UMLALAZI MUNICIPALITY

Integrated Development Plan

Second Review

2019/2020

uMlalazi
Local Municipality

Table of Contents

Table of Figures 8
List of Tables 9
SECTION A: EXECUTIVE SUMMARY. 16
1. Who Are We? 16
Demographic Profile 17
2. Developing the uMlalazi Integrated Development Plan 18
Addressing the MEC Comments 20
The IDP, Budget and PMS Process Plan 21
Public Participation 22
Community Based Planning 22
The King Cetshwayo District's Framework Plan 23
3. Key Challenges 23
4. The Municipality's Vision and Mission 24
The Municipality's Mission 25
The uMlalazi municipality in partnership with its community will strive to: 25
5. Performance Management 37
SECTION B1: PLANNING AND DEVELOPMENT PRINCIPLES 37
6.1. Planning and Economic Development Principles 37
6.1.1. PGDS Spatial Planning Principles 37
6.1.2. SPUMA Principles 38
SECTION B2: GOVERNMENT PRIORITIES 41
Government Imperatives 41
6.1.3. Sustainable Development Goals 2063 41
6.1.4. African Union Agenda 2063 41
6.1.5. National Development Plan Priorities 42
6.1.6. National Outcomes 43
6.1.7. State of the Nation Address 45
6.1.8. State of the Province Address 45
6.1.9. Provincial Growth and Development Strategy (PGDS) Goals (2035) 46
6.1.10. King Cetshwayo District Growth and Development Plan (DGDP) 48
6.1.11. Local Government Back to Basics Strategy 50
6.1.12. The uMlalazi LM Strategic Planning Session 51

SECTION C: SITUATIONAL ANALYSIS *52*
7. SPATIAL ANALYSIS *52*
7.1. Regional Context *52*
7.2. Administrative Entities *53*
7.3. Structuring Elements *53*
7.4. Existing Nodes and Corridors *54*
7.5. Broad Land Uses *56*
7.6. Land Ownership *57*
7.7. Land Reform *58*
7.8. Land Capability *60*
7.9. Private Sector Developments *61*
8. Environmental Analysis *61*
8.1. Biodiversity *61*
8.2. Protected Areas *63*
8.3. Hydrological Characteristics *66*
8.4. Coastal Management *67*
8.5. Environmental Management Plan & Strategic Environmental Assessments *68*
8.6. Spatial and Environmental SWOT Analysis *69*
Spatial: SWOT Analysis *69*
Environmental: SWOT Analysis *70*
9. Disaster Management *72*
9.1. Municipal Institutional Capacity *72*
9.2. UMlalazi Disaster Management Plan (2018) *73*
9.3. Ecosystem Based Disaster Risk Reduction (EcoDRR) *74*
9.4. Disaster Risk Profiling *74*
9.5. Training and Awareness *76*
9.6. Community Education and Awareness *77*
9.7. Funding Arrangements *77*
9.8. Disaster Management SWOT Analysis *78*
10. Demographic Characteristics *78*
10.1. Demographic Indicators *78*
10.2. Population Density *79*
10.3. Age Distribution *79*

10.4. Gender Rations 80
10.5. Households Statistics 81
10.6. Household Distribution 82
10.7. Average Household Size 82
10.8. Female Headed Households 82
11. Municipal Transformation and Institutional Development 83
11.1. Municipal Transformation 83
11.2. Human Resource Strategy 83
11.3. The Human Resource Plan 84
11.4. Workplace skills plan 86
11.5. Recruitment and Selection Policy 87
11.6. Retention/Succession Policy 88
11.7. Organizational Development 88
Institutional Arrangements 88
Powers & Functions 88
Staff Composition and Equity (Employment Equity) 89
Employment Equity Plan Targets 90
Vacancy Rate 91
Organizational Structure / Organogram 91
Municipal Institutional Capacity & Critical Posts 92
11.8. The Spatial Planning and Land Use Management Act and Its Implementation 93
11.9. Municipal Transformation & Organizational Development: SWOT ANALYSIS 94
12. Basic Service Delivery 95
12.1. Water and Sanitation 95
Water 95
Sanitation 97
KCDM Water Services Development Plan 99
12.2. Solid Waste Management 100
12.3. Transportation Infrastructure 107
12.4. Energy 110
12.5. Access to Community Facilities 114
12.6. Human Settlements 115
12.7. Telecommunications 121

13. Local Economic & Social Development Analysis 124
13.1. Local Economic Development 124
13.2. Social Development Analysis 153
13.3. Social Development: SWOT Analysis 169
14. Municipal Financial Viability and Management 170
5.1. The Municipal Standard Charts of Accounts (mSCOA) 170
5.2. Expenditure of Capital Budget over last 5 years (2014 – 2018) 172
5.3. Indigent Support (Including Free Basic Services) 173
5.4. Equitable Share Allocation 174
5.5. Consolidated Overview of the 2019/2020 Budget and MTREF 174
5.6. Operating Revenue Framework 175
5.7. Capital Budget 183
5.8. Financial position of Council 187
5.9. Alignment with National Priorities 187
5.10. The Municipality's role in employment creation 188
5.11. Municipal Consumer Debt Position 188
5.12. Debtors Age Analysis per Town as at January 2019 189
5.13. Repairs and Maintenance 189
5.14. Borrowings (DBSA) 190
5.15. Financial Viability/Sustainability 190
5.16. Supply Chain Management (SCM) 191
5.17. Alignment of Procurement Plan and SDBIP 192
5.18. Municipality's Credit Rating 192
5.19. Investment Register 192
5.20. Auditor General's Opinion 193
5.21. Management Response to AG Report 199
5.22. Municipal Financial Viability and Management SWOT Analysis 201
15. Good Governance and Public Participation 201
15.1. Good Governance Analysis 201
15.2. Public Participation 218
15.3. Good Governance SWOT Analysis 219
15.4. Combined SWOT Analysis 220
SECTION D: MUNCIPAL VISION, GOALS AND OBJECTIVES 220

16. MUNICIPAL VISION 220
17. GOALS, OBJECTIVES AND STRATEGIES 221
18. Cross Boarder Alignment with National Outcomes and Provincial Goals and Development Strategies. 228
SECTION E1: STRATEGIC MAPPING 233
19. DEVELOPMENT CENTRES 233
19.1. Primary Administration Centre 233
19.2. Secondary Centres 233
19.3. Tertiary Centers 234
19.4. Development Corridors 235
20. The uMlalazi Draft Spatial Development Framework (2019) 236
SECTION E2: IMPLEMENTATION PLAN 251
21. Municipal Implementation Plan 251
SECTION F: FINANCIAL PLAN 279
22. Budget Summary 279
22.1. Consolidated Overview: 2019/2020 Budget & MTREF. 279
22.2. Annual Budget Tables 280
23. Capital Budget Summary 282
23.1. Medium-Term Outlook: Capital Revenue 282
23.2. Departmental Requests: Capital Items 282
23.3. Budget for New Vehicles 283
23.4. Expenditure on capital assets 283
23.5. Capital Expenditure on the Renewal of Assets 283
23.6. Financial position of Council 284
23.7. Capital Expenditure 285
24. Operating Revenue Framework 287
24.1. Summary of Revenue Classified by Main Revenue Source 287
24.2. Operating transfers and grants receipts 288
24.3. Tariffs 288
25. 3.4 Operating Expenditure Framework 291
25.1. Summary of operating expenditure by standard classification item 292
26. Capital Projects 299
26.1. Department of Transport 299

26.2. KCDM: Sanitation Projects (Operational Projects) 300
26.3. KCDM: Water Projects (Capital Projects) 300
26.4. KCDM: District Wide Operational Programs 300
26.5. KCDM: District wide Capital Projects 301
26.6. KCDM: Planned Projects for 2019/2020 301
26.7. KCDM: Planned Projects for 2020/2021 302
26.8. KCDM: Projects at implementation (2018/19 – 2019/20) 302
26.9. KCDM: Multiyear Ongoing Projects 303
26.10. Department of Education 304
26.11. Department of Agriculture 304
26.12. Department Of Agriculture: CASP Projects 304
26.13. Department of Agriculture: Tractor Service 304
26.14. Department of Human Settlements 305
26.15. Department of Rural Development and Land Reform: Land Acquisition 305
26.16. DRDLR: Rural Infrastructure Projects 305
26.17. DRDLR: Rural Enterprise and Industrial Development 305
26.18. DRDLR: Job Creation 306
26.19. ESKOM 307
26.20. Eskom Electrification Projects - Progress 2017/18 307
26.21. Eskom Electrification Projects - Progress 2018/19 307
26.22. Eskom Electrification Projects - Progress 2019/20 308
26.23. Schedule 5b - uMlalazi Municipality - Progress 2018/19 308
26.24. Schedule 5b - uMlalazi Municipality - Progress 2019/20 308
26.25. Municipal Infrastructure Grant Projects 309
26.26. Local Economic Development Projects 310
26.27. Private Developments (SPLUMA Applications of Catalytic Projects) 310
SECTION G: ANNAUAL OPERATIONAL PLAN (SDBIP) 311
27. Service Delivery Budget Implementation Plan 311
SECTION H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM 335
27.1. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM 335
27.1.1. Approval of SDBIP 335
27.1.2. Quarterly Reporting on the SDBIP 335
27.1.3. Individual Performance Management 335

27.1.4. Performance Management Processes 336
27.1.5. Performance and Supporting Information 337
SECTION I: ANNEXURES 342

Table of Figures

Figure 1: IDP Process 19
Figure 2: Performance Management 37
Figure 3: UN SDGs (2016) 41
Figure 4: National Development Plan Priorities 43
Figure 5: Disaster Management and Fire & Rescue Structure 73
Figure 6: Population Age Pyramid 80
Figure 7: Political Office Bearers Structure 91
Figure 8: Macro Structure 91
Figure 9: System to divert waste 104
Figure 10: Electricity Connections (StatsSA 2016) 110
Figure 11: Housing Typology 115
Figure 12: Institutional Capacity for Housing 118
Figure 13: % share to the KCDM GDP 126
Figure 14: KCDM Economic Performance Source: Global Insight, 2015 127
Figure 15: KCDM Unemployment Rates 128
Figure 16: Municipal Annual Household income 129
Figure 17: GVA contribution within manufacturing sector in uMlalazi, 2011 (Quantec 2012) 141
Figure 18: LED Organogram 147
Figure 19: MSCOA Segments 171
Figure 20: EPWP uMlalazi Municipality Co-ordination Structure 205
Figure 21: Risk Categories 214
Figure 22: Unpacked Risk Categories 215
Figure 23: Bar Graph (Top 20 Residual) per Department 216

Figure 24: Municipal Promalgamated Bylaws *217*

Figure 25: Draft SDF (2019/2020) *250*

Figure 26: Implementation Plan *278*

Figure 27: Summary of Performance Management Framework *336*

Figure 28: Year-end performance ratings *337*

Figure 29: Comparative Target Achievement Information *339*

Figure 30: Target Achievement per Department *339*

Figure 31: Target Achievement per KPA *340*

List of Tables

Table 1: Demographic Profile (Census 2011 & 2016) *17*

Table 2: MEC Comments and Municipal Responses *21*

Table 3: First Round IDP/Public Participation Roadshows *22*

Table 4: Second Round IDP/Public Participation Roadshows *23*

Table 5: Key Challenges and Description *24*

Table 6: Future Outputs, Outcomes and Deliverables *31*

Table 7: AU Agenda 2063 ..... *42*

Table 8: National Development Plan Priorities *42*

Table 9: National Outcomes linked to Municipal Strategies *44*

Table 10: PGDS Linked to LM Strategies *47*

Table 11: DGDP Summit Resolutions *50*

Table 12: Land Reform Projects within KCDM *58*

Table 13: Number of Land Parcels *58*

Table 14: Status of Land Claims *59*

Table 15: Institutional and Infrastructural Arrangements for Disaster Management *73*

Table 16: Ward Risk Profiling (DMP 2013) *75*

Table 17: Proposed Funding Arrangements for Disaster Management *77*

Table 18: Disaster Management SWOT Analysis *78*

Table 19: Demographic Indicators 78
Table 20: Age Distribution 80
Table 21: Gender Ratios 80
Table 22: Household Statistics 81
Table 23: Household Demographics 81
Table 24: Female Headed Households 82
Table 25: Staff and Councillor Training Plan 87
Table 26: Municipal Powers and Functions 89
Table 27: Staff Composition and Equity 90
Table 28: Employment Equity Targets 90
Table 29: Internal members of the King Cetshwayo South (JMPT) 94
Table 30: External private members of the King Cetshwayo South (JMPT) 94
Table 31: Municipal Transformation and Organisational Development SWOT analysis 95
Table 32: Access to piped water 95
Table 33: KCDM Water Backlogs 96
Table 34: Funding requirements for Water Provision 96
Table 35: Community Access to Sanitation 97
Table 36: Sanitation Backlogs 98
Table 37: Funding requirements for provision of sanitation. 98
Table 38: Solid Waste Disposal 101
Table 39: Progress with the implementation of the IWMP. 102
Table 40: Refuse removal backlogs 102
Table 41: Frequency of Collecting and Responsible Persons for Refuse Removal 103
Table 42: Rural Waste Removal Clusters 104
Table 43: Status of Eshowe Transfer Station 106
Table 44: Status of Mthunzini Transfer Station 106
Table 45: Status of Ging Dumping Site 107
Table 46: Road Network Plan 109

Table 47: Electricity Usage (StatsSA 2016) *110*

Table 48: ESKOM Infrastructure Plan *111*

Table 49: Completed Eskom Projects *112*

Table 50: Completed Municipal Electricity Projects (2018) *112*

Table 51: Housing Demand *116*

Table 52: Urban Housing Demand *117*

Table 53: Status of Housing Projects *117*

Table 54: KCDM summary of capital funding required *119*

Table 55: Stakeholders responsible for delivery of human settlements *120*

Table 56: Schedule of Housing Forum Meetings *121*

Table 57: Household Access to Telecommunications (2016) Source: CS (2017) *121*

Table 58: ICT SWOT Analysis *123*

Table 59: Main Economic Contributors (Global Insights) *125*

Table 60: Employment Status *127*

Table 61: Employment by Sector (Global Insights) *128*

Table 62: Average Household Income *129*

Table 63: Projects aimed developing SMMEs *132*

Table 64: Informal Traders Database *134*

Table 65: Job creation through EPWP *135*

Table 66: Projects funded by the municipality *139*

Table 67: Projects funded by DARD *139*

Table 68: Tourism projects funded by the municipality *140*

Table 69: Manufacturing sector performance (Source: Quantec 2012) *141*

Table 70: Tronox SLP for 2022 ..... *143*

Table 71: Business services sector employment and GVA (Quantec 2012) *144*

Table 72: Collaborative Agreements *145*

Table 73: Budgeted LED Projects *148*

Table 74: Budget for Research and Development *148*

Table 75: Alignment of KPA with PGDS *150*

Table 76: LED threat analysis *151*

Table 77: Community Based Planning Process *154*

Table 78: Top 5 priority needs by wards *154*

Table 79: School Attendance *155*

Table 80: Highest Education Level (CS 2016) *156*

Table 81: New School Projects *156*

Table 82: HIV/Aids Prevalence (Source: Quantec 2017) *160*

Table 83: Disability Structures *164*

Table 84: New Crèches *167*

Table 85: Community Halls, Peace Centers and Crèches *169*

Table 86: Expenditure of Capital Budget over last 5 years (2013 – 2018) *173*

Table 87: ESKOM Free Basic Electricity Subsidy *173*

Table 88: Households Receiving Free Basic Electricity *173*

Table 89: Free Basic Refuse Removal *174*

Table 90: Equitable Share Budget Allocation *174*

Table 91: Total Capital Expenditure *174*

Table 92: Budget Overview *175*

Table 93: Summary of revenue classified by main revenue source *176*

Table 94: Additional summary of revenue *176*

Table 95: Operating transfers and grants receipts *177*

Table 96: Summary of operating expenditure by standard classification item *177*

Table 97: Employee related costs *178*

Table 98: Other benefits and Allowances *178*

Table 99: Other Materials *179*

Table 100: Contracted Services *180*

Table 101: Other Expenditure *182*

Table 102: Repairs and maintenance *182*

Table 103: Municipal Infrastructure Repairs and Maintenance *183*

Table 104: Communications Budget *183*

Table 105: Components of the Capital Budget *183*

Table 106: Capital Budget Funding Allocation *184*

Table 107: Departmental Capital Budget *184*

Table 108: Funding for vehicles *184*

Table 109: MIG Funding Allocation *185*

Table 110: Capital Budget Allocation Categories *186*

Table 111: Capital Asset Allocation *186*

Table 112: Budget for the renewal of assets *186*

Table 113: CRR for the MTREF *187*

Table 114: Debt Payment Rate *188*

Table 115: Debtors A *189*

Table 116: Capital Expenditure on Repairs and Maintenance *189*

Table 117: Capital Expenditure on new assets *190*

Table 118: Borrowings *190*

Table 119: Financial Ratios *191*

Table 120: Investment Register *192*

Table 121: Management Action Response to AGs Report *200*

Table 122: Municipal Financial Viability and Management SWOT Analysis *201*

Table 123: Job Creation through EPWP *206*

Table 124: District Forum Meetings *207*

Table 125: Section 80 Commitees *209*

Table 126: Composition of MPAC *210*

Table 127: Bid Specification Committee *211*

Table 128: Bid Evaluation Committee *211*

Table 129: Bid Adjudication Committee *211*

Table 130: Support Committees *212*

Table 131: Council Policies *213*

Table 132: Public Participation Structures *218*

Table 133: Combined Organisational SWOT Analysis *220*

Table 134: Goals, Objectives and Strategies *227*

Table 135: Cross border alignment with National, Provincial and District Goals *232*

Table 136: Upper Secondary Centers *233*

Table 137: Lower Secondary Centers *234*

Table 138: Tertiary Centers *235*

Table 139: Primary Corridors *236*

Table 140: Consolidated Overview of the 2019/2020 MTREF *280*

Table 141: Budget Summary *281*

Table 142: Medium-Term Outlook: Capital Revenue *282*

Table 143: Capital Transfers and Grants *282*

Table 144: Departmental Requests *282*

Table 145: Budget for vehicles *283*

Table 146: Expenditure on Capital Assets *283*

Table 147: Capital Expenditure on the renewal of assets *283*

Table 148: Budgeted Transactions within the Capital Replacement Reserve (CRR *284*

Table 149: Financial Position of the Municipality *285*

Table 150: Budgeted Capital Expenditure by Vote *286*

Table 151: Summary of Revenue Classified by Main Revenue Source *287*

Table 152: Operating Grants and Subsidies *288*

Table 153: Proposed Rates Increase for 2019/2020 ..... *290*

Table 154: Summary of operating expenditure *292*

Table 155: Employee related costs *293*

Table 156: Benefits and Allowances *293*

Table 157: Other material *294*

Table 158: Contracted Services *295*

Table 159: Research and advisory *296*

Table 160: Transfers and subsidies *296*

Table 161: General Expenses *298*

Table 162: Repairs and Maintenance *298*

Table 163: Budget for Communications *299*

Table 164: Municipal SDBIP *334*

Table 165: Rating Description *338*

Table 166: Comparative Target Achievement Information *338*

Table 167: poor performance areas and planned measures taken for improvement *341*

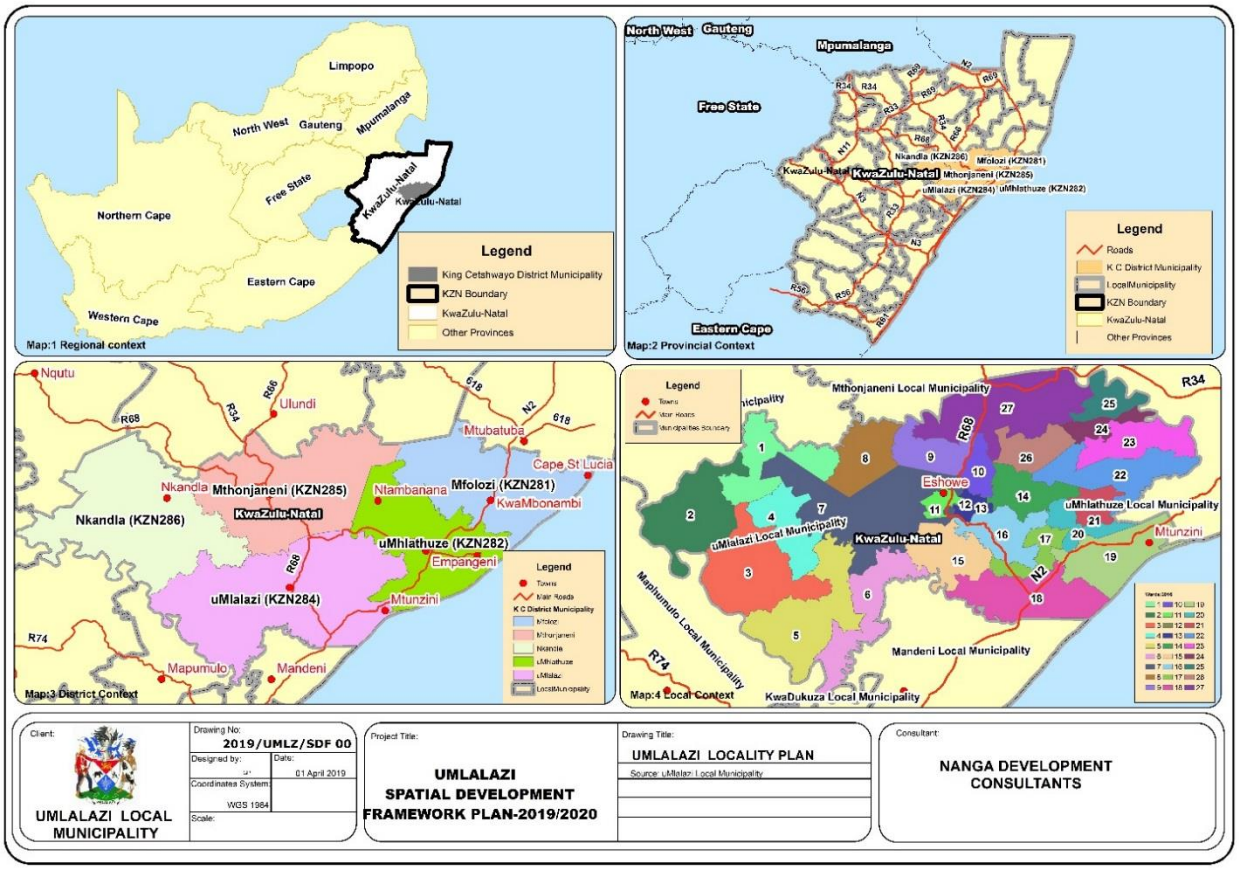
LIST OF ABBREVIATIONS

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 Are We?



Map 1: uMlalazi Municipality Locality Plan

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 boarders 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 217km², 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.

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.

Demographic Profile

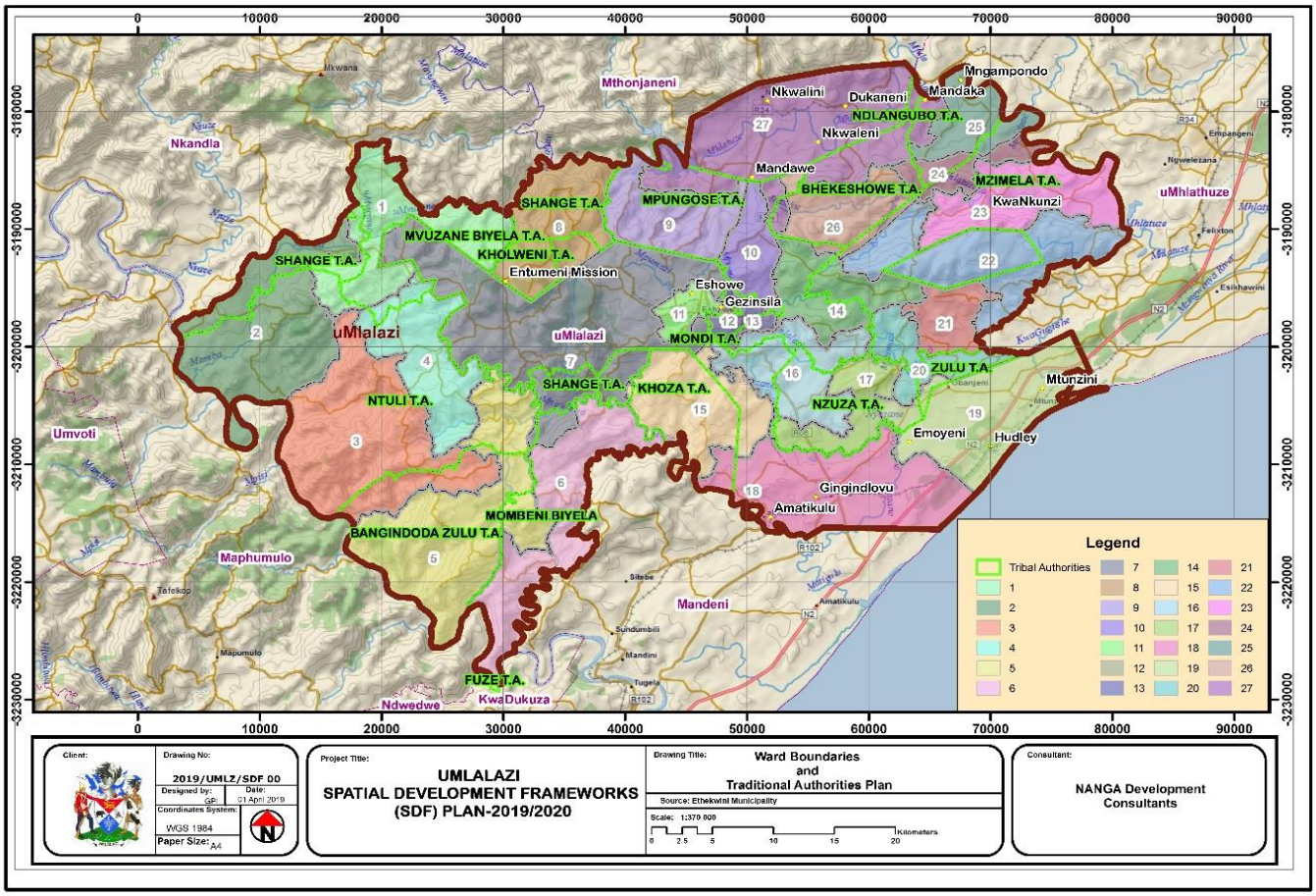
UMLALAZI MUNICIPAL AREA Area 2 217 km²				
INDICATOR		**2001**	**2011**	**2016**
Population		**221 078**	**213 601**	**223 140**
Population Growth Rate		**-0.8**	**-0.3**	**0.8**
Households		**38 446**	**45 062**	**46 953**
People per Household		**5.4**	**4.6**	**4.8**
Gender breakdown	**Males**	**45.3%**	**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.

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.



Map 2: Ward Boundaries and Traditional Authority Areas

2. 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.

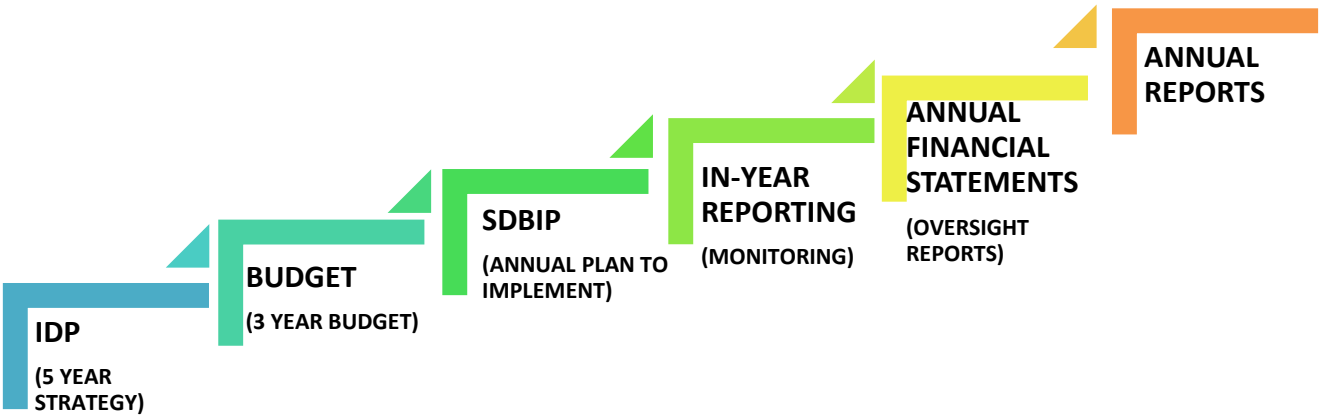


Figure 1: IDP Process

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 Phakisa, 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.

Addressing the MEC Comments

MUNICIPAL IDP MATTERS OF EMPHASIS AND OBSERVATION		
Key Performance Area	**Comment (Summarized)**	**Response**
1. Municipal Transformation and Institutional Development.	Key policies are in place, however, the municipality needs to include the types of training	This information has been adequately included in the IDP (Section 12.4 - Table 25: Page 87)
2. Local Economic Development	Stronger alignment with PGDS	The alignment of the LED KPA with the PGDS has been outlined Section 14.1.24 – Table 73: Page 151)
	Pronounce contribution to the provincial and district targets on job creation, ECDs, Skills Dev.	There has been an inclusion of; • No. ECDs constructed/Under construction (Table 82: Page 172) • Jobs Created through EPWP (Section 14.1.8 – Table 64: Page 137) • YBAC/NYDA Business Management Training (Section 14.2.6 – Page 148)
	Strengthen private sector relationships for funding purposes	The municipality has an SLP with Tronox (Section 14.1.12 – Table 68: Page 145), and is in the process of developing an SLP with Lafarge. Private Sector Development are outlined on Section 7.9 on Page 60
	Budget for Research and Development	The municipality has budgeted for: Atyuio gri Sector Plan, SDF, Tourism Plan, Nodal Development Plan, Coastal Management Plan and Investment Retention Plan (Section 14.1.22- Table 72 on Page 151)
	Develop and implement the Business Investment and Retention Policy	The municipality has budgeted for an Investment Retention Plan which will include the policy as well. (Section 14.1.22- Table 72 on Page 151)
	Identify a budget for LED projects	Refer to Section 14.1.21 (Table 82), This section indicates all LED Project which have been budgeted for in terms of MSCOA
	Georeference all projects and programmes	Some maps have been geo referenced where others need to be coordinated. (Ongoing)
	Identify programmes targeting; • The Informal Economy • Tourism Players • Agricultural potential of the LM	Each section within the LED KPA has programmes and projects aimed at them; • Informal Economy (Section 14.1.6 – Table 62: Page 134) • Tourism (Section 14.1.10 – Table 66: Page 143) • Agriculture (Section 14.1.9 – Table 65/66 Page 141/2
	Develop Action Plan to address AGs concerns regarding LED	There is no AG finding regarding LED
3. Basic Service Delivery	There could be improvement in the maps provided for Water and Sanitation	The municipality has improved the clarity of the water and sanitation maps (Section 13.1: Map 20/21)
	Provide progress on the implementation of the IWMP (Projects and programmes)	The progress with respect to the implementation of the IWMP is indicated in Section 13.2 – Table 39 on Page 102
	The municipality must develop an LTP to comply with the National Land Transport Act 2009.	There are budget constraints with regards to the development of and LITP. The municipality will approach CoGTA, KCDM and DOT to assist in developing a plan.
4. Financial Viability and Management	Include a comprehensive presentation or extract on the Capital Funding and Expenditure.	This has been addressed in Section 5.2
	Indicate whether capital projects are new or ongoing	This has been indicated in Section 5.2 and 5.7
	Mechanisms to ensure budget is allocated to people with disabilities	This has been addressed. SCM Policy indicate 40% Procurement is targeted for women, children and people with disabilities.

MUNICIPAL IDP MATTERS OF EMPHASIS AND OBSERVATION		
Key Performance Area	**Comment (Summarized)**	**Response**
	Financial Management: SCM does not show cohesiveness to assess whether the primary objectives of service delivery are met	The municipality developed the procurement plan which is in line with the SDBIP. The procurement plan is then monitored closely and tabled to MANCO and the Finance portfolio committee.
	Indicate provision made for the disabled to qualify for tenders	This has been addressed. SCM Policy indicate 40% Procurement is targeted for women, children and people with disabilities. Advert indicate that preference will be given to people with disabilities.
	Indicate on the Financial Plan the MTEF allocations inclusive of Sector Departments' allocation	The MTEF allocations have been included (including sector departments allocation on Section F (Subsection 24, Pages 289-299)
	Include budget assumptions with alignment to DORA	Budget assumptions with the DORA are provided for in the Budget overview (Section 5.6 in Table 95)
5. Good Governance and Public Participation	The municipality is encouraged to develop the Service Delivery Improvement Plan	The municipality will develop the SDIP internally within the 19/20
	Improvements can be made on the SWOT analysis	An improved SWOT Analysis has been inserted as Section 16.3
	Report on the improvement in the attendance of AmaKhosi in Council	The endeavors to improve attendance by improving internal communication in the form of speedy circulation of agendas, follow up SMSes. DCoGTA has also implemented the "stipend per attendance policy"
6. Cross Cutting	Development of a SPLUMA compliant SDF (Grant Funding Received from CoGTA)	The SDF is currently being reviewed and the service provider has tabled the Status Quo report to PSC.
	Recommend Development of SEA, Climate Response Strategy, Biodiversity Sector Plan	Budget Constraints : The municipality will source funding from CoGTA to develop these
	Mapping of Land Reform, Restitution and Redistribution	This land reform map has been included in Section 7.7 in Page 57
	Inclusion of Disaster Management Sector Plan in the next review	This has been included in Annexure 4
	Inclusion of Disaster Risk Maps	This map has been Included as Section 9.4 and Map 17 o
	Increase resource capacity in the Fire and Rescue Service Unit	The municipality absorbed the 10 trainee fire fighters, which brought the total number of qualified fighters to 22. Budget provisions are made for rural fire prevention and replacement of vehicles.
7. Strategic Thrust of the 6 KPAs	Key Challenges must have an explanation for each challenge	This has been addressed (Section 1.5)
	Implementation Plan needs to enhanced to align to the guidelines	Draft IP has been submitted to CoGTA and COGTA PMS Unit confirmed alignment with the guidelines.

Table 2: MEC Comments and Municipal Responses

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 2019/20 Process Plan was adopted by Council on the 30th of August 2018 (UMC 24/08/18/19). The 2019/20 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.

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

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 Sportfield	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 3: First Round IDP/Public Participation Roadshows

The municipal draft IDP/ Budget Roadshows and the Joint IDP Roadshows (with KCDM) ensure that the community inputs that were collated during the first round of roadshows (above table) have been properly and adequately been considered in the drafting of the review of the IDP. Such engagements are to further gather input on the alignment of the budget with the community needs prior to the tabling of the final budget and IDP. These roadshows afford all the stakeholders an opportunity to engage in the planning process of the IDP and the Budget, thus ensuring transparency and inclusiveness within the process. The following table indicates the schedule of meeting that took place as part of the second round of community participation meetings for the review of the IDP/Budget;

CLUSTER	CLUSTERED WARDS	VENUE	DATE	TIME
1.	9,10,25,26 & 27	Bhekeshowe Hall (Ward 26)	10/04/2019	10 H 00
2.	7,11,12,13&14	Siqwanjana Hall (Ward 13)	16/04/2019	10 H 00
3.	15, 16, 17,18 & 19	Nhlababo Hall (Ward 17)	18/04/2019	10H 00

CLUSTER	CLUSTERED WARDS	VENUE	DATE	TIME
4.	20,21,22,23 & 24	Ekudonseni Sport Field (Ward 22) (JOINT IDP R/SHOW WITH KCDM)	24/04/2019	10 H 00
5.	1,2,3,4,5,6 & 8	Vulingqondo Hall (Ward 4)	30/04/2019	10 H 00

Table 4: Second Round IDP/Public Participation Roadshows

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.

3. 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 te4rms 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 the 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.

KEY PERFORMANCE AREA	KEY CHALLENGE	DESCRIPTION
	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 debtor's age analysis still indicates outstanding debts that are over 120 days. Capital expenditure is below the 90% target.
	Electricity Losses	Electricity losses remains a challenge which always affect the AG Audit findings.
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 5: Key Challenges and Description

4. The Municipality's Vision and Mission

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"

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

Long Term Strategic Goals and Desired Outputs

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 ORGANIZATIONAL 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 depot 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.
	Civil & Building	To ensure provision and maintenance of municipal roads, access roads, causeways and storm water	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
			Ensure that speed humps, sidewalk are constructed in terms of budget allocated
			Liaise with DOT to register most of these roads as access roads in order to recognise them as assets.
			Construct Bus and Hawkers shelters as per MIG budget
		To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings
		To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Construct community halls in terms of budget allocated for the financial year
			Facilitate monthly waste awareness programmes
	Mechanical	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
	Project Management Unit	To ensure and monitor proper implementation of Municipal Infrastructure Projects	To ensure proper implementation of Municipal Infrastructure Projects
			Training of local SMME's through CIDB and SEDA support
			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**
	Local Economic Development	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
	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
			Promote active ageing and healthy lifestyles
			Promote equitable access to quality ECD programmes for all children under 6 years

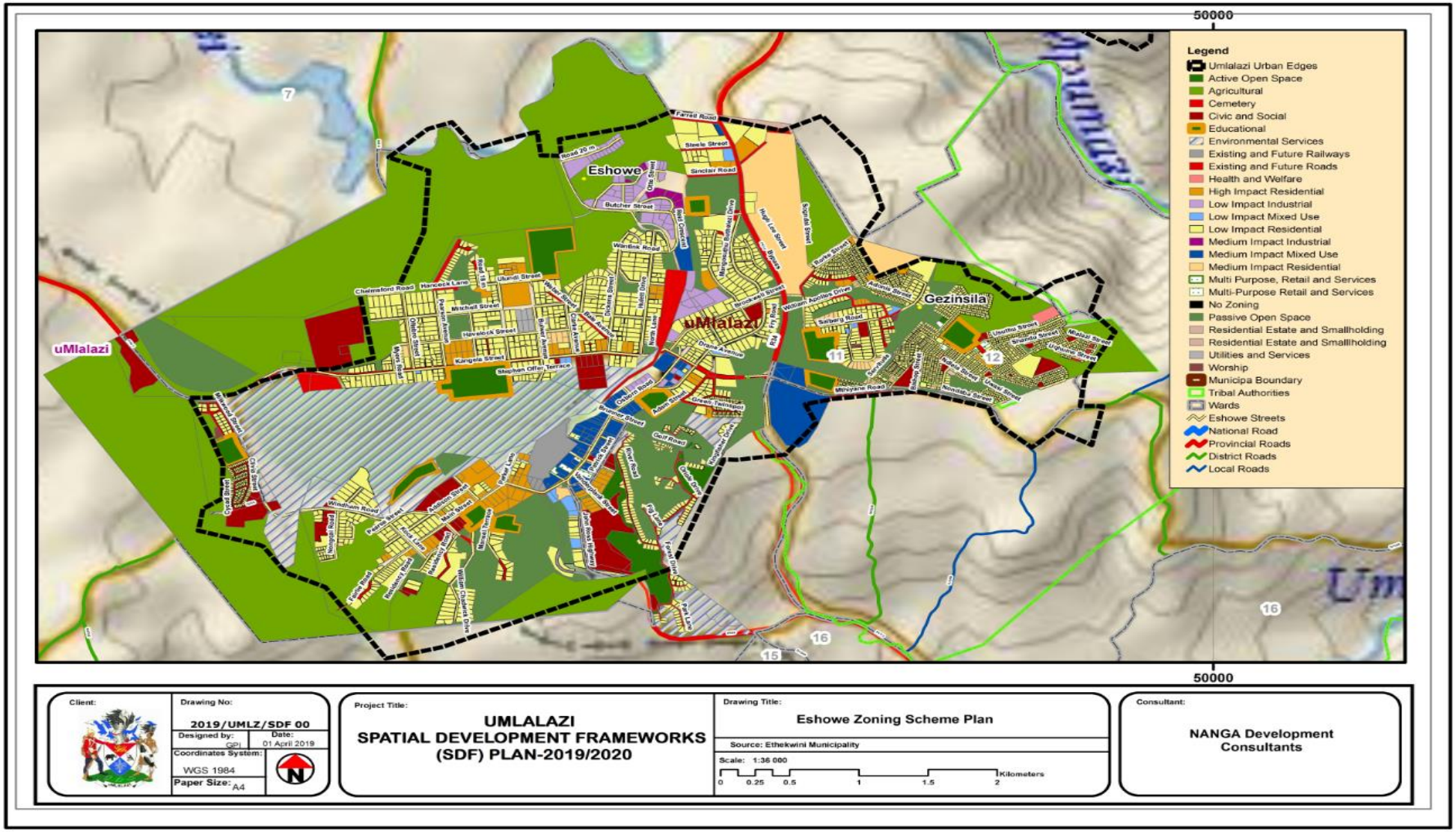
KPA: Municipal Financial Viability and Management	STRATEGIC GOAL: PROPER FINANCIAL MANAGEMENT		
	FOCUS AREA / CHALLENGE	**OBJECTIVE**	**STRATEGY**
	Expenditure	To reduce expenditure and curb wasteful expenditure	To develop and maintain systems and procedures for effective and sound management of municipal finances
			To develop a system to curb electricity losses through theft
	Revenue	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 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
			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 produce an effective communications unit.	Ensuring that all communication of findings are properly responded to and all findings are understood by Management
			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.
			Review Delegations of Authority
			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
			All long and short term lease agreement to be reviewed.
			Load Shedding schedule communication with business and general public

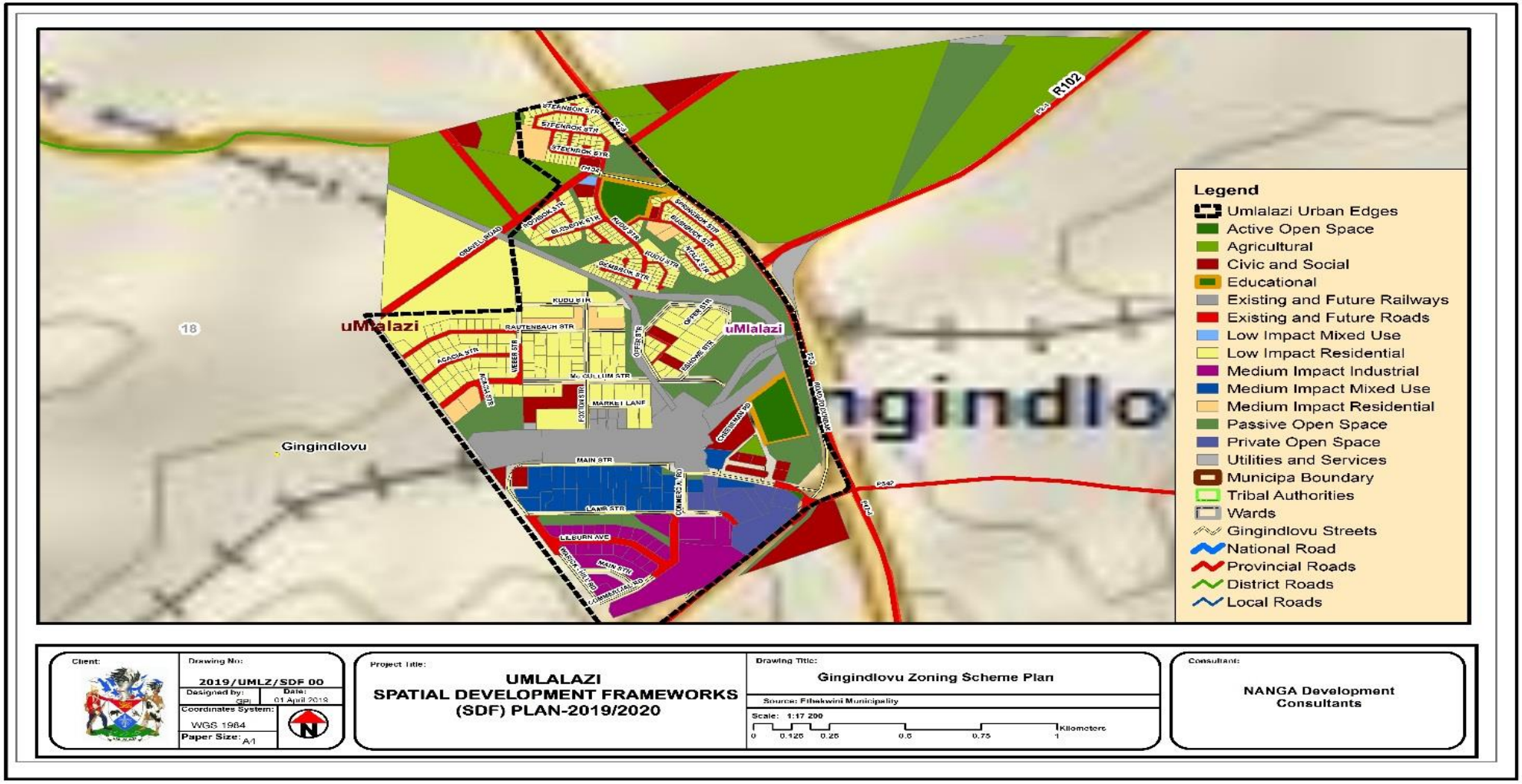
KPA: Cross Cutting	STRATEGIC GOAL: COORDINATED SPATIAL DEVELOPMENT PLANNING, ENVIRONMENTAL AND LAND USE MANAGEMENT		
	FOCUS AREA / CHALLENGE	**OBJECTIVE**	**STRATEGY**
	Town Planning	To ensure effective land use management and coordinated Spatial Development Planning	Implementation of Spatial Planning 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.
		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.
	Housing	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
	GIS and Environmental Planning	To promote environmental sustainability and effective GIS System	Preserving municipal biodiversity and protecting environmental sensitive areas
			Development of coastal management plan
			Development of the disaster management plan
	Integrated Development Planning	To develop a credible and implementable IDP	Develop and adopt a credible IDP & Improve ranking
			Development of Community-Based planning
	Fire and Disaster	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

Table 6: Future Outputs, Outcomes and Deliverables

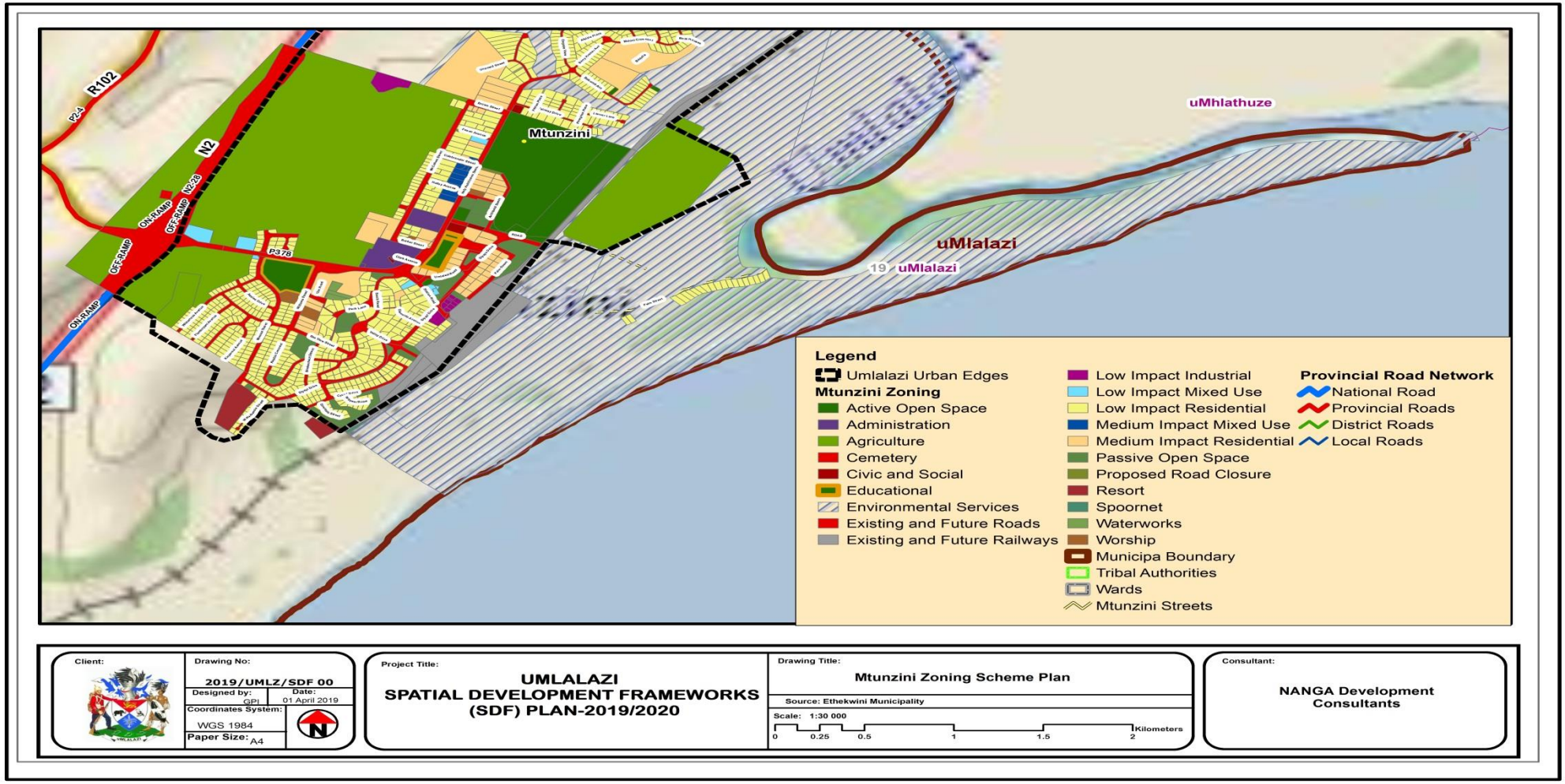
Spatial Vision:



