b>73 308</b>	<b>76 682</b>	<b>76 682</b>	<b>76 682</b>	<b>68 502</b>	<b>68 329</b>	<b>68 156</b>
<b>NET ASSETS</b>	5	<b>873 953</b>	<b>893 297</b>	<b>913 752</b>	<b>887 656</b>	<b>887 656</b>	<b>887 656</b>	<b>886 179</b>	<b>865 944</b>	<b>859 567</b>
<b>COMMUNITY WEALTH/EQUITY</b>										
Accumulated Surplus/(Deficit)		864 236	883 068	903 080	876 984	876 984	876 984	875 007	854 272	847 395
Reserves	4	9 717	10 229	10 672	10 672	10 672	10 672	11 172	11 672	12 172
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	5	<b>873 953</b>	<b>893 297</b>	<b>913 752</b>	<b>887 656</b>	<b>887 656</b>	<b>887 656</b>	<b>886 179</b>	<b>865 944</b>	<b>859 567</b>

**Table 109: Budgeted Financial Position**

1. Table above is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
4. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.

## Medium-term capital budget per vote

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>CAPITAL EXPENDITURE</b>										
<b><u>Total New Assets</u></b>	1	-	-	33 328	59 443	58 571	58 571	47 109	51 516	54 217
Roads Infrastructure		-	-	22 719	13 506	22 034	22 034	18 113	43 498	27 447
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	739	1 370	820	820	1 500	2 050	2 750
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	23 458	14 876	22 854	22 854	19 613	45 548	30 197
Community Facilities		-	-	1 988	16 060	12 256	12 256	13 517	600	9 000
Sport and Recreation Facilities		-	-	3 358	22 912	20 835	20 835	9 944	3 522	8 000
<b>Community Assets</b>		-	-	5 346	38 972	33 091	33 091	23 461	4 122	17 000
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	1 275	-	-	-	1 200	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	1 275	-	-	-	1 200	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	300	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	300	-	-
<b>Computer Equipment</b>		-	-	23	2 080	-	-	130	130	3 350
<b>Furniture and Office Equipment</b>		-	-	1 033	975	555	555	715	285	310
<b>Machinery and Equipment</b>		-	-	812	1 645	1 445	1 445	490	1 432	230
<b>Transport Assets</b>		-	-	1 381	895	626	626	1 200	-	3 130
<b>Land</b>		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
<b><u>Total Renewal of Existing Assets</u></b>	2	-	-	12 801	14 600	13 144	13 144	16 070	-	7 000
Roads Infrastructure		-	-	10 599	7 810	2 589	2 589	-	-	7 000
Storm water Infrastructure		-	-	278	3 000	3 000	3 000	1 200	-	-
Electrical Infrastructure		-	-	141	120	670	670	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	-	11 019	10 930	6 259	6 259	1 200	-	7 000
Community Facilities		-	-	-	-	-	-	1 500	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	1 500	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
<b>Other Assets</b>		-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>		-	-	-	-	-	-	-	-	-

Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	-	-	1 783	-	2 060	2 060	2 700	-	-
<b>Furniture and Office Equipment</b>	-	-	-	50	320	320	-	-	-
<b>Machinery and Equipment</b>	-	-	-	120	510	510	-	-	-
<b>Transport Assets</b>	-	-	-	3 500	3 995	3 995	10 670	-	-
<b>Land</b>	-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
<b>Total Upgrading of Existing Assets</b>	6	-	-	-	-	-	-	-	-
<i>Roads Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Storm water Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
<b>Community Assets</b>	-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	-	-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
<b>Intangible Assets</b>	-	-	-	-	-	-	-	-	-
<b>Computer Equipment</b>	-	-	-	-	-	-	-	-	-
<b>Furniture and Office Equipment</b>	-	-	-	-	-	-	-	-	-
<b>Machinery and Equipment</b>	-	-	-	-	-	-	-	-	-
<b>Transport Assets</b>	-	-	-	-	-	-	-	-	-
<b>Land</b>	-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	4	-	-	46 129	74 043	71 715	71 715	63 179	51 516
<i>Roads Infrastructure</i>	-	-	33 318	21 316	24 624	24 624	18 113	43 498	34 447
<i>Storm water Infrastructure</i>	-	-	278	3 000	3 000	3 000	1 200	-	-
<i>Electrical Infrastructure</i>	-	-	880	1 490	1 490	1 490	1 500	2 050	2 750
<i>Water Supply Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>	-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>	-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>	-	-	34 477	25 806	29 114	29 114	20 813	45 548	37 197
Community Facilities	-	-	1 988	16 060	12 256	12 256	15 017	600	9 000
Sport and Recreation Facilities	-	-	3 358	22 912	20 835	20 835	9 944	3 522	8 000
<b>Community Assets</b>	-	-	5 346	38 972	33 091	33 091	24 961	4 122	17 000
<b>Heritage Assets</b>	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	1 275	-	-	-	1 200	-	-
Housing	-	-	-	-	-	-	-	-	-
<b>Other Assets</b>	-	-	1 275	-	-	-	1 200	-	-
<b>Biological or Cultivated Assets</b>	-	-	-	-	-	-	-	-	-

Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	300	-	-
<b>Intangible Assets</b>		-	-	-	-	-	-	<b>300</b>	-	-
<b>Computer Equipment</b>		-	-	<b>1 805</b>	<b>2 080</b>	<b>2 060</b>	<b>2 060</b>	<b>2 830</b>	<b>130</b>	<b>3 350</b>
<b>Furniture and Office Equipment</b>		-	-	<b>1 033</b>	<b>1 025</b>	<b>875</b>	<b>875</b>	<b>715</b>	<b>285</b>	<b>310</b>
<b>Machinery and Equipment</b>		-	-	<b>812</b>	<b>1 765</b>	<b>1 955</b>	<b>1 955</b>	<b>490</b>	<b>1 432</b>	<b>230</b>
<b>Transport Assets</b>		-	-	<b>1 381</b>	<b>4 395</b>	<b>4 621</b>	<b>4 621</b>	<b>11 870</b>	-	<b>3 130</b>
<b>Land</b>		-	-	-	-	-	-	-	-	-
<b>Zoo's, Marine and Non-biological Animals</b>		-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE - Asset class</b>		-	-	<b>46 129</b>	<b>74 043</b>	<b>71 715</b>	<b>71 715</b>	<b>63 179</b>	<b>51 516</b>	<b>61 217</b>
<b>ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	-	818 107	912 826	835 172	835 172	835 172	846 711	842 651	847 721
<i>Roads Infrastructure</i>			359 042	414 370	369 076	369 076	369 076	376 541	374 226	377 275
<i>Storm water Infrastructure</i>			38 071	42 623	38 884	38 884	38 884	39 354	39 153	39 386
<i>Electrical Infrastructure</i>			42 791	47 907	43 704	43 704	43 704	44 233	44 006	44 269
<i>Water Supply Infrastructure</i>			-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>			-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>			467	523	477	477	477	483	481	483
<i>Rail Infrastructure</i>			-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>			-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>			-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	<b>440 371</b>	<b>505 422</b>	<b>452 141</b>	<b>452 141</b>	<b>452 141</b>	<b>460 612</b>	<b>457 866</b>	<b>461 414</b>
<b>Community Assets</b>			224 521	251 364	229 312	229 312	229 312	232 088	230 899	232 276
<b>Heritage Assets</b>			-	-	-	-	-	-	-	-
<b>Investment properties</b>			-	-	-	-	-	-	-	-
<b>Other Assets</b>			-	-	-	-	-	-	-	-
<b>Biological or Cultivated Assets</b>			-	-	-	-	-	-	-	-
<b>Intangible Assets</b>			-	-	-	-	-	-	-	-
<b>Computer Equipment</b>			8 256	9 243	8 432	8 432	8 432	8 534	8 490	8 541
<b>Furniture and Office Equipment</b>			2 781	3 113	2 840	2 840	2 840	2 874	2 860	2 877
<b>Machinery and Equipment</b>			3 211	3 595	3 279	3 279	3 279	3 319	3 302	3 322
<b>Transport Assets</b>			9 382	10 503	9 582	9 582	9 582	9 698	9 648	9 706
<b>Land</b>			129 586	129 586	129 586	129 586	129 586	129 586	129 586	129 586
<b>Zoo's, Marine and Non-biological Animals</b>			-	-	-	-	-	-	-	-
<b>TOTAL ASSET REGISTER SUMMARY - PPE (WDV)</b>	5	-	818 107	912 826	835 172	835 172	835 172	846 711	842 651	847 721
<b>EXPENDITURE OTHER ITEMS</b>		-	56 219	66 399	72 298	82 820	82 820	85 154	89 661	92 397
<b>Depreciation</b>	7	-	41 264	43 708	47 306	54 651	54 651	53 290	55 753	56 310
<b>Repairs and Maintenance by Asset Class</b>	3	-	14 955	22 691	24 992	28 170	28 170	31 864	33 908	36 086
<i>Roads Infrastructure</i>		-	14 955	22 691	24 992	28 170	28 170	31 864	33 908	36 086
<i>Storm water Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Electrical Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Water Supply Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Sanitation Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Solid Waste Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Rail Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Coastal Infrastructure</i>		-	-	-	-	-	-	-	-	-
<i>Information and Communication Infrastructure</i>		-	-	-	-	-	-	-	-	-
<b>Infrastructure</b>		-	<b>14 955</b>	<b>22 691</b>	<b>24 992</b>	<b>28 170</b>	<b>28 170</b>	<b>31 864</b>	<b>33 908</b>	<b>36 086</b>
<b>Community Facilities</b>		-	-	-	-	-	-	-	-	-
<b>Sport and Recreation Facilities</b>		-	-	-	-	-	-	-	-	-
<b>Community Assets</b>		-	-	-	-	-	-	-	-	-
<b>Heritage Assets</b>		-	-	-	-	-	-	-	-	-
<b>Revenue Generating</b>		-	-	-	-	-	-	-	-	-
<b>Non-revenue Generating</b>		-	-	-	-	-	-	-	-	-
<b>Investment properties</b>		-	-	-	-	-	-	-	-	-

Operational Buildings	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE OTHER ITEMS</b>	-	56 219	66 399	72 298	82 820	82 820	85 154	89 661	92 397	

### Summary of operating expenditure by standard classification item

Description	Ref	2016/17	2017/18	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework	Description	Ref	2015/16	2016/17
R thousand		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	R thousand		Audited Outcome	Audited Outcome
<b>Expenditure By Type</b>										
Employee related costs	2	101 519	113 878	121 725	121 337	121 337	121 337	142 161	151 990	163 491
Remuneration of councillors		17 632	20 115	21 658	21 658	21 658	21 658	22 957	24 335	25 795
Debt impairment	3	43 991	51 121	46 798	46 798	46 798	46 798	46 202	47 588	49 015
Depreciation & asset impairment	2	41 264	43 708	47 306	54 651	54 651	54 651	53 290	55 753	56 310
Finance charges		537	567	343	343	343	343	310	290	270
Bulk purchases	2	45 759	48 916	50 729	51 484	51 484	51 484	56 329	60 892	64 070
Other materials	8	9 153	9 419	10 313	11 077	11 077	11 077	10 790	11 366	11 974
Contracted services		59 990	66 998	68 076	107 418	107 418	107 418	74 029	66 364	70 376
Transfers and subsidies		2 952	3 322	3 901	7 451	7 451	7 451	5 674	5 349	5 571
Other expenditure	4, 5	32 536	33 476	35 502	35 979	35 979	35 979	38 044	39 494	41 463
Loss on disposal of PPE										
<b>Total Expenditure</b>		<b>355 333</b>	<b>391 519</b>	<b>406 349</b>	<b>458 196</b>	<b>458 196</b>	<b>458 196</b>	<b>449 786</b>	<b>463 420</b>	<b>488 336</b>

### Operational repairs and maintenance

Repairs and Maintenance by Expenditure Item	Adjustments Budget 2017/2018	Budget Year 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021
Employee related costs	21 201 910	23 163 540	24 737 220	26 420 210
Other materials	2 865 380	2 916 790	3 074 300	3 240 350
Contracted Services	4 102 360	5 784 120	6 096 460	6 425 690
<b>Total Repairs and Maintenance Expenditure</b>	<b>28 169 650</b>	<b>31 864 450</b>	<b>33 907 980</b>	<b>36 086 250</b>
<b>Repairs and maintenance as a percentage of PPE</b>	<b>3.3%</b>	<b>3.5%</b>	<b>3.6%</b>	<b>3.7%</b>

Benchmark	8%	8%	8%	8%
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## Summary of revenue classified by main revenue source

Description	Ref	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Revenue By Source</b>										
Property rates	2	46 588	51 482	52 040	53 346	53 346	53 346	56 411	60 187	63 861
Service charges - electricity revenue	2	60 821	58 418	64 343	65 882	65 882	65 882	69 220	72 830	77 781
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	9 866	10 452	11 005	11 220	11 220	11 220	11 849	12 489	13 163
Rental of facilities and equipment		1 702	1 309	1 378	1 378	1 378	1 378	1 450	1 525	1 604
Interest earned - external investments		5 567	6 899	7 791	4 891	4 891	4 891	5 145	5 413	5 694
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-
Dividends received										
Fines, penalties and forfeits		40 147	41 516	43 717	43 717	43 717	43 717	47 980	50 488	53 127
Licences and permits		9	73	77	77	77	77	81	85	90
Agency services		3 459	3 737	3 935	3 935	3 935	3 935	4 139	4 355	4 581
Transfers and subsidies		148 258	164 648	172 281	210 346	210 346	210 346	198 635	203 944	219 954
Other revenue	2	1 936	2 027	2 134	7 310	7 310	7 310	8 598	2 336	2 457
Gains on disposal of PPE		400	980	1 500	1 500	1 500	1 500	1 200	850	850
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>318 753</b>	<b>341 541</b>	<b>360 201</b>	<b>403 603</b>	<b>403 603</b>	<b>403 603</b>	<b>404 708</b>	<b>414 500</b>	<b>443 161</b>

## Operating Transfers and Grant Receipts

Description	R ef	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>RECEIPTS:</b>	1, 2									
- <b>Operating Transfers and Grants</b>					166	172	172	193	198	214
<b>National Government:</b>		-	-	-	820	148	148	399	434	135
Local Government Equitable Share					153 838	156 166	156 166	179 542	187 538	202 115
Finance Management					1 770	1 770	1 770	1 770	1 770	1 770
Integrated National Electrification Programme					7 000	10 000	10 000	7 000	7 000	8 000
EPWP Incentive					3 212	3 212	3 212	3 068		
Project Management Unit (MIG Projects)					1 000	1 000	1 000	2 019	2 126	2 250
Other transfers/grants [insert description]										
<b>Provincial Government:</b>		-	-	-	5 461	38 198	38 198	5 236	5 510	5 819
Museum Subsidy					368	368	368	386	408	429
PT: Provincialisation of Libraries					4 190	4 190	4 190	4 400	4 620	4 874
Community Library Services Grant					420	420	420	450	482	516
Dept of Sport and Rec: Maintenance of facilities					89	89	89			
Dept of Human settlements					394	32 131	32 131			



Description  R thousand	R ef	2015/ 16	2016/ 17	2017/ 18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audite d Outco me	Audite d Outco me	Audite d Outco me	Original Budget	Adjuste d Budget	Full Year Forecas t	Budget Year 2019/2 0	Budget Year +1 2020/2 1	Budget Year +2 2021/2 2
COGTA: Municipal Spatial Development Framework Grant						1 000	1 000			
Other transfers/grants [insert description]										
<b>District Municipality:</b> [insert description]		–	–	–	–	–	–	–	–	–
<b>Other grant providers:</b> [insert description]		–	–	–	–	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	–	–	–	172 281	210 346	210 346	198 635	203 944	219 954
<b>Capital Transfers and Grants</b>										
<b>National Government:</b> Municipal Infrastructure Grant (MIG) Equitable Share		–	–	–	59 648	57 320	57 320	44 409	50 966	53 167
					48 108 11 540	48 108 9 212	48 108 9 212	38 361 6 048	40 389 10 577	43 337 9 830
<b>Total Capital Transfers and Grants</b>	5	–	–	–	59 648	57 320	57 320	44 409	50 966	53 167
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		–	–	–	231 929	267 666	267 666	243 044	254 910	273 121

### Budgeted Financial Performance (revenue and expenditure)

Description  R thousand	Re f	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outco me	Audited Outco me	Audited Outco me	Origin al Budge t	Adjuste d Budget	Full Year Forecas t	Pre- audit outco me	Budge t Year 2019/2 0	Budge t Year +1 2020/2 1	Budge t Year +2 2021/2 2
<b>Revenue By Source</b>											
Property rates	2	–	46 588	51 482	52 040	53 346	53 346	53 346	56 411	60 187	63 861
Service charges - electricity revenue	2	–	60 821	58 418	64 343	65 882	65 882	65 882	69 220	72 830	77 781
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	–	9 866	10 452	11 005	11 220	11 220	11 220	11 849	12 489	13 163
Rental of facilities and equipment			1 702	1 309	1 378	1 378	1 378	1 378	1 450	1 525	1 604
Interest earned - external investments			5 567	6 899	7 791	4 891	4 891	4 891	5 145	5 413	5 694
Interest earned - outstanding debtors			–	–	–	–	–	–	–	–	–
Dividends received											
Fines, penalties and forfeits			40 147	41 516	43 717	43 717	43 717	43 717	47 980	50 488	53 127
Licences and permits			9	73	77	77	77	77	81	85	90
Agency services			3 459	3 737	3 935	3 935	3 935	3 935	4 139 198	4 355 203	4 581 219
Transfers and subsidies			148 258	164 648	172 281	210 346	210 346	210 346	635	944	954
Other revenue	2	–	1 936	2 027	2 134	7 310	7 310	7 310	8 598	2 336	2 457
Gains on disposal of PPE			400	980	1 500	1 500	1 500	1 500	1 200	850	850
<b>Total Revenue (excluding capital transfers and contributions)</b>		–	318 753	341 541	360 201	403 603	403 603	403 603	404 708	414 500	443 161
<b>Expenditure By Type</b>											

Description  R thousand	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Employee related costs	2	–	101 519	113 878	121 725	121 337	121 337	121 337	142 161	151 990	163 491
Remuneration of councillors			17 632	20 115	21 658	21 658	21 658	21 658	22 957	24 335	25 795
Debt impairment	3		43 991	51 121	46 798	46 798	46 798	46 798	46 202	47 588	49 015
Depreciation & asset impairment	2	–	41 264	43 708	47 306	54 651	54 651	54 651	53 290	55 753	56 310
Finance charges			537	567	343	343	343	343	310	290	270
Bulk purchases	2	–	45 759	48 916	50 729	51 484	51 484	51 484	56 329	60 892	64 070
Other materials	8		9 153	9 419	10 313	11 077	11 077	11 077	10 790	11 366	11 974
Contracted services		–	59 990	66 998	68 076	107 418	107 418	107 418	74 029	66 364	70 376
Transfers and subsidies		–	2 952	3 322	3 901	7 451	7 451	7 451	5 674	5 349	5 571
Other expenditure	4, 5	–	32 536	33 476	35 502	35 979	35 979	35 979	38 044	39 494	41 463
Loss on disposal of PPE											
<b>Total Expenditure</b>		–	355 333	391 519	406 349	458 196	458 196	458 196	449 786	463 420	488 336
<b>Surplus/(Deficit)</b>		–	(36 580)	(49 977)	(46 148)	(54 594)	(54 594)	(54 594)	(45 078)	(48 920)	(45 175)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			57 024	50 448	59 648	60 011	60 011	60 011	46 071	50 966	53 167
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)	6	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		–	20 444	471	13 500	5 417	5 417	5 417	992	2 046	7 992
Taxation											
<b>Surplus/(Deficit) after taxation</b>		–	20 444	471	13 500	5 417	5 417	5 417	992	2 046	7 992
Attributable to minorities											
<b>Surplus/(Deficit) attributable to municipality</b>		–	20 444	471	13 500	5 417	5 417	5 417	992	2 046	7 992
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		–	20 444	471	13 500	5 417	5 417	5 417	992	2 046	7 992

## Summary of Budget Policies

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. This table below gives a broad overview of the budget policy framework and highlights the amended policies to be approved by Council Resolution.

NO	NAME OF POLICY	LAST DATE OF APPROVAL	STATUS
1	Asset Management Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
2	Bad Debt Write Off Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
3	Borrowing Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
4	Budget Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
5	Credit Control & Debt Collection Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
6	Funding and Reserve Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed

NO	NAME OF POLICY	LAST DATE OF APPROVAL	STATUS
7	Indigent Support Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
8	Investment and Cash Management Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
9	Property Rates Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
10	Supply Chain Management Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed
11	Tariff Policy	29/05/2018 Min. no UMC 121/05/17/18	Reviewed

**Table 110: Budget Related Bylaws**

## 6.2. MUNICIPAL PROJECTS

### MIG Projects (Roads, Halls and Sportfields)

DESCRIPTION	Ward	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
<b><u>HALLS AND OFFICES</u></b>				
Mpumazi Community Hall	14			3 500 000
Qhilika Community Hall	25	5 229 870		
Slambo Community Hall	3			5 500 000
Vuma Community Hall	8	5 686 860		
<b><u>ROADS AND CAUSEWAYS</u></b>				
Esiphezi Road & Causeway	9			5 500 000
Ethafeni Road	18	500 000	-	-
Ezizulwini Road	4			4 402 250
Izingwenya Road	15	-	4 500 000	-
Kangela Road Rehabilitation - Phase 3	11	-	11 108 900	3 891 100
Kwabhonga Road	26	-	4 500 000	-
Kwamfana Main Road And Causeway	13			4 200 000
Makhehle Road	24	-		3 000 000
Mbongolwane Road And Causeway	4		3 502 400	
Mtipela/ Ntabankulu Road	3	7 000 000	8 256 350	1 743 650
Ngqathu Causeway	6			3 600 000
Urban Roads Rehabilitation	11	10 000 000	5 000 000	-
<b><u>SPORTS FIELDS</u></b>				
Basamlilo Sportsfield	27	444 270		
King Dinizulu Sports Park - Phase 1	12	9 500 000		5 000 000
Mashabase Sportsfield	1		3 521 600	
Ngudwini Sportsfield	5			
Rehabilitation Of Gingindlovu Sports Field	18			3 000 000
Skebhene Sport Facility				
<b>Sub total</b>		<b>38 361 000</b>	<b>40 389 250</b>	<b>43 337 000</b>
<b>PMU ADMIN</b>		<b>2 019 000</b>	<b>2 126 000</b>	<b>2 250 000</b>
<b>TOTAL</b>		<b>40 380 000</b>	<b>42 515 250</b>	<b>45 587 000</b>

## Eskom & Schedule 5B Electrification Projects

### Eskom Completed Projects

WARD	PROJECT NAME	COMPANY	Connections	Contractor	% COMPLETE	PROGRESS
1	Izinyosi (Part of Entumeni #3)	Eskom	248	KEV Accurate	40%	Izinyosi is part of Evuma project 17/18 Plan and it was a left out zone of Entumeni - busy
2	Mankhumbu # 2	Eskom	84	Techniteck Seven	100%	Project complete
3	Slambo # 2	Eskom	258	MG contracting	30.8%	2nd Contractor appointed & kick off meeting 21/2/2019
5	Hayinyama # 2	Eskom	272	KZN Power Line	100%	Project complete
5 & 6	Hayinyama / Zimbidli	Eskom	350	Super Centre Trading	100%	Project complete
6	Hayinyama / Zimbidli	Eskom	65		100%	Infills connected
5	Ngudwini / Saron Shahinya	Eskom	786	Prime Electr contract.	98%	Project on construction - connect first 100 customers 22/2/2018
7	Emahusheni / Samungu	Eskom	118		100%	Project complete
8	Entumeni #3	Eskom	163	KEV Accurate	100%	Project complete
8	Entumeni Infills	Eskom	200	KEV Accurate	100%	Completed 190 infills connections March 2018
14	Oyemeni #3	Eskom	(113) 70 left	Zizamele Electr	100%	Include w14,20,21 & 24: - project complete, 37 customers left out - wait funding
22	Oyemeni #2	Eskom	113	Howard	100%	Project complete
26	Mphehelele	Eskom	96		100%	Project complete
25	Ofasimba	Eskom	100		100%	Project complete

### Eskom Electrification Projects - Progress 2018/19

WARD	PROJECT NAME	COMPANY	Connections	% COMPLETE	PROGRESS
17	Mabhokweni #3	Eskom	143	10%	Eskom scheduled project for 2018/19 - Contractor waiting contract to commence
17	Mabhokweni #3 (Link Line)	Eskom			Eskom scheduled project for 2018/19
14,20, 21	Manyameni/Oyemeni #1	Eskom	254	10%	Contractor Appointed will do 134 for Ph1 and 12 in Ph2

### Schedule 5B - Umlalazi Municipality - Progress 2018/19

WARD	PROJECT NAME	COMPANY	Connections	Contractor	% COMPLETE	PROGRESS
4	Masundwini	Umlalazi Municipality	180	Rock Power line	98%	Project nearing completion (planning for outage dates)
5	Masundwini	Umlalazi Municipality	287	Rock Power line	98%	

### Local Economic Development

NO	YOUTH SUPPORT	PROJECT	WARD	STATUS
1.	Mahawulela (PTY) LTD	Pig feed	13	Handed over
2.	Brainoguru (PTY) LTD	Concrete mixer	11	Handed over
3.	Discovery zone	Block making machines	6	Handed over

No	SMME SUPPORT	PROJECT	WARD	STATUS
1.	Sisonke Mnganga	Pig feed	3	To Be Handed Over
2.	Musawezwe	Pig feed	8	To Be Handed Over
3.	Qikelela	Pig feed	15	To Be Handed Over
4.	isgugugumezelo	Chain saw	3	To Be Handed Over
5.	isitshasokhuni	Chain saw	16	To Be Handed Over
6.	Zizande Trading	Block making	12	To Be Handed Over

NO	COMMUNITY GARDENS	PROJECT	WARD	STATUS
1.	Mawusheni	Fencing material	7	Procurement stage
2.	Masibonakale	Fencing material	9	Procurement stage

NO	COMMUNITY GARDENS	PROJECT	WARD	STATUS
3.	Zamokuhle	Fencing material	6	Procurement stage
4.	Qediphanga	Fencing material	26	Procurement stage
5.	Ibhunthe	Fencing material	23	Procurement stage
6.	Mkhishwane	Fencing material	3	Procurement stage
7.	Mkhungaze	Fencing material	14	Procurement stage
8.	Makhosazane and Brothers	Irrigation System	24	To Be Handed Over

## Human Settlements

FUNCTION	PROJECT NAME	STATUS
Projects Completed	➤ Bhekeshowe RHP	➤ 1000 units completed
	➤ Sunnydale Phase 2	➤ 404 units completed
	➤ Mombeni RHP	➤ 956 units completed
	➤ Gingindlovu Ext 5&6	➤ 143 units completed
Project Under-construction	➤ UYaya RHP	➤ 959 units completed
	➤ Ngudwini RHP	➤ 740 units completed
	➤ Mpungose RHP	➤ 179 units completed
	➤ Sunnydale phase 2 Ext	➤ earthworks
Tranche/Stage 2-Pre-approved housing projects	Dlangubo Mvuzane KwaKhoza Kholweni KwaMondi	➤ Awaiting tranche 2 approval
Tranche/Stage 1-Pre-approved housing projects	Mamba Mpshini Park Ogwagwini Mzimela Nzuza Gingindlovu	➤ Awaiting tranche 1 approval

## 6.3. PROJECTS TO BE IMPLEMENTED BY SECTOR DEPARTMENTS

### Department of Transport: 2018/19 uMlalazi LM Planned Projects.

Activity	Location	Ward No	Road number	Project Status	Output (km/m <sup>2</sup> /no)
Betterment & Regravelling	Ngudwini	Ward 5	L1370	Submitted to BEC	2,5
Betterment & Regravelling	Mombeni	Ward 6	D356	Preparing Spec Docs	3,5
Betterment & Regravelling	Matshekazane	Ward 1	L591	Preparing Spec Docs	3,7
Betterment & Regravelling	Ntabantuzuma	Ward 8	L1242 & L1245	Submitted to BEC	7,7
Betterment & Regravelling	Mbongolwane-	Ward 3	D1544	Submitted to BEC	5,7
Betterment & Regravelling	Obanjeni	Ward 21	P525	Preparing Spec Docs	5
Betterment & Regravelling	Habeni	Ward 25	L1697	Preparing Spec Docs	3
Betterment & Regravelling	Kholweni	Ward 8	L1246	Preparing Spec Docs	3
Betterment & Regravelling	Makhilimba	Ward 14	L623	Preparing Spec Docs	2,0
Betterment & Regravelling	Makhilimba	Ward 11	L628	Preparing Spec Docs	4,0
Betterment & Regravelling	Mombeni	Ward 6	A1662	Preparing Spec Docs	3,5
Betterment & Regravelling	Emombeni	Ward 6	A1661	Preparing Spec Docs	4,0

### Ongoing Capital Multiyear Projects

Road No.	Location	Activity	(KM)	Budget
P230	Empangeni to Eshowe	Upgrade	31.3	R 312 070 000.00
P218/P710	Ntumeni to Sundumbili	Upgrade	51	R 535 750 000.00
D135	Amatikulu to Mpshini River	Upgrade	24.65	R 250 000 000.00
P 50	Eshowe to Nkandla	Upgrade	54.4	R 308 470 000.00

## Multi Sector Developments

Project Name	Source of Funding	Status
1. Mombeni Community Service Centre (Ward 5)	CoGTA	COMPLETE
2. Mixed use Development (portion of Bus and Taxi Rank site) (Ward 11)	Private developer	COMPLETE
3. KDS shopping centre (Ward 12)	Private Developer	DELAYED DUE TO LAND DISPUTES
4. Eshowe Private Hospital (Ward 11)	Private Developer	DELAYED
5. Mtunzini Mixed use Development (Ward 19)	Private Developer	TO BE ADVERTISED FOR PROPOSALS
6. R66 shopping centre (Ward 18)	Private Developer	COMPLETE
7. Mtunzini Beach Development & Blue flag	Municipality, KZN Wild life & WESSA	PLANNING
8. Ishongwe Shopping Center	Private Developer	COMPLETED
9. ATRIUM Mall (Additions and Alterations)	Private Developer	ONGOING
10. Eshowe Gardens (Mixed Use)	Private Developer	PLANNING
11. Installation of a 0.45m Optical Telescope At KwaNtoza Mountain (UNIZULU)	University of Zululand	PLANNING
12. Amatigulu AgriVillage	Gijima / EDTEA	ONGOING
13. Portion 17 (of 16) of the Farm Lot 94 uMlalazi 13684 (Mixed Use Development)	Private Developer	APPLICATION STAGE

## Department of Agriculture Projects

Name	Ward No	Activity	Size (ha)	Budget
Qedindlala Co-Operative	15	Irrigation	1 ha	R80 000
Siyathuthuka Co-Operative	15	Irrigation	1 ha	R80 000
Savukamphendle Co-Operative	06	Irrigation	2 ha	R160 000
Mvuzane Citrus Co-Operative	01	Citrus	2 ha	R160 000
Inquboyevangeli Co-Operative	06	Fencing	0.6 ha	R100 000
Ekukhumbuzeni Co-Operative	10	Fencing	0,45 ha	R50 000
Ekuphileni Co-Operative	10	Fencing	0,4 ha	R50 000
Ehlathini Co-Operative	26	Fencing	0,6 ha	R50 000
Barachac Co-Operative	26	Irrigation	2 ha	R180 000
butho borehole	20	Borehole	6 x tunnels	R1 000 000
Ibutho tunnels	20	Tunnels	6 x tunnels	R1 000 000
Masisukume Tunnels	03	Tunnels	6 x tunnels	R1 000 000
Ingungumbane Dam	26	Dam	Dam	R150 000
Zithokozise Co-Operative	10	Fencing	0,4 ha	R50 000
Ezinyathi Co-Operative	03	Dam	Dam	R150 000
uMlalazi Mushroom	15	Mushroom	Mushroom	R80 000
uMlalazi Indigenous goats	1, 2	Indigenous Goats	2 x 6 goats	R52 000
Fruit Trees	All 27	Wards Fruit trees	190	R20 900

## Department of Education

PROJECT NAME	Programme Implementer	Nature of Investment	Total Project Cost	2016-2017	2017-2018	2018-2019	2019-2020
MAJIYA SECONDARY SCHOOL (16)	Independent Development Trust	Upgrades and Additions	9,809	3,000	159	0	0
EBOMVANENI PRIMARY SCHOOL	Coega Development Corporation	Upgrades and Additions	3,221	1,925	61	0	0
IMFIHLO PRIMARY SCHOOL	KZNDoe	Upgrades and Additions	904	295	904	0	0

PROJECT NAME	Programme Implementer	Nature of Investment	Total Project Cost	2016-2017	2017-2018	2018-2019	2019-2020
ENQOLENI PRIMARY SCHOOL (25)	KZNDoe	Upgrades and Additions	48,797	1,000	0	4,880	14,430
ETHAFENI PRIMARY SCHOOL (17)	KZNDoe	Upgrades and Additions	26,914		0	2,691	14,515
EFUYENI PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	4,990	600	0	50
NGQEKWANE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
KHANYISELISIZWE SECONDARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	50
SIGANANDA PRIMARY SCHOOL	DoPW	Upgrades and Additions	2,000	0	600	0	

### King Cetshwayo DM: Planned Water Projects

LM	WARD	PROJECT NAME	DESCRIPTION	STATUS	Estimated budget	Completion Date
uMlalazi LM	21,22-23,	Kwa-HLOKOHLOKO SSA5	Kwa-HLOKOHLOKO SSA5, Phase 02 Bulk. Pipelines	BEC Committee	R 37 000 000	Dec 2018
uMlalazi LM	13	Eshowe SS1	Construction of 2x8ML reservoirs	Design stage	R 11 500 000	Jan 2019
uMlalazi LM	9 & 27	Kwahlokhloko SSA 1	Mechanical & Electrical Work	Tender	R 141 456 258	Jan 2020

### KCDM Projects Due for Completion

LM	WARD	PROJECT NAME	DESCRIPTION	STATUS	Estimated budget	Completion date
Umlalazi LM	22 & 23	Kwahlokhloko SSA 5	Retic to zone 1,2& 3	60%	R22 142 329	Apr 2017
Umlalazi LM	9	Kwahlokhloko SSA 1	Construction of Bulk steel pipeline	95%	R 56 339 499	June 2017
Umlalazi LM	9	Kwahlokhloko SSA 1	Construction of 8.4 ML reservoir & pump-station	98%	R 40 998 823	June 2017
uMlalazi LM	3 & 4	Middledrift SSA 5	Bulk water supply	85%	R 116 985 616	June 17
uMlalazi LM	11 & 12	Eshowe Water Upgrade phase 2	AC Repla-cement & remedial works	96%	R 80 454 545	Aug 2017
uMlalazi LM	24; 25 &26	Mpungose 1D retic	Construction of retic	100%	R 32 952 819	Dec 2016
uMlalazi LM	9; 11 & 13	Eshowe SSA 1	Bulk Water Supply, ND 800 Steel pipe	98%	R 82 342 932	Jun 2017
uMlalazi LM	9; 11 & 13	Eshowe SSA 1	Bulk Water Supply, construction of 4 reservoirs & a pumpstation	91%	R107 153 531	Jun 2017

### KCDM Ongoing 3 Year Sanitation Projects

Project Name	Ward	Start	End	Estimated Cost	Expenditure to date	% Progress	Sub-Wards	2017/18	2018/19	2019/20
284 -9 & 10-VIP Sanitation Project	6, 15,16,17 & 21	Nov 2016	June 2020	R 77 300 000	R 23 190 000	30%	ALL SUB WARDS	R 32 300 000	R 25 000 000	R 20 000 000
Eshowe Sewer	12	Feb-18	June 2020	R36 00 000	-	0%	KDS	R30 250 000	R575 157	R 1 500 000

### KCDM Ongoing 3 Year Water Projects

Project Name	Council wards	Start	Completion date	Estimated cost	Expenditure to date	% Progress	Sub-wards	2017/18	2018/19	2019/20
Eshowe SSA 1	Portions 9,11, 12 & 13	Jul 2013	Jun 2018	R 474 520 967	R 180 927 033	38%	Eshowe Town, King Dinizulu T/S, Kwa-Mfana, Nyanini, Berea, Thawini, Ntenjane, Emncongweni Siqwanjana Izindophi	R 11 793 742	R 48 500 000	R 55 000 000
Middledrift SSA 5	Partial 1, 2,3 & 4	01 May 2013	30 Jun 2018	R 208 304 337	R 102 305 042	49%	Izinsundu, Ntamoyenkunzi. Part Mpaphala, Khangelani, Kwa Gasu, Mbizane, Buthanani, Shushu, Ntamoyenkunzi, Matshamhlophe, Nhlalamnyango	R 20 000 000	-	-
Kwahlokoohloko SSA 1	Partial 9 & 26	May 2012	June 2020	R 263 150 511	R 170 485 862	64%	Mandawe (partial), Mbizo 2, Ncemaneni, Zigagayi, Emaqeleni, Isiphezi, Kwa-Mpofu, Kwa-Hlokoohloko / Thintumkaba, Eziqwaqweni (Ward 26), Mhlathuzana Mtilombo Mbizo 1	R 24 866 258	R 46 500 00	R 52 090 000
KwaHlokoohloko S/A SSA5	Partial 22 & 23	Jan 2012	June 2020	R 157 844 574	R 42 803 986	27%	Oyemeni, Phongola, Lubisane, Gugushe, Ohhaheni, Makhehle (partial), Makholokholo (partial), Nteneshane, Hlobane, Macekane, Sabe 1 & 2	R 33 957 148	R 20 012 862	R 16 012 862
Middledrift Phase 2	Um1 & 2 and Nk7,13 & 14	May 2006	Jun 2020	R 132 409 907	R 102 394 957.6	77%	Izinyosi, Bongela, Nkunzempunga, Mfomfolozi, Mbileni, Nyimbithwa, Mvuzane	R 2 703 100	R 15 000 000	R 10 000 000



## TRONOX 5 Year Social Investment Plan

COMMUNITY	PROJECT	BUDGET	YEAR	REMARKS
Ogagwini	1. Ogagwini Trading Facilities	R1 000 000	2018	Approved by DMR.
	2. Obanjeni Sports Complex – (Soccer, Netball etc.)	R1 200 000	2019	Approved by DMR.
	3. Ogagwini Housing Project – 5 houses	R1 100 000	2020	Approved by DMR – Identification of families will be done by Municipality and DMR.
	4. Veleshowe Crèche	R950 000	2021	Project identified from Municipality IDP and approved by DMR.
	5. Cemetery Fencing and Ablution	R1 200 000	2022	Approved by DMR.
Nzuza	1. Ensingweni Primary School Classrooms, Ablutions & Admin block	R3 200 000 (R1,2mil first year - R1mil in second and third year)	2018 - 2020	Approved by DMR – Budget increased from R1,2mil to R3 200 000 by cancelling other projects. <b>The school to be rebuilt.</b>
	2. Borehole - Ploughing Project (Water Scarcity)	R350 000	2020	Approved by DMR.
	3. Uphindo High School Science Laboratory for practical work and computers	R800 000	2021	Approved by DMR.
	4. Ngwenya Secondary School - Open shelter Nutrition Programme	R600 000	2022	Approved by DMR.
	5. Nogabisela High School – 3 classrooms	R700 000	2022	Approved by DMR.

## SECTION G: 7 ANNUAL OPERATIONAL PLAN (SDBIP)

### 7.1. ANNUAL OPERATIONAL PLAN

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Target outside 5 year	Budget	Baseline	Responsible department	Ward
Slow internet connections	TL1		Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Upgrade the current infrastructure, fibre, for adequate capacity and ensure 100% budget expenditure	Percentage of budget spent on upgrade of Infrastructure by 30 June 2019	100%	25%	50%	75%	100%	N/A	2 700 000.00		Corporate Services	ALL
	TL2		Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Review ICT Strategy	Percentage of ICT strategy completed by 30 June 2019	100%	0	0	0	100%	N/A	0		Corporate Services	ALL
Inadequate Kills Development	TL3		Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Provide training to 54 Councillors in terms of skills audit undertaken and ensure 100% budget spent by 30 June	Percentage of budget spent on Councillor training by 30 June	100%	25%	50%	75%	100%	N/A	280 000.00		Corporate Services	ALL
	TL4		Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	To implement and support internship, learnership and in-service training programmes.	Number of Interns appointed by 30 December 2019	7	0	7	0	0	N/A	0		Corporate Services	ALL
	TL5		Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Provide training to staff in terms of skills development plan and ensure 1% of salary budget is provided for training of staff	Percentage of budget spent on staff training by 30 June	100%	25%	50%	75%	100%	N/A	600 000.00		Corporate Services	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Non compliance with Archives Act	TL6		Municipal Transformation and Institutional Development	Governance and Policy	To implement the Document Management System and establish a central depot for all records	Build a new Registry Office	percentage completion of Building of Registry Office by 30 April	100%	25%	50%	75%	100%	N/A	R1,500 000.00		Corporate Services	ALL
Inadequate accessibility to educational facilities	TL7		Municipal Transformation and Institutional Development	Governance and Policy	To enhance the accessibility of library facilities to the public	Apply to Library Services to provide funding to roll out services such as Cyber Cadet facilities and capacity to provide computer services and skills to scholars.	Number of applications for funding submitted to library services by 31 December for the roll out of cyber cadet facilities	1	0	1	0	0	N/A	0		Corporate Services	ALL
Outdated Municipal Bylaws	TL8		Municipal Transformation and Institutional Development	Governance and Policy	To ensure that the Municipality has an updated set of Bylaws that is in line with its Vision and Mission	To conduct an overall assessment of all Municipal Bylaws	percentage assessment undertaken on all Municipal Bylaws by 30 June 2020	100%	0	0	0	100%	N/A	0		Corporate Services	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Limited Office Space	TL9		Municipal Transformation and Institutional Development	Strategic Infrastructure	To ensure that there is suitable office space for the employees, executives and Councillors	To renovate and/or build new Municipal Offices in order to accommodate all executives and councilors.	Percentage completion of plan by 31 December 2019 for the renovation and/or building of new offices to accommodate executives and Councillors	100%	0	100%	0	0	N/A	0		Engineering Services	11
	TL10		Municipal Transformation and Institutional Development	Strategic Infrastructure	To ensure that there is suitable office space for the employees, executives and Councillors	To ensure continuous maintenance of Municipal Offices to ensure that occupation are in line with the relevant Health & Safety Standards.	Percentage compliance of maintenance of Municipal offices in terms of Health & Safety requirement	100%	0	0	0	100%	N/A	1 600 000.00		Engineering Services	11
Service Delivery Backlog	TL11		Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	Provide 90% households with electrification services by 30 June	Percentage of households provided with electrification services by 30 June	90%	90%	90%	90%	90%	N/A	7 000 000.00		Engineering Services	ALL
Service Delivery Backlogs	TL12		Basic Service Delivery	Strategic Infrastructure	To ensure continued sound financial management	Provide 4000 households with free basic electricity by 30 June	Number of households provided with Free basic electricity by 30 June	4000	4000	4000	4000	4000	N/A	2 873 970.00		Finance	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside 5 year	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	TL1 3		Basic Service Delivery	Strategic Infrastructure	To ensure provision of access to basic electricity services by all communities in a sustainable manner	To ensure maintenance and improvement of existing electrical infrastructure.	Percentage of budget spent on maintenance and improvement of existing electrical infrastructure by 30 June	100%	25%	50%	75%	100%	N/A	1 477 550.00		Engineering Services	11, 12
Service Delivery Backlogs	TL1 4		Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	Ensure electricity losses remain within the norm of 10% by 30 June	Percentage electricity losses by 30 June	10%	10%	10%	10%	10%	N/A	693 360.00		Engineering Services	11, 12
Service Delivery Backlogs	TL1 5		Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic access to electricity by all communities in a sustainable manner	To ensure that energy saving principles are adhered to in line with NERSA Guidelines	Percentage of energy saving principles adhered to by 30 June in line with NERSA guidelines	100%	100%	100%	100%	100%	N/A	0.00		Engineering Services	11, 12
Service Delivery Backlogs	TL1 6		Basic Service Delivery	Strategic Infrastructure	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress.	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress and ensure quarterly engagements are held.	Number of stakeholder engagements undertaken by 30 June per project on all Eskom Electrification Projects in order to track progress	4	1	1	1	1	N/A	0		Engineering Services	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside 5 year	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	TL1 7		Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	To ensure continuous maintenance of road infrastructure	Percentage maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June	100%	0%	0%	0%	100%	N/A	12 731 940.00		Engineering Services	ALL
Service Delivery Backlogs	TL1 8		Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Liaise with DOT to register certain roads as access roads in order to recognise them as Municipal assets and submit report to Portfolio Committee by 31 March	Number of reports submitted to Portfolio Committee by 30 June on possible registration of certain roads as access roads in order to recognise them as Municipal assets	4	1	1	1	1	N/A	10 000 000.00		Engineering Services	ALL
Service Delivery Backlogs	TL1 9		Basic Service Delivery	Strategic Infrastructure	To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings	Percentage completion on the development of annual maintenance plan for Municipal buildings by 31 December	100%	0	100%	0	0	N/A	1 600 000.00		Engineering Services	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	TL2 0		Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Ensure allocation of budget for purchasing of vehicles and fleet every financial year in order to properly implement the vehicle replacement plan.	Percentage budget spent on purchasing of vehicles and fleet by 30 June	100%	25%	50%	75%	100%	N/A	10 010 000.00		Engineering Services	ALL
Service Delivery Backlogs	TL2 1		Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Ensure that vehicles are written off and replaced once the insurance had paid and; that Vehicle Auction take place once vehicles has been declared obsolete	Percentage vehicles replaced and/or written off once the insurance had paid and Vehicle Auction take place once vehicles has been declared obsolete	100%	100%	100%	100%	100%	N/A	0		Engineering Services	ALL
Service Delivery Backlogs	TL2 2		Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Ensure quarterly training programmes are held to train local SMME's through CIDB and SEDA support	Number of trainings held by 30 June to train local SMME's through CIDB and SEDA support	4	1	1	1	1	N/A	0		Planning & Economic Development	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	TL2 3		Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Ensure that an annual plan is completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Percentage of plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100%	0	100%	0	0	N/A	0		Community Services	ALL
Service Delivery Backlogs	TL2 4		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Qhlika community hall by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of Qhlika community hall by 31 March	100%	0	0	100%	0	N/A	5 229 866.00		Engineering Services	25
	TL2 5		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Vuma community hall by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of Vuma community hall by 31 March	100%	0	0	100%	0	N/A	5 686 864.00			8



KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
	TL2 6		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Bhekeshowe community hall by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of Bhekeshowe community hall by 31 March	100%	0	0	100%	0	N/A	1 500 000.00			26
	TL2 7		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct X km's of Ethafeni road / causeways by 30 June in terms of MIG budget allocated for the financial year	Km of Ethafeni road / causeway Constructed by 30 June in terms of MIG budget allocated for the financial year	Xkm of Ethafeni road / causeway constructed by 30 June					N/A	500 000.00			18
	TL2 8		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct X km's of Mtipela/Ntabankulu road / causeways by 30 June in terms of MIG budget allocated for the financial year	Km of Mtipela/Ntabankulu road / causeway Constructed by 30 June in terms of MIG budget allocated for the financial year	Xkm of Mtipela/Ntabankulu road / causeway constructed by 30 June					N/A	7 000 000.00			3

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Target outside 5 year	Budget	Baseline	Responsible department	Ward
	TL29		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct X km's of Osborne road / causeways by 30 June in terms of MIG budget allocated for the financial year	Km of Osborne road / causeway Constructed by 30 June in terms of MIG budget allocated for the financial year	Xkm of Osborne road / causeway constructed by 30 June					N/A	10 000 000.00			11
Service Delivery Backlogs	TL30		Basic service delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Ensure 95% of expenditure on speedhumps, sidewalk budget by 30 June	Percentage of expenditure on speedhumps, sidewalk budget by 30 June	100%	25%	50%	75%	100%	N/A	413 000.00		Engineering Services	11, 12, 18, 19
Service Delivery Backlogs	TL31		Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Ensure that monthly waste awareness programmes are conducted	Number of waste awareness programmes held by 30 June	12	3	3	3	3	N/A	62 710.00		Community Services	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside 5 year	Budget	Baseline	Responsible department	Ward
Natural Disasters	TL3 2		Basic Service Delivery	Governance and Policy	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Hold quarterly Disaster Forum meetings	Number of Disaster Forum meetings held by 30 June	4	1	1	1	1	N/A	800 000.00		Community Services	ALL
Service Delivery Backlogs	TL3 3		Basic Service Delivery	Strategic Infrastructure	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct King Dinizulu Suburb (KDS) Sports park by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of KDS Sports park by 31 March in terms of budget allocated for the financial year	100%	0	0	100%	0	N/A	9 500 000.00		Engineering Services	12
	TL3 4				To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Basamlilo sportsfields by 31 March in terms of budget allocated for the financial year	Percentage completion of construction of Basamlilo sports fields by 31 March in terms of budget allocated for the financial year	100%	0	0	100%	0	N/A	444 270.00			27

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	TL3 5		Basic Service Delivery	Environmental Sustainability	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Provide free basic refuse removal services to 15 000 rural households	Number of rural households provided with free basic refuse removal services by 30 June	15 000	15 000	15 000	15 000	15 000	N/A	2 150 220.00		Community Services	ALL
	TL3 6		Basic Service Delivery	Strategic Infrastructure	Promote equitable access to quality ECD programmes for all children under 6 years	Build ECD facilities to assist children under 6 years old to receive quality education	Number of ECD facilities built by 30 June to assist children under 6 years old to receive quality education	10	0	0	0	10	N/A	1 000 000.00		Community Services	ALL
Poverty	TL3 7		Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure the establishment of the Aquaculture Development Zone and undertake an investigation	Percentage of investigation undertaken on the establishment of Aquaculture Development Zone by 31 December	100%	0	100%	0	0	N/A	00-Jan-00		Planning & Economic Development	ALL
Poverty	TL3 8		Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure the establishment of the Mthunzini Fish Farm and undertake an investigation	Percentage of investigation undertaken on the establishment of the Mthunzini Fish Farm by 31 December	100%	0	100%	0	0	N/A	0		Planning & Economic Development	19

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Unemployment	TL39		Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Create 931 Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	Number of Job opportunities by 30 June through EPWP, CWP and other poverty alleviation programmes	931	0	0	0	931	N/A	6 274 000.00		Community Services	ALL
Unemployment	TL40		Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	Ensure that an annual plan is completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Percentage of plan completed by 31 December to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	100%	0	100%	0	0	N/A	0		Community Services	ALL
	TL41		Local Economic and Social Development	Human and Community Development	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Plan to organise the uMlalazi Sports, Arts & Culture Festival in the next financial year	Percentage of plan completed for Number of festival done by 30 December to promote Sports & Arts and Culture for uMlalazi Municipality	2	0	2	0	0	N/A	0		Community Services	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Target outside 5 year	Budget	Baseline	Responsible department	Ward
	TL4 2		Local Economic and Social Development	Human and Community Development	Promote active ageing and healthy lifestyles	Ensure the promotion of active ageing and healthy lifestyles by holding quarterly programmes for Senior Citizens in the Municipal area	Number of programmes held by 30 June for Senior Citizens in the Municipal area to promote active ageing and healthy lifestyles	4	1	1	1	1	N/A	0		Community Services	ALL
High outstanding debtors	TL4 3		Municipal Financial viability and Management	Governance and Policy	To ensure Revenue enhancement	Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection	Percentage of debtors collection rate by 30 June	95%	95%	95%	95%	95%	N/A	0		Finance	ALL
Inadequate own revenue	TL4 4		Municipal Financial viability and Management	Governance and Policy	To ensure Revenue enhancement	Ensure review of the General Valuation Roll by 30 June in line with the prescripts of legislation	Percentage review of valuation roll undertaken by 30 June	100%	0	0	0	100%	N/A	1 255 550.00		Finance	ALL
Inadequate own revenue	TL4 5		Municipal Financial viability and Management	Governance and Policy	To ensure Revenue enhancement	Conduct a feasibility study by 31 December 2019 on the installation of digital Billboards as a revenue enhancement strategy	Percentage of feasibility study conducted by 31 December 2019 on the installation of digital Billboards as a revenue enhancement strategy	100%	0	100%	0	0	N/A	0.00		Planning & Economic Development	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside 5 year	Budget	Baseline	Responsible department	Ward
Inadequate own revenue	TL4 6		Municipal Financial viability and Management	Strategic Infrastructure	Expansion of the Electricity Business	Commission a Feasibility Study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	Percentage of feasibility study completed by 30 June to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini	100%	0	0	0	100%	N/A	500 000.00		Engineering Services	18, 19
Inadequate performance monitoring	TL4 7		Municipal Financial Viability and Management	Governance and Policy	To ensure continued sound financial management	Submit quarterly reports to Council on the performance of the Service Providers	Number of reports submitted by 30 June on the performance of the Service Providers	4	1	1	1	1	N/A	0		Municipal Manager	ALL
inadequate participation in HIV/Aids programs	TL4 8		Good Governance and Public Participation	Human and Community Development	Mitigate the Impact of HIV/Aids in the Municipality area	Hold quarterly HIV/AIDS Council Meetings	No of HIV/AIDS Council Meetings held by 30 June	4	1	1	1	1	N/A	450 000.00		Municipal Manager	ALL
inadequate public participation initiatives	TL4 9		Good Governance and Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure Ward Committees are 100% functional by 30 June	Percentage functionality of Ward Committees by 30 June	100%	100%	100%	100%	100%	N/A	3 000 000.00		Municipal Manager	ALL
Inadequate implementation of Batho Pele	TL5 0		Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Hold quarterly Batho Pele Forum meetings	Number of Batho Pele Forum meetings held by 30 June	4	1	1	1	1	N/A	0		Municipal Manager	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside year	Budget	Baseline	Responsible department	Ward
Inadequate implementation of Batho Pele	TL5 1		Good Governance & Public Participation	Strategic Infrastructure	To promote a culture of participatory democracy and social cohesion	Compile a Service Delivery Improvement Plan (SDIP) by 31 March	Percentage of SDIP completed by 30 June	100%	0	0	0	100%	N/A	0		Engineering Services	ALL
Inadequate implementation of Batho Pele	TL5 2		Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Attend to 100% of complaints within 3 days of receipt	Percentage of complaints attended to within 3 days of receipt	100%	100%	100%	100%	100%	N/A	70 000.00		Municipal Manager	ALL
Inadequate public participation	TL5 3		Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure quarterly Local Task Team meetings are held to address War Room Issues	Number of LTT meetings held by 30 June to address War Room Issues	4	1	1	1	1	N/A	360 000.00		Municipal Manager	ALL
	TL5 4		Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Ensure that the Standing Rules and Orders Committee meets quarterly	Number of Standing Rules and Orders Committee meetings held by 30 June	4	1	1	1	1	N/A	0		Corporate Services	ALL
	TL5 5		Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Investigate the sitting allowance for Amakhosi to verify if the allowances are aligned to attendance of meetings	Percentage of investigation on the sitting allowance for Amakhosi done to verify if the allowances are aligned to attendance of meetings by 31 December	100%	0	100%	0	0	N/A	112 000.00		Corporate Services	ALL



KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside 5 year	Budget	Baseline	Responsible department	Ward
	TL5 6		Good Governance and Public Participation	Human and Community Development	To ensure that a functional and effective Council exists	Facilitate training for Ward Committee members	Number of trainings held for Ward Committee members by 30 June	1	0	0	0	1	N/A	600 000.00		Municipal Manager	ALL
	TL5 7		Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Ensure that all Delegations of Authority are reviewed by 30 June	Percentage of delegations of authority reviewed by 30 June	100%	0	0	0	100%	N/A	0		Corporate Services	ALL
Fragmented or adhoc planning	TL5 8		Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Implement Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law and submit quarterly reports to Council	Number of Reports submitted to Council by 30 June on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law	4	1	1	1	1	N/A	R 500 000.00		Planning & Economic Development	ALL
Fragmented or adhoc planning	TL5 9		Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalisation of the Umlalazi Wall to Wall scheme by 30 June	Percentage finalisation of the Umlalazi Wall to Wall scheme by 30 June	100%	0	0	0	100%	N/A	R1,000 000.00		Planning & Economic Development	ALL
Fragmented or adhoc planning	TL6 0		Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalization of precinct plans by 30 June	Percentage finalization of precinct plans by 30 June	100%	0	0	0	100%	N/A	200 000.00		Planning & Economic Development	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Targets outside 5 year	Budget	Baseline	Responsible department	Ward
Fragmented or adhoc planning	TL6 1		Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalization of the Survey of Municipal sites by 30 June	Percentage of survey finalized by 30 June for Gingindlovu housing project sites	100%	0	0	0	100%	N/A	R1,000 000.00		Planning & Economic Development	18
Fragmented or adhoc planning	TL6 2		Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning		Percentage of survey finalized by 30 June for Eshowe Townlands sites	100%	0	0	0	100%	N/A	1 000 000.00		Planning & Economic Development	11
Fragmented or adhoc planning	TL6 3		Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning	Facilitation of township establishments and subdivisions	Percentage of survey finalized by 30 June for the establishment of Mtakwende Township	100%	0	0	0	100%	N/A	R500, 000.00		Planning & Economic Development	12
Fragmented or adhoc planning	TL6 4		Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Develop a coastal environmental management plan by 30 June	Percentage completion of the development of a coastal environmental management plan by 30 June	100%	0	0	0	100%	N/A	500 000.00		Planning & Economic Development	ALL

KEY CHALLENGE	REF	ID P REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Budget Year 19/20	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Target outside 5 year	Budget	Baseline	Responsible department	Ward
Fragmented or adhoc planning	TL6 5		Cross Cutting	Environmental Sustainability	To ensure that strategically located land is made available for local economic development	Conduct a review of all Land Legal Arrangements to facilitate the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	Percentage of review of all Land Legal Arrangements facilitated by 30 June the release of land for economic development with a bias towards previously disadvantaged individuals to participate meaningfully in the local economy.	100%	0	0	0	100%	N/A	200 000.00		Planning & Economic Development	ALL
Fragmented or adhoc planning	TL6 6		Cross Cutting	Human and Community Development	To ensure effective and efficient Land Use Management , taking cognizance of sound environmental practices	Hold 8 Clustered IDP Road shows by 31 December	Number of clustered IDP roads shows held by 30 June	8	0	4	0	4	N/A	700 000.00		Planning & Economic Development	ALL
Fragmented or adhoc planning	TL6 7		Cross Cutting	Human and Community Development	To ensure effective and efficient Land Use Management , taking cognizance of sound environmental practices	Complete 27 Ward Based plans by 31 March	Number of Ward Based Plans completed by 31 March	27	0	0	27	0	N/A	100 000.00		Planning & Economic Development	ALL



## **SECTION H: 8 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

### **8.1. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

The Municipality has made tremendous strides in improving organisational performance and has improved its capacity in the following aspects;

- Developing and Setting of Key Performance Areas that complies with the SMART principle.
- Stronger / Clear linkage between IDP, Budget, SDBIP and Annual Report.
- Implementation of Performance Management System by creating an organisational culture of performance monitoring and evaluation.
- Review and expanding organisational Macro and Micro structures and the filling of key posts to implement projects and programmes.

The overall performance of the Municipality is managed and evaluated by a Top Layer Service Delivery Budget Implementation Plan (SDBIP) at directorate levels.

#### **8.1.1. Approval of SDBIP**

- The Mayor approves the SDBIP for each financial year within 28 days the approval of the budget.
- The SDBIP is the Municipality's strategic implementation tool and shows the alignment between the Integrated Development Plan, the budget and Annual Performance Agreements of all Section 54/56 managers.
- As it is a legislative requirement the municipal key performance indicators are revised annually.
- The SDBIP was made public and published on the municipal website

#### **8.1.2. Quarterly Reporting on the SDBIP**

The PMS System serves as primary mechanism to monitor, review and improve the implementation of the municipality's IDP and eventually the budget. The municipal performance is evaluated and measured by means of the Top-Level Service Delivery Budget Implementation Plan (SDBIP) and also the Departmental Service Delivery Budget Implementation Plan (SDBIP) at directorate and departmental levels. Reporting on the Top-Level SDBIP as well as the mid-year and annual assessment reports are submitted quarterly to the Audit Committee and Council in terms of Section 52 of the Municipal Finance Management Act.

#### **8.1.3. Individual Performance Management**

The performance of a Municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both simultaneously.

The Municipal Manager (Section 54A) and all the Senior Managers (Section 56) signed Performance Agreements. As per the signed performance agreements and plans for the Section 54A/56 Employees for each financial year, the performance of the Municipal Manager and the managers reporting directly to the Municipal Manager are evaluated in terms of the agreement within the required timeframes as set for the financial year

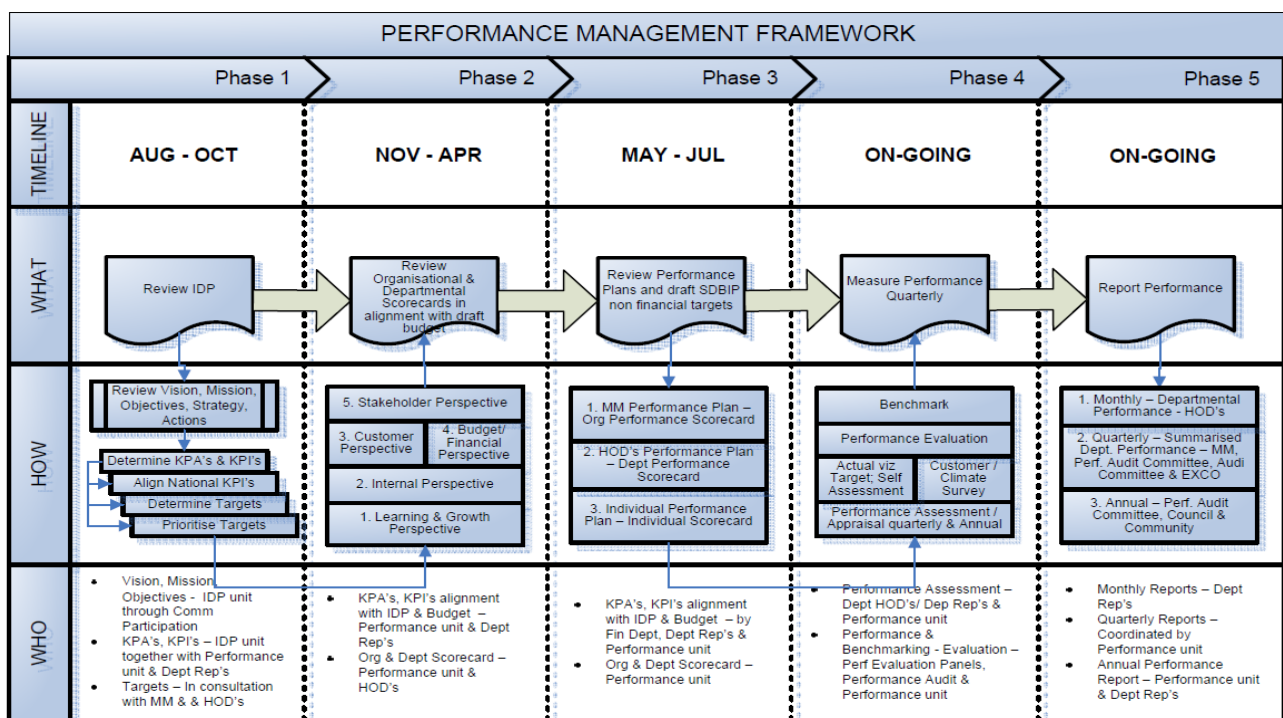
## 8.2. Performance Management Processes

Key performance indicators have been refined in support of the municipality's development priorities and objectives as set out in the revised IDP framework and will remain for the duration of the IDP period for consistency in measuring and reporting on long term strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established. A process to ensure regular reporting is in place and is fed back to the Council via the Audit Committee.

Individual performance agreements and performance plans are prepared in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette) and signed by the Municipal Manager and Heads of Department. These agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act.

Performance Evaluation Panels have also been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager. These panels meet on an annual basis to evaluate individual performance.

The following diagram illustrates a summary of the performance management framework for the uMlalazi Municipality for performance measurement and reporting, adhering to the guidelines suggested by KwaZulu-Natal Province, Department for Cooperative Governance and Traditional Affairs



**Figure 24: Summary of Performance Management Framework**

Every attempt is made to ensure that the municipality complies with legislation concerning the development, operation and maintenance of a performance management system that is commensurate to the institutional service delivery objectives captured in the IDP. The uMlalazi Municipality has continued to maintain the effective operation of the following mechanisms:

- The IDP included strategic objectives, strategies and key performance indicators (KPIs) as required by the Municipal Systems Act, 32 of 2000;

- The budget for implementation of the IDP was approved within the prescribed timelines prescribed in the Municipal Finance Management Act, 56 of 2003;
- After approval of the budget, the SDBIP was developed to integrate the IDP and the budget and to ensure effective implementation of the institutional strategies;
- Performance agreements with performance plans were developed, signed and approved as required by the Municipal Performance Regulations, 2006;

The Quarterly assessments of performance of Managers directly reporting to the Municipal Manager as well as the Municipal Manager's performance were conducted on a one-on-one basis as required by the performance regulations; and

The Performance Audit Committee (PAC) functioned optimally in the year; in line with the committee's approved terms of reference.

The performance assessments were objectively and independently audited by the Internal Audit unit to verify and to confirm performance information as reflected in the reports; the unit also confirmed the credibility of evidence that was submitted quarterly;

### 8.3. Performance and Supporting Information

#### Background to Municipal Scorecard

The Municipal Scorecard reflects the 5 national KPA's and local priorities and enables a wider assessment of how the municipality is performing. The performance report is based on measures included within the Municipal Scorecard. This incorporates priority measures selected from the IDP. The criteria used reflect factors such as previous performance levels, comparative performance and budget implications. These are agreed by Council annually. These targets are reviewed and updated at Council meeting at adjustments budget in February each year. Summary performance results for the previous years included in the Top Layer SDBIP are as follows;

ANNUAL PERFORMANCE COMPARISON OF uMLALAZI MUNICIPALITY OVER 5 YEARS					
	2012/13	2013/14	2014/15	2015/2016	2016/2017
Annual Overall Performance	63%	69%	72%	70%	67%
KEY PERFORMANCE AREAS					
Municipal Transformation & Organisational Development	94%	63%	76%	63%	59%
Basic Service Delivery & Infrastructure Development	42%	79%	80%	73%	45%
Local Economic Development	72%	75%	75%	75%	86%
Financial Viability & Financial Management	63%	65%	50%	60%	67%
Good Governance & Public Participation	45%	64%	56%	87%	64%
Cross Cutting Issues	KPA was excluded in Scorecard	KPA was excluded in Scorecard	75%	25%	100%

**Table 111: Comparative Target Achievement Information**

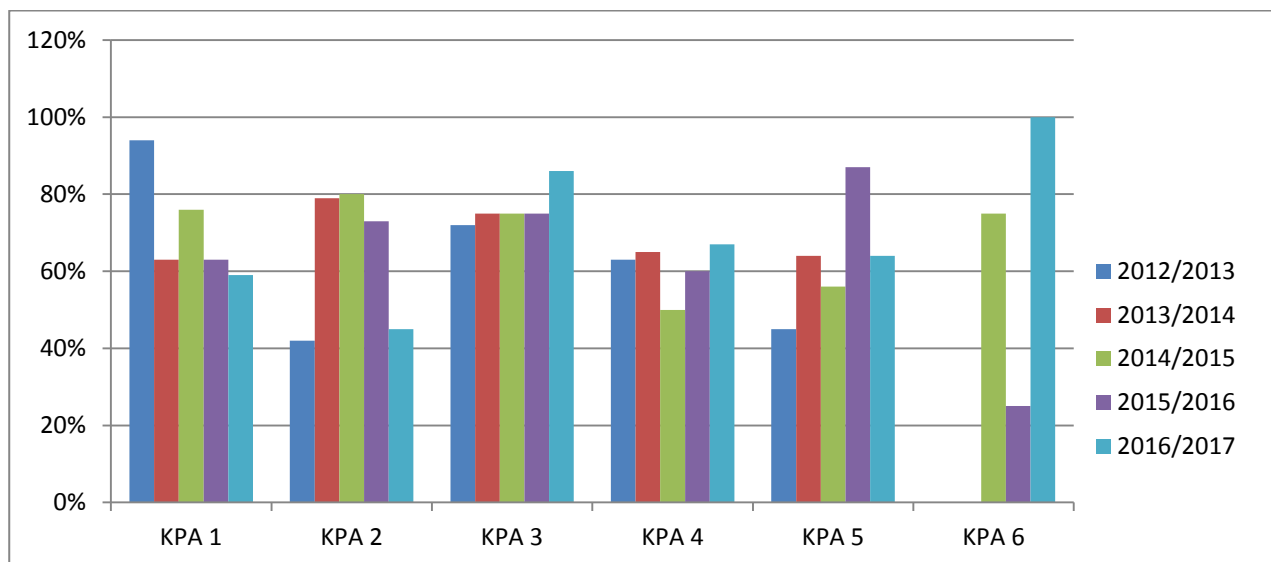


Figure 25: Comparative Target Achievement Information

Summary of Performance in terms of the Top Layer SDBIP for 2016/2017

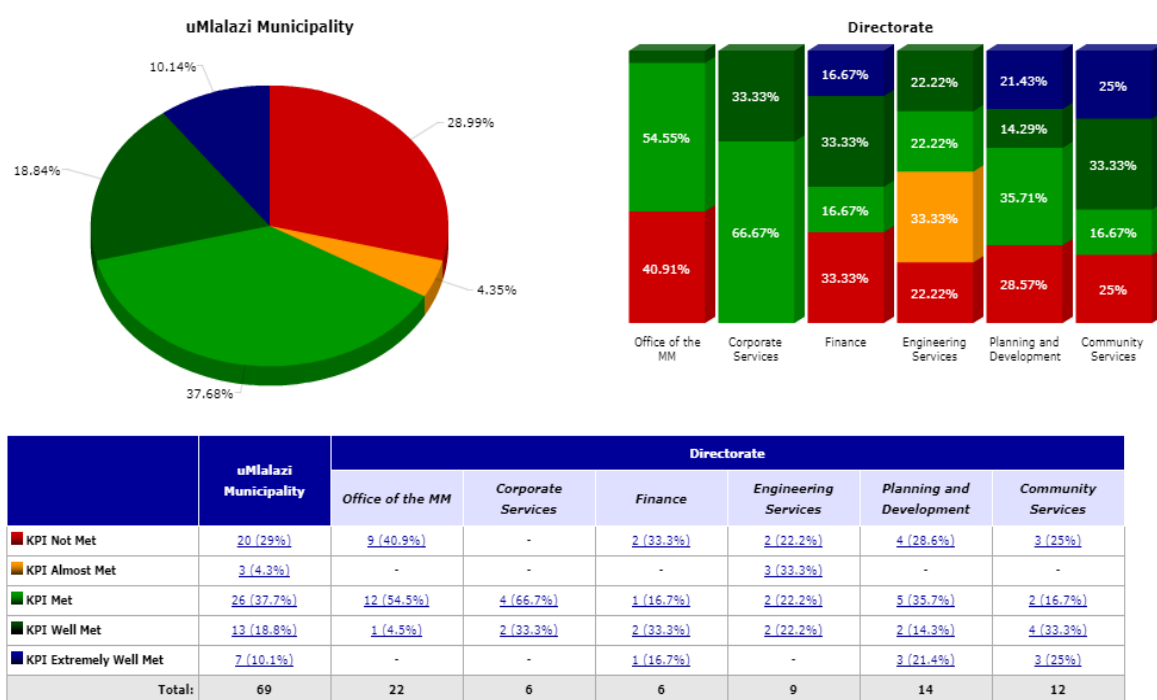
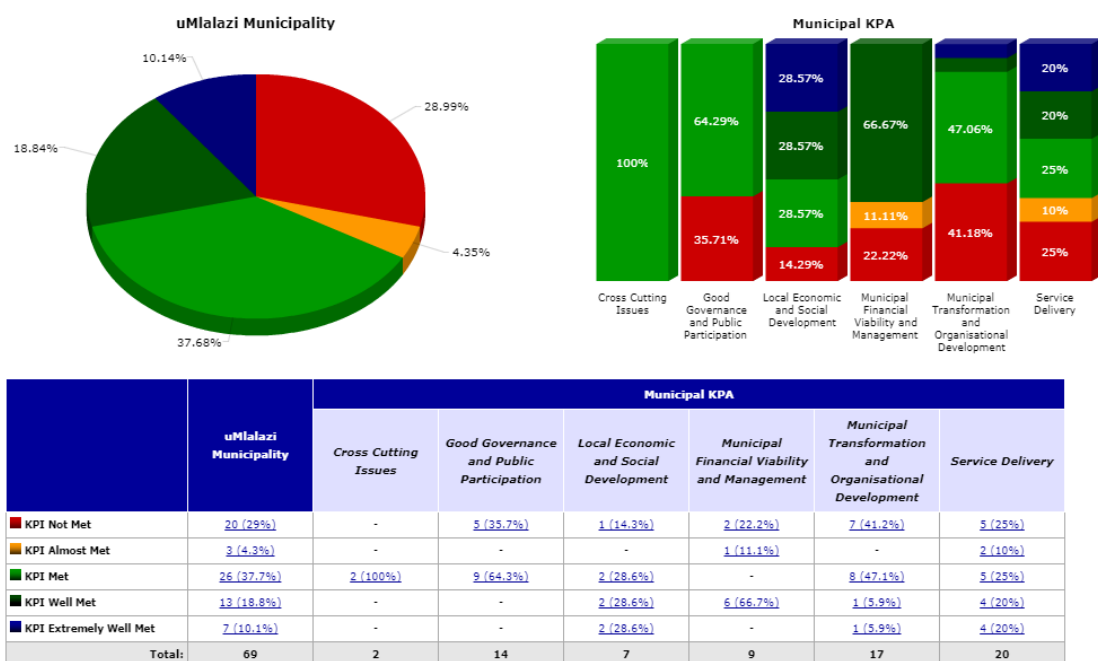


Figure 26: Target Achievement per Directorate





**Figure 27: Target Achievement per KPA**

The following are the poor performance areas and planned measures taken for improvement:-

Ref.	Department	KPI	Target	Actual	Reasons for non-achievement of targets	Measures taken for Improvement
TL1	Office of the MM	Fill funded prioritized vacant posts of Director Engineering Services and Director Planning & Development in the organogram by 30 June 2017	2	0	Positions of Director Engineering Services & planning and Development were not filled.	The posts have been advertised and the appointment process is in progress.
TL7	Office of the MM	2 people from employment equity target groups to be employed in the three highest levels of management in compliance with approved equity plan by 30 June 2017 (Excluding Section 54/56)	2	0	There were no positions filled in the 2016/2017 FY in the category, hence the target was not achieved.	The positions of MM, DCS, CFO, DES, DPD, DCOM have been advertised. The shortlisting is in progress. The filling of these positions are done in terms of EEP.
TL10	Office of the MM	Conduct needs assessments for use of Service Providers and submit to exco by 30 June 2017	1	0	A needs assessment was never done, hence departments were uncertain on what template to use for the report.	A template has been designed to standardize the reporting and is expected to be approved in December 2017.
TL13	Community Services	Conduct needs assessments for use of Service Providers and submit to MM by 31 March 2017	1	0	A needs assessment was never done, hence departments were uncertain on what template to use for the report.	A template has been designed to standardize the reporting and is expected to be approved in December 2017.
TL14	Engineering Services	Conduct needs assessments for use of Service Providers and submit to MM by 31 March 2017	1	0	A needs assessment was never done, hence departments were uncertain on what template to use for the report.	A template has been designed to standardize the reporting and is expected to be approved in December 2017.
TL15	Planning & Development	Conduct needs assessments for use of Service Providers and submit to MM by 31 March 2017	1	0	A needs assessment was never done, hence departments were uncertain on what	A template has been designed to standardize the reporting and is expected to

Ref.	Department	KPI	Target	Actual	Reasons for non-achievement of targets	Measures taken for Improvement
					template to use for the report.	be approved in December 2017.
TL17	Office of the MM	Conduct customer satisfaction survey for uMlalazi area and submit report to EXCO by 30 June 2017	1	0	Customer satisfaction survey was not done due to no budget.	The target is not included in 2017/2018 due to no budget allocation. As soon as a budget is allocated the target will then be included.
TL21	Engineering Services	Attend meetings with uThungulu to ensure alignment of water and sanitation provisioning to all Municipal Capital and other large scale Projects and submit quarterly reports to Portfolio Committee on meetings attended.	2	0	The department did not attend the alignment meetings due to capacity constraints.	Two technicians have been appointed and they are attending the alignment meetings at the District. These reports will be submitted to the Portfolio Committee meetings.
TL25	Community Services	Review the Integrated Waste Management Plan (to include recycling and buy-back centres) and submit to Council by 30 June 2017	1	0	Dept of Env Affairs introduced a new portal for all municipalities to develop their IWMP, the process could not be finalised by 30 June 2017	The plan is in progress of being developed and will be finalised by 31 December 2017.
TL28	Engineering Services	Grade 3400km of rural access roads by 30 June 2017	3,400	3,081.10	The target was under achieved due to rain delays	Future targets are set to accommodate unexpected delays.
TL29	Planning & Development	Review Housing Sector Plan and submit to Council by 30 June 2017	1	0	Delay in finalization of Housing Sector Plan by the consultant, hence it was not submitted to EXCO for approval by 30 June 2017.	Housing Sector Plan is reviewed and is due to be submitted to EXCO in September 2017 for approval.
TL34	Engineering Services	Undertake at least 100 site visits to Capital projects by 30 June 2017	100	86	The support Consultant to the PMU was terminated during the course of the FY. Another was appointed.	With the rate of the current visits being done per month, 100 site visits would easily be reached by the end of the 2017/2018 FY.
TL35	Community Services	Hold quarterly meetings with applicable stakeholders to discuss disaster management issues	4	2	Quarter 1 meeting was scheduled, however due to community protest the meeting was postponed	The scheduled meeting for quarter 2, 3 & 4 took place according to schedule.
TL37	Planning & Development	Develop a cemetery plan for the next five years to accommodate future cemetery needs and submit to EXCO by 30 June 2017	1	0	Ilifa Engineering were appointed in 2016/2017 to compile the cemetery plan. The report is still not finalized.	The Cemetery Plan will be finalized in 2017/2018. The Service has already been appointed.
TL45	Planning & Development	Develop a database of businesses licenced in uMlalazi Municipality and submit quarterly reports to Portfolio Committee	3	2	The target was not achieved due to capacity constraints within the department. There is no dedicated staff member to work with Business licences.	The position of Business licence Officer is on the approved organisational structure. Budget will be requested during the mid-year adjustments budget to fill the position.
TL48	Finance	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 ((Available cash+ investments)/ Monthly fixed operating expenditure)	3	2.66	Due to financial year end, four runs were done in June to accommodate all the expenditure incurred in the 2016-17 financial year including MIG payments, which caused the total expenditure to be high than the other months.	This required investments to be withdrawn which reduced the short term deposits.

Ref.	Department	KPI	Target	Actual	Reasons for non-achievement of targets	Measures taken for Improvement
TL49	Finance	Limit unaccounted for electricity to less than 8% by 30 June 2017 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated} × 100}	8	11.17	In line with the guideline from NERSA which states the percentage losses be between 5-12. Full Audit was not done for KDS due to service delivery protest.	Continuous metering Audit as well as new metering methods are being explored to ensure early detection of theft and corrective action
TL54	Engineering Services	Spend at least 90% of the Capital budget amount by 30 June 2017 (Actual expenditure/Approved capital budget)	90%	89%	The reason for non achievement was delays caused by the inclement conditions on the projects.	Improvements are made on the implementation of procurement plan. SCM submits variance report to MANCO to monitor
TL64	Office of the MM	Coordinate quarterly meetings of the uMlalazi Aids Council	4	2	Meetings were postponed due to public protests in uMlalazi Municipality areas.	The Office of the Mayor has scheduled meetings for the 2017/2018 FY in advance. Postponement of meetings is beyond the control of the municipality.
TL65	Office of the MM	Review HIV/Aids Plan and submit to exco by 30 June 2017	1	0	The HIV/AIDS Plan was not reviewed because the municipalities had to compile a new 5 year plan in line with the NDP which was only approved in March 2017 and there was insufficient time to accommodate in the budget.	The 5 five year HIV/AIDS plan is currently being reviewed and will be submitted to the Local Aids Council for approval and thereafter to EXCO.
TL66	Office of the MM	Review Enterprise Risk Plan and submit to Risk Committee by 30 June 2017	1	0	Enterprise Risk Plan has been reviewed, however still to be tabled and approved by EXCO, due to the withdrawal of assistance from NT.	The ERP has been reviewed and will be submitted to the next AUDCOM.
TL67	Office of the MM	Review Fraud Risk Plan and submit to Risk Committee by 30 June 2017	1	0	Fraud Risk plan is in the process of being reviewed and has not been submitted to EXCO	The Fraud Risk Plan has been reviewed and will be submitted to the next AUDCOM.
TL70	Office of the MM	Submit a report to MCOR by 30 June 2017 on the progress made with the Twinning partnership with Songdal Municipality (Norway)	1	0	No MCOR Committee was formed after the elections.	The target has been removed from 2017/2018 due to no progress being made on any possible future twinning arrangements



KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Poor participation in HIV/Aids programs	TL1	E5.2-1	Improve health and life expectancy	Good Governance and Public Participation	Good Governance and Public Participation	Mitigate the Impact of HIV/Aids in the Municipality area	Hold quarterly HIV/Aids Council Meetings	No of HIV/AIDS Council Meetings	4 HIV/Aids Council meetings held by 30 June	1 HIV/AIDS Council meeting held by 30 September	1 HIV/AIDS Council meeting held by 31 December	1 HIV/AIDS Council meeting held by 31 March	1 HIV/AIDS Council meeting held by 30 June	415 000.00	4	MAYORAL OFFICE	ALL
Inadequate financial performance	TL2	E5.2-2	A better South Africa, a better Africa and world	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit quarterly reports to Council on Community support, youth development, Commemorative, ceremonial budget expenditure	Number of reports submitted to Council by 30 June	4 reports submitted to Council on Community support, youth development, Commemorative, ceremonial budget expenditure	1 Report submitted to Council by 30 September on community support, youth development, Commemorative, ceremonial budget expenditure	1 Report submitted to Council by 31 December on community support, youth development, Commemorative, ceremonial budget expenditure	1 Report submitted to Council by 31 March on community support, youth development, Commemorative, ceremonial budget expenditure	1 Report submitted to Council by 30 June on community support, youth development, Commemorative, ceremonial budget expenditure	1 712 000.00	4	MAYORAL OFFICE	ALL
Inadequate financial performance	TL3	E5.2-3	A responsive and accountable, effective and efficient local 314nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Undertake annual stock count of inventory at stores by 30 June	Date of completion of annual stock count of inventory	Annual stock count of inventory at stores undertaken by 30 June	0	0	0	Annual Stock count of inventory at stores undertaken by 30 June	10 379 040.00	1	MAYORAL OFFICE	ALL
Inadequate financial performance	TL4	E5.2-4	A responsive and accountable, effective and efficient local 314nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit quarterly reports to Council on Employee related costs expenditure	Number of reports submitted to Council by 30 June	4 reports submitted to Council by 30 June on employee related cost expenditure	1 report submitted to Council by 30 September on Employee related costs	1 report submitted to Council by 31 December on Employee related costs	1 report submitted to Council by 31 March on Employee related costs	1 report submitted to Council by 30 June on Employee related costs	115 603 110.00	4	MAYORAL OFFICE	ALL
Poor public participation initiatives	TL5	E5.2-5	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance and Public Participation	To promote a culture of participatory democracy and social cohesion	Submit quarterly reports to Council on the activities undertaken by the communication unit on Municipal Communication	Number of reports submitted to Council by 30 June	4 reports submitted to Council by 30 June on the activities undertaken by the communication unit on Municipal Communication	1 Report submitted to Council by 30 September on the activities undertaken by the communication unit on Municipal Communication	1 Report submitted to Council by 31 December on the activities undertaken by the communication unit on Municipal Communication	1 Report submitted to Council by 31 March on the activities undertaken by the communication unit on Municipal Communication	1 Report submitted to Council by 30 June on the activities undertaken by the communication unit on Municipal Communication	6 674 980.00	4	MAYORAL OFFICE	ALL

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Insufficient skills development	TL6	E5.2-6	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Municipal Transformation and institutional development	To develop the institution and to facilitate institutional transformation	Complete annual workplace skills plan and submit to LLF by 28 February	Date of submission of WSP to LLF	WSP completed and submitted to LLF by 28 February	0	0	Annual workplace skills plan completed and submitted to LLF by 28 February	0	1 166 560.00	1	CORPORATE SERVICES	ALL
Poor public participation initiatives	TL7	E5.2-7	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance and Public Participation	To promote a culture of participatory democracy and social cohesion	Ensure Ward Committees are 100% functional by 30 June	Percentage functionality of Ward Committees by 30 June	100% functionality of Ward Committees by 30 June	Ward Committees are 100% functional by 30 June	Ward Committees are 100% functional by 30 June	Ward Committees are 100% functional by 30 June	Ward Committees are 100% functional by 30 June	3 000 000.00	22%	MAYORAL OFFICE	ALL
Inadequate financial performance	TL8	E5.2-8	A responsive and accountable, effective and efficient local infrastructure system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit quarterly reports to Council on the expenditure of PMU costs through DORA grant (MIG) funding	Number of reports submitted to Council by 30 June	4 reports submitted to Council by 30 June on the expenditure of PMU costs through DORA grant (MIG) funding and the output thereof	1 report submitted to Council by 30 June on the expenditure of PMU costs through DORA grant (MIG) funding and the output thereof	1 report submitted to Council by 30 June on the expenditure of PMU costs through DORA grant (MIG) funding and the output thereof	1 report submitted to Council by 30 June on the expenditure of PMU costs through DORA grant (MIG) funding and the output thereof	1 report submitted to Council by 30 June on the expenditure of PMU costs through DORA grant (MIG) funding and the output thereof	1 000 000.00	4	FINANCIAL SERVICES	ADMIN
Insufficient skills development	TL9	E5.2-9	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Municipal Transformation and institutional development	To implement and support internship, learnership and in-service training programmes	Appoint 7 students on internship, learnership and/or in-service trainings/programmes by 31 December	Number of students appointed by 31 December	7 students appointed for internship, learnership and/or in-service trainings/programmes by 31 December	0	7 students appointed for internship, learnership and/or in-service trainings/programmes by 31 December	0	0	229 160.00	4	CORPORATE SERVICES	ALL
Inadequate financial performance	TL10	E5.2-10	A responsive and accountable, effective and efficient local infrastructure system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit monthly reports to PMS on the performance of the Service Providers (Valuation, Easy pay, monthly mailing of accounts, MSCOA implementation, Fleet)	Number of reports submitted by 30 June	60 reports submitted by 30 June on the performance of the Service Providers (Valuation, Easy pay, monthly mailing of accounts, MSCOA implementation, Fleet)	15 reports submitted by 30 June on the performance of the Service Providers (Valuation, Easy pay, monthly mailing of accounts, MSCOA implementation, Fleet)	15 reports submitted by 30 June on the performance of the Service Providers (Valuation, Easy pay, monthly mailing of accounts, MSCOA implementation, Fleet)	15 reports submitted by 30 June on the performance of the Service Providers (Valuation, Easy pay, monthly mailing of accounts, MSCOA implementation, Fleet)	15 reports submitted by 30 June on the performance of the Service Providers (Valuation, Easy pay, monthly mailing of accounts, MSCOA implementation, Fleet)	2 259 660.00	4	FINANCIAL SERVICES	ADMIN

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Insufficient skills development	TL1 1	E5.2-11	Improve health and life expectancy	Municipal Transformation and Institutional Development	Municipal Transformation and institutional development	To develop the institution and to facilitate institutional transformation	Conduct 2 Employee Wellness programmes by 30 June	Number of Employee Wellness programmes conducted by 30 June	2 Employee Wellness programmes conducted by 30 June	0	1 Employee Wellness programme conducted by 31 December	0	1 Employee Wellness programme conducted by 30 June	133 890.00	2	CORPORATE SERVICES	ADMIN
Insufficient skills development	TL1 2	E5.2-12	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Municipal Transformation and institutional development	To develop the institution and to facilitate institutional transformation	Provide training to 54 Councillors by 30 June in terms of skills audit undertaken	Number of Councillors trained by 30 June	Training provided to 54 Councillors by 30 June in terms of skills audit undertaken	Training provided to 20 Councillors by 31 September in terms of skills audit undertaken	Training provided to 20 Councillors by 31 December in terms of skills audit undertaken	Training provided to 20 Councillors by 31 March in terms of skills audit undertaken	0	250 000.00	100%	CORPORATE SERVICES	ADMIN
Insufficient skills development	TL1 3	E5.2-13	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Municipal Transformation and institutional development	To develop the institution and to facilitate institutional transformation	Provide training to staff in terms of skills development plan and ensure 90% expenditure on staff training costs	Percentage expenditure on staff training costs by 30 June	90% expenditure on staff training costs budget by 30 June	25% expenditure on staff training costs budget by 30 September	50% expenditure on staff training costs budget by 31 December	75% expenditure on staff training costs budget by 31 March	90% expenditure on staff training costs budget by 30 June	608 190.00	100%	CORPORATE SERVICES	ADMIN
IT Audit findings	TL1 4	E5.2-14	A responsive and accountable, effective and efficient local 316nfrastructure system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To develop the institution and to facilitate institutional transformation	Spend 90% of the IT budget by 31 March	Percentage of IT budget spent by 31 March	90% expenditure on IT budget by 31 March	25% expenditure on IT budget by 30 September	50% expenditure on IT budget by 31 December	75% expenditure on IT budget by 31 March	90% expenditure on IT budget by 30 June	3 278 440.00	4	CORPORATE SERVICES	ADMIN
Inadequate performance monitoring	TL1 5	E5.2-15	A responsive and accountable, effective and efficient local 316nfrastructure system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit monthly reports to PMS on the performance of the Service Provider for asset management	Number of reports submitted by 30 June	12 reports submitted to PMS by 30 June on the performance of the Service Provider for asset management	3 reports submitted to PMS by 30 September on the performance of the Service Provider for asset management	3 reports submitted to PMS by 31 December on the performance of the Service Provider for asset management	3 reports submitted to PMS by 31 March on the performance of the Service Provider for asset management	3 reports submitted to PMS by 30 June on the performance of the Service Provider for asset management	500 000.00	4	FINANCIAL SERVICES	ADMIN
Inadequate financial performance	TL1 6	E5.2-16	A responsive and accountable, effective and efficient local 316nfrastructure system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Spend 95% of the Capital budget by 30 June	Percentage spent on capital budget by 30 June	95% spent on Capital budget by 30 June	25% expenditure on Capital budget by 30 September	50% expenditure on Capital budget by 31 December	75% expenditure on Capital budget by 31 March	95% expenditure on Capital budget by 30 June	72 723 000.00	90%	FINANCIAL SERVICES	ADMIN

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Inadequate financial performance	TL17	E5.2-17	A responsive and accountable, effective and efficient local 317nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit quarterly reports to Council on the implementation of the budget	Number of reports submitted to Council by 30 June	4 reports submitted to Council by 30 June on the implementation of the budget	1 report submitted to Council by 30 September on the implementation of the budget	1 report submitted to Council by 31 December on the implementation of the budget	1 report submitted to Council by 31 March on the implementation of the budget	1 report submitted to Council by 30 June on the implementation of the budget	404 848 000.00	4	FINANCIAL SERVICES	ADMIN
Inadequate performance monitoring	TL18	E5.2-18	A responsive and accountable, effective and efficient local 317nfrasturc system	Municipal Transformation and Institutional Development	Municipal Transformation and institutional development	To develop the institution and to facilitate institutional transformation	Monitor the performance of IT Consultants and submit reports monthly to PMS	Number of reports submitted to PMS by 30 June	12 reports submitted to PMS by 30 June on performance of IT Consultants	3 reports submitted to PMS by 30 September on IT Consultant	3 reports submitted to PMS by 30 September on the performance of IT Consultant	3 reports submitted to PMS by 30 September on the performance of IT Consultant	3 reports submitted to PMS by 30 September on the performance of IT Consultant	250 000.00	4	CORPORATE SERVICES	ADMIN
Service Delivery Backlogs	TL19	E5.2-19	A responsive and accountable, effective and efficient local 317nfrasturc system	Basic Service Delivery	Basic service delivery	To ensure continued sound financial management	Provide 4000 households with free basic electricity by 30 June	Number of households provided with Free basic electricity by 30 June	4000 households provided with free basic electricity by 30 June	4000 households provided with free basic electricity by 30 September	4000 households provided with free basic electricity by 31 December	4000 households provided with free basic electricity by 31 March	4000 households provided with free basic electricity by 30 June	2 817 630.00	4469	ENGINEERING SERVICES	ALL
Service Delivery Backlogs	TL20	E5.2-20	A responsive and accountable, effective and efficient local 317nfrasturc system	Basic Service Delivery	Basic service delivery	To provide and maintain 317nfrasturcure and services to all, with emphasis on rural communities, in a sustainable manner	Provide 85% households with electrification services by 30 June	Percentage of households provided with electrification services by 30 June	85% households provided with electrification services by 30 June	85% households provided with electrification services by 30 September	85% households provided with electrification services by 31 December	85% households provided with electrification services by 31 March	85% households provided with electrification services by 30 June	7 713 250.00	83%	ENGINEERING SERVICES	ALL
Electricity losses	TL21	E5.2-21	A responsive and accountable, effective and efficient local 317nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Ensure electricity losses remain within the norm of 5-10% by 30 June	Percentage electricity losses by 30 June	Electricity losses to remain within the norm of 5-10% by 30 June	Electricity losses to remain within the norm of 5-10% by 30 September	Electricity losses to remain within the norm of 5-10% by 31 December	Electricity losses to remain within the norm of 5-10% by 31 March	Electricity losses to remain within the norm of 5-10% by 30 June	9 955 090.00	11%	ENGINEERING SERVICES	ADMIN



KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Electricity losses	TL2 2	E5.2-22	A responsive and accountable, effective and efficient local 318nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Undertake electricity meter audit by 31 March to reduce electricity losses	Date of completion of meter audit	Electricity meter audit undertaken by 31 March to reduce electricity losses	0	0	Electricity meter audit undertaken by 31 March to reduce electricity losses	0	250 000.00	1	ENGINEERING SERVICES	ADMIN
Inadequate performance monitoring	TL2 3	E5.2-23	A responsive and accountable, effective and efficient local 318nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Submit quarterly reports to PMS on performance of Service Providers	Number of reports submitted to PMS by 30 June	12 reports submitted to PMS by 30 June of the Performance of Service Providers	3 reports submitted to PMS by 30 September of the Performance of Service Providers	3 reports submitted to PMS by 31 December of the Performance of Service Providers	3 reports submitted to PMS by 31 March of the Performance of Service Providers	3 reports submitted to PMS by 30 June of the Performance of Service Providers	2 048 220,00	4	ENGINEERING SERVICES	
Service Delivery Backlogs	TL2 4	E5.2-25	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Basic service delivery	To provide and maintain 318nfrasturcure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Izingwenya Community Hall by 31 March	Date of construction of Izingwenya Community Hall	Izingwenya community hall constructed by 31 March	0	0	Izingwenya community hall constructed by 31 March	0	4 450 000.00	NEW	ENGINEERING SERVICES	Ward 14
Service Delivery Backlogs	TL2 5	E5.2-27	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Basic service delivery	To provide and maintain 318nfrasturcure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Obanjeni Community Hall by 31 March	Date of construction of Obanjeni Community Hall	Obanjeni community hall constructed by 28 February	0	0	Obanjeni community hall constructed by 28 February	0	3 400 000.00	NEW	ENGINEERING SERVICES	Ward 14
Service Delivery Backlogs	TL2 6	E5.2-29	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Basic service delivery	To provide and maintain 318nfrasturcure and services to all, with emphasis on rural communities, in a sustainable manner	Construct Nkume Community Hall by 30 April March	Date of construction of Nkume Community Hall	Nkume community hall constructed by 30 April	0	0	Nkume community hall constructed by 30 April	0	4 500 000.00	NEW	ENGINEERING SERVICES	Ward 14

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Service Delivery Backlogs	TL2 7	E5.2-30	An effective, competitive and responsive economic infrastructure network	Basic Service Delivery	Basic service delivery	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct 4.406 km's of Mbangayiya road / causeways as per MIG budget by 28 February	Km of roads / causeways Constructed by 28 February	4.406km of Mbangayiya road / causeway constructed by 28 February	0	0	4.406km of Mbangayiya road / causeway constructed by 28 February	0	1 500 000.00	NEW	ENGINEERING SERVICES	Ward 14
Service Delivery Backlogs	TL2 8	E5.2-37	An effective, competitive and responsive economic infrastructure network	Basic service delivery	Basic service delivery	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Implement Pavement Management System (annually) and ensure 90% budget expenditure on Urban roads rehabilitation	% of budget spent on urban road rehabilitation in terms of Pavement Management System (PMS) by 30 June	90% expenditure on urban road rehabilitation budget by 30 June					7 000 000.00	90%	ENGINEERING SERVICES	Wards 11,,12, 18, 19
Service Delivery Backlogs	TL2 9	E5.2-41	An effective, competitive and responsive economic infrastructure network	Basic service delivery	Basic service delivery	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct X km's of Emahhushini road / causeways as per MIG budget by 31 March	Km of Emahhushini roads / causeways Constructed by 31 March	Xkm of Emahhushini road/causeway constructed by 31 March	0	0	Xkm of Emahhushini road/causeway constructed by 31 March	0	4 543 910.00	NEW	ENGINEERING SERVICES	Ward 7
Service Delivery Backlogs	TL3 0	E5.2-42	An effective, competitive and responsive economic infrastructure network	Basic service delivery	Basic service delivery	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct X km's of Kwagalagala road / causeways as per MIG budget by 28 February	Km of Kwagalagala roads / causeways Constructed by 28 February	Xkm of Kwagalagala roads / causeway completed by 28 February	0	0	Xkm of Kwagalagala roads / causeway completed by 28 February	0	2 501 620.00	NEW	ENGINEERING SERVICES	Ward 13
Service Delivery Backlogs	TL3 1	E5.2-44	An effective, competitive and responsive economic infrastructure network	Basic service delivery	Basic service delivery	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct X km's of Mthintombi road / causeways as per MIG budget by 31 March	Km of Mthintombi roads / causeways Constructed by 31 March	Xkm of Mthintombi roads/causeway roads / causeway completed by 31 March	0	0	Xkm of Mthintombi roads/causeway roads / causeway completed by 31 March	0	4 500 000.00	NEW	ENGINEERING SERVICES	Ward 22

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Fragmented or adhoc planning	TL3 2	E5.2-47	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance and Public Participation	To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices	Hold 8 Clustered IDP Road shows by 31 December	Number of clustered IDP roads shows held by 31 December	8 Clustered Roadshows held by 31 December	0	8 Clustered Roadshows held by 31 December	0	0	840 530.00	9	PLANNING AND DEVELOPMENT	ALL
Fragmented or adhoc planning	TL3 3	E5.2-48	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance and Public Participation	To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices	Complete 27 Ward Based plans by 31 March	Number of Ward Based Plans completed by 31 March	27 Ward Based Plans completed by 31 March	0	0	27 Ward Based Plans completed by 31 March	0	150 000.00	27	PLANNING AND DEVELOPMENT	ALL
Slow progress on LED & Tourism development	TL3 4	E5.2-49	A development-orientated public service and inclusive citizenship	Local Economic Development	Local Economic Development	To develop and support sustainable economic development, through focussing on tourism, agriculture development, industrial development which incorporates the youth	Submit a report to Council by 31 May on all the projects funded by the Municipality to grow the economy and the benefits derived from the funding	Date of submission of report to Council.	1 report submitted to Council by 31 May on all the projects funded by the Municipality to grow the economy and the benefits derived from the funding	0	0	0	1 report submitted to Council by 31 May on all the projects funded by the Municipality to grow the economy and the benefits derived from the funding	2 780 090.00	NEW	PLANNING AND DEVELOPMENT	ALL
Fragmented or adhoc planning	TL3 5	E5.2-50	A development-orientated public service and inclusive citizenship	Basic Service Delivery	Cross cutting issues	To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices	Ensure the completion of the Nodal Development Plan by 31 May	Date of completion of Nodal Development Plan	Nodal Development Plan completed by 31 May	0	0	0	Nodal Development Plan completed by 31 May	350 000.00	NEW	PLANNING AND DEVELOPMENT	ADMIN
Fragmented or adhoc planning	TL3 6	E5.2-51	A development-orientated public service and inclusive citizenship	Basic Service Delivery	Basic service delivery	To ensure continued sound financial management	Submit quarterly reports to the Portfolio Committee on the status of Town Planning & Building applications processed by the department	Number of reports submitted to the Portfolio Committee by 30 June	4 reports submitted to the Portfolio Committee by 30 June on the status of Town Planning & Building applications processed by the department	1 reports submitted to the Portfolio Committee by 30 September on the status of Town Planning & Building applications processed by the department	1 reports submitted to the Portfolio Committee by 31 December on the status of Town Planning & Building applications processed by the department	1 reports submitted to the Portfolio Committee by 31 March on the status of Town Planning & Building applications processed by the department	1 reports submitted to the Portfolio Committee by 30 June on the status of Town Planning & Building applications processed by the department	508 090.00	4	PLANNING AND DEVELOPMENT	ADMIN

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
										the department		the department					
Inadequate performance monitoring	TL3 7	E5.2-52	Protection and enhancement of environmental assets and natural resources	Basic Service Delivery	Basic Service Delivery	To provide and maintain 321infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Monitor the performance of all Service Providers and ensure that monthly reports are attached to invoices when submitted for payments	Number of performance assessments reports completed by 30 June on the assessment for Weed eradication	12 service provider assessment reports completed by 30 June and attached to invoices for weed eradication services when submitted for payments	3 service provider assessment reports completed by 30 September and attached to invoices for weed eradication services when submitted for payments	3 service provider assessment reports completed by 31 December and attached to invoices for weed eradication services when submitted for payments	3 service provider assessment reports completed by 31 March and attached to invoices for weed eradication services when submitted for payments	3 service provider assessment reports completed by 30 June and attached to invoices for weed eradication services when submitted for payments	594 920.00	4	COMMUNITY SERVICES	ALL
Inadequate performance monitoring	TL3 8	E5.2-53	Protection and enhancement of environmental assets and natural resources	Basic Service Delivery	Basic Service Delivery	To provide and maintain 321infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Monitor the performance of all Service Providers appointed for grass cutting and ensure that monthly reports are attached to invoices when submitting for payments	Number of performance assessments reports completed on the assessment for grass cutting services	12 service provider assessment reports completed by 30 June and attached to invoices for grass cutting services when submitted for payments	3 service provider assessment reports completed by 30 September and attached to invoices for grass cutting services when submitted for payments	3 service provider assessment reports completed by 31 December and attached to invoices for grass cutting services when submitted for payments	3 service provider assessment reports completed by 31 March and attached to invoices for grass cutting services when submitted for payments	3 service provider assessment reports completed by 30 June and attached to invoices for grass cutting services when submitted for payments	1 898 440.00	4	COMMUNITY SERVICES	Wards 11, 12, 18, 19
Service Delivery Backlogs	TL3 9	E5.2-54	Protection and enhancement of environmental assets and natural resources	Basic Service Delivery	Basic Service Delivery	To provide and maintain 321infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Ensure that monthly waste awareness programmes are conducted	Number of waste awareness programmes held by 30 June	12 waste awareness programmes held by 30 June	3 waste awareness programmes held by 30 September	3 waste awareness programmes held by 31 December	3 waste awareness programmes held by 31 March	3 waste awareness programmes held by 30 June	101 490.00	4	COMMUNITY SERVICES	ALL

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Inadequate financial performance	TL40	E5.2-55	A responsive and accountable, effective and efficient local 322nfrasturc system	Municipal Financial Viability and Management	Municipal Financial Viability and Management	To ensure continued sound financial management	Ensure 100% of Creditors are paid within 30 days of receipt of invoice	Percentage of creditors paid within 30 days	100% of creditors paid within 30 days of receipt of invoice	100% of creditors paid within 30 days of receipt of invoice	100% of creditors paid within 30 days of receipt of invoice	100% of creditors paid within 30 days of receipt of invoice	100% of creditors paid within 30 days of receipt of invoice	1 889 890.00	100%	FINANCIAL SERVICES	ADMIN
Inadequate compliance with Archives Act	TL41	E5.2-56	A responsive and accountable, effective and efficient local 322nfrasturc system	Municipal Transformation and Institutional Development	Municipal Transformation and Institutional Development	To provide and maintain 322nfrasturcure and services to all, with emphasis on rural communities, in a sustainable manner	Ensure correspondence received by the records office attended to daily	Percentage correspondence attended to daily	100% correspondence received by records office attended to daily	100% 322nfrasturcure received by records office attended to daily	100% correspondence received by records office attended to daily	100% 322nfrasturcure received by records office attended to daily	100% correspondence received by records office attended to daily	162 740.00	100%	CORPORATE SERVICES	ALL
Slow progress on LED & Tourism development	TL42	E5.2-57	A better South Africa, a better Africa and world	Local Economic Development	Local Economic Development	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Facilitate 2 arts and culture activities/programmes by 30 June	No of arts and cultural activities/programmes facilitated by 30 June	2 arts and culture activities/programmes facilitated by 30 June	0	2 arts and culture activities/programmes facilitated by 31 December	0	2 arts and culture activities/programmes facilitated by 30 June	204 530.00	2	COMMUNITY SERVICES	ALL
Service Delivery Backlogs	TL43	E5.2-58	All people in south Africa protected and feel safe	Basic Service Delivery	Basic Service Delivery	To provide and maintain 322nfrasturcure and services to all, with emphasis on rural communities, in a sustainable manner	Monitor the performance of the Service Provider managing the Municipal Pound and ensure that monthly reports are attached to invoices when submitted for payments	Number of performance assessments reports completed by 30 June	12 service provider assessment reports completed for managing the municipal pound by 30 June and attached to invoices when submitted for payments	3 service provider assessment reports completed for managing the municipal pound by 30 September and attached to invoices when submitted for payments	3 service provider assessment reports completed for managing the municipal pound by 31 December and attached to invoices when submitted for payments	3 service provider assessment reports completed for managing the municipal pound by 31 March and attached to invoices when submitted for payments	3 service provider assessment reports completed for managing the municipal pound by 30 June and attached to invoices when submitted for payments	617 580.00	4	COMMUNITY SERVICES	ALL

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Natural disasters	TL4 4	E5.2-59	All people in south Africa protected and feel safe	Basic Service Delivery	Basic Service Delivery	To provide and maintain 323nfrastu cture and services to all, with emphasis on rural communitie s, in a sustainable manner	Hold quarterly Disaster Forum meetings	Number of Disaster Forum meetings held by 30 June	4 Disaster Forum meetings held by 30 June	1 Disaster Forum meeting held by 30 September	1 Disaster Forum meeting held by 31 December	1 Disaster Forum meeting held by 31 March	1 Disaster Forum meeting held by 30 June	880 220.00	4	COMMUNIT Y SERVICES	ALL
Inadequate performance monitoring	TL4 5	E5.2-60	All people in south Africa protected and feel safe	Municipal Financial Viability and Managemen t	Municipal Financial Viability and Managemen t	To ensure continued sound financial managemen t	Monitor the performance of TMT Service Provider and ensure that monthly reports are attached to invoices when submitted for payments	Number of performance assessments reports completed by 30 June	12 service provider assessment reports completed forTMT Services by 30 June and attached to invoices when submitted for payments	3 service provider assessment reports completed for TMT Services by 30 September and attached to invoices when submitted for payments	3 service provider assessment reports completed for TMT Services by 31 December and attached to invoices when submitted for payments	3 service provider assessment reports completed for TMT Services by 31 March and attached to invoices when submitted for payments	3 service provider assessment reports completed for TMT Services by 30 June and attached to invoices when submitted for payments	3 088 140.00	4	COMMUNIT Y SERVICES	ADMIN
Service Delivery Backlogs	TL4 6	E5.2-62	A developme nt-orientated public service and inclusive citizenship	Basic Service Delivery	Basic Service Delivery	To provide and maintain 323nfrastu cture and services to all, with emphasis on rural communitie s, in a sustainable manner	Ensure the Construction of Basamillo Sports field by 30 June	Date of completion of construction of Sportsfield	Construction of Basamillo sportsfield completed by 30 June	0	0	0	Construction of Basamillo sportsfield completed by 30 June	9 500 000.00	NEW	COMMUNIT Y SERVICES	Ward 16
Service Delivery Backlogs	TL4 7	E5.2-61	A developme nt-orientated public service and inclusive citizenship	Basic Service Delivery	Basic Service Delivery	To provide and maintain 323nfrastu cture and services to all, with emphasis on rural communitie s, in a sustainable manner	Ensure the Construction of Nteneshane Sports field by 30 march	Date of completion of construction of Sportsfield	Construction of Nteneshane sportsfield completed by 30 March	0	0	Construction of Nteneshane sportsfield completed by 30 March	0	4 212 470.00	NEW	COMMUNIT Y SERVICES	Ward 23
Service Delivery Backlogs	TL4 8	E5.2-63	A developme nt-orientated public service and inclusive citizenship	Basic Service Delivery	Basic Service Delivery	To provide and maintain 323nfrastu cture and services to all, with emphasis on rural	Ensure the Construction of KDS Sports Park by 31 March	Date of completion of construction of Sportsfield	Construction of KDS sports park completed by 31 March	0	0	Construction of KDS sports park completed by 31 March	0	5 000 000.00	NEW	COMMUNIT Y SERVICES	Ward 12

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
						communities, in a sustainable manner											
Service Delivery Backlogs	TL49	E5.2-64	A development-orientated public service and inclusive citizenship	Basic Service Delivery	Basic Service Delivery	To provide and maintain 324nfrastu-cture and services to all, with emphasis on rural communities, in a sustainable manner	Ensure the Construction of Phase 2 Kwabulawayo Sports field by 30 March	Date of completion of construction of Sportsfield	Construction of phase 2 of Kwabulawayo sportsfield completed by 30 March	0	0		0	4 000 000.00	100%	COMMUNITY SERVICES	Ward 24
Unemployment	TL50	E5.2-65	Decent employment through inclusive economic growth	Local Economic Development	Local Economic & Social Development	To contribute towards the reduction of unemployment	Create 931 temporary job opportunities through EPWP projects and other operational projects by 30 June	Number of temporary job opportunities created through EPWP projects and other operational projects by 30 June	931 jobs opportunities created through EPWP projects and other operational projects by 30 June	0	0	0		6 657 000.00	745	COMMUNITY SERVICES	ALL
Service Delivery Backlogs	TL51	E5.2-66	Protection and enhancement of environmental assets and natural resources	Basic Service Delivery	Basic service delivery	To provide and maintain 324nfrastu-cture and services to all, with emphasis on rural communities, in a sustainable manner	Provide free basic refuse removal services to 15 000 rural households by 30 June	Number of rural households provided with free basic refuse removal services	15 000 households provided with free basic refuse services by 30 June	15 000 households provided with free basic refuse services by	15 000 households provided with free basic refuse services by	15 000 households provided with free basic refuse services by	15 000 households provided with free basic refuse services by	3 508 140.00	13738	COMMUNITY SERVICES	ALL
Poor implementation of Batho Pele	TL52	E5.2-67	A better South Africa, a better Africa and world	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Submit a report annually to Council by 30 June on the programmes implemented through the grants-in-aid provided to Museum, SPCA, Tourism and Social Welfare	Date of submission of report to Council	1 report submitted to Council by 30 June on the programmes implemented through the grants-in-aid provided to Museum, SPCA, Tourism and Social Welfare	0	0	0		764 180.00	NEW	CORPORATE SERVICES	ALL
Poor implementation of Batho Pele	TL53	E5.2-68	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Conduct 1 Batho Pele workshop to MANCO by 31 December	Date of Batho Pele workshop	1 Batho Pele workshop conducted for MANCO by 31 December	0	1 Batho Pele workshop conducted for MANCO by 31 December	0	0	0	1	MUNICIPAL MANAGER	ALL

KEY CHALLENGE	REF	IDP REF	National Outcome	National KPA	Key Performance Area (KPA)	Strategic Objective	Key Performance Indicator	Unit of Measurement	Budget Year18/19	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget Year18/19	Baseline	Responsible department	Ward
Poor implementation of Batho Pele	TL5 4	E5.2-70	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Compile a Service Delivery Improvement Plan (SDIP) by 31 March	Date SDIP compiled	Service Delivery Improvement Plan compiled by 31 March	0	0	Service Delivery Improvement Plan compiled by 31 March	0	0	0	MUNICIPAL MANAGER	ALL
Poor implementation of Batho Pele	TL5 5	E5.2-71	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Undertake 1 Batho Pele campaign per department (5 departments) by 31 December	Number of campaigns undertaken	5 Batho Pele Campaigns undertaken by 31 December	0	5 Batho Pele Campaigns undertaken by 31 December	0	0	50 000.00	0	MUNICIPAL MANAGER	ALL
Poor implementation of Batho Pele	TL5 6	E5.2-72	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Attend to 100% of complaints within 3 days of receipt	Percentage of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	100% of complaints attended to within 3 days of receipt	70 000.00	25%	MUNICIPAL MANAGER	ALL
Inadequate public participation	TL5 7	E5.2-73	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Submit quarterly reports to Council on the functionality of the War Rooms operated through the Operation Sukuma Sakhe (OSS) Programme	Number of reports submitted to Council by 30 June	4 reports submitted to Council by 30 June on the functionality of the War Rooms operated through the Operation Sukuma Sakhe (OSS) Programme	1 report submitted to Council by 30 September on the functionality of the War Rooms operated through the Operation Sukuma Sakhe (OSS) Programme	1 report submitted to Council by 31 December on the functionality of the War Rooms operated through the Operation Sukuma Sakhe (OSS) Programme	1 report submitted to Council by 31 March on the functionality of the War Rooms operated through the Operation Sukuma Sakhe (OSS) Programme	1 report submitted to Council by 30 June on the functionality of the War Rooms operated through the Operation Sukuma Sakhe (OSS) Programme	150 000.00	2	MUNICIPAL MANAGER	ALL
Poor participation of Amakhosi at Council meetings	TL5 8	E5.2-74	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Good Governance & Public Participation	To promote a culture of participatory democracy and social cohesion	Submit quarterly reports to COGTA on the attendance of Amakhosi at Council meetings	Number of reports submitted to COGTA by 30 June	4 reports submitted to COGTA by 30 June on the attendance of Amakhosi at Council meetings	1 report submitted to COGTA by 30 September on the attendance of Amakhosi at Council meetings	1 report submitted to COGTA by 31 December on the attendance of Amakhosi at Council meetings	1 report submitted to COGTA by 31 March on the attendance of Amakhosi at Council meetings	1 report submitted to COGTA by 30 June on the attendance of Amakhosi at Council meetings	109 800.00	NEW	MUNICIPAL MANAGER	ALL

**Table 112: Organisational Performance Management Scorecard**





## **SECTION I: ANNEXURES (TO BE INCLUDED IN THE FINAL IDP)**

- I.1. ~~SUMMARY OF PROJECTS PER WARD~~**
- I.2. SPATIAL DEVELOPMENT FRAMEWORK**
- I.3. HOUSING SECTOR PLANS**
- I.4. DISASTER MANAGEMENT PLANS**
- I.5. LOCAL ECONOMIC DEVELOPMENT STRATEGY**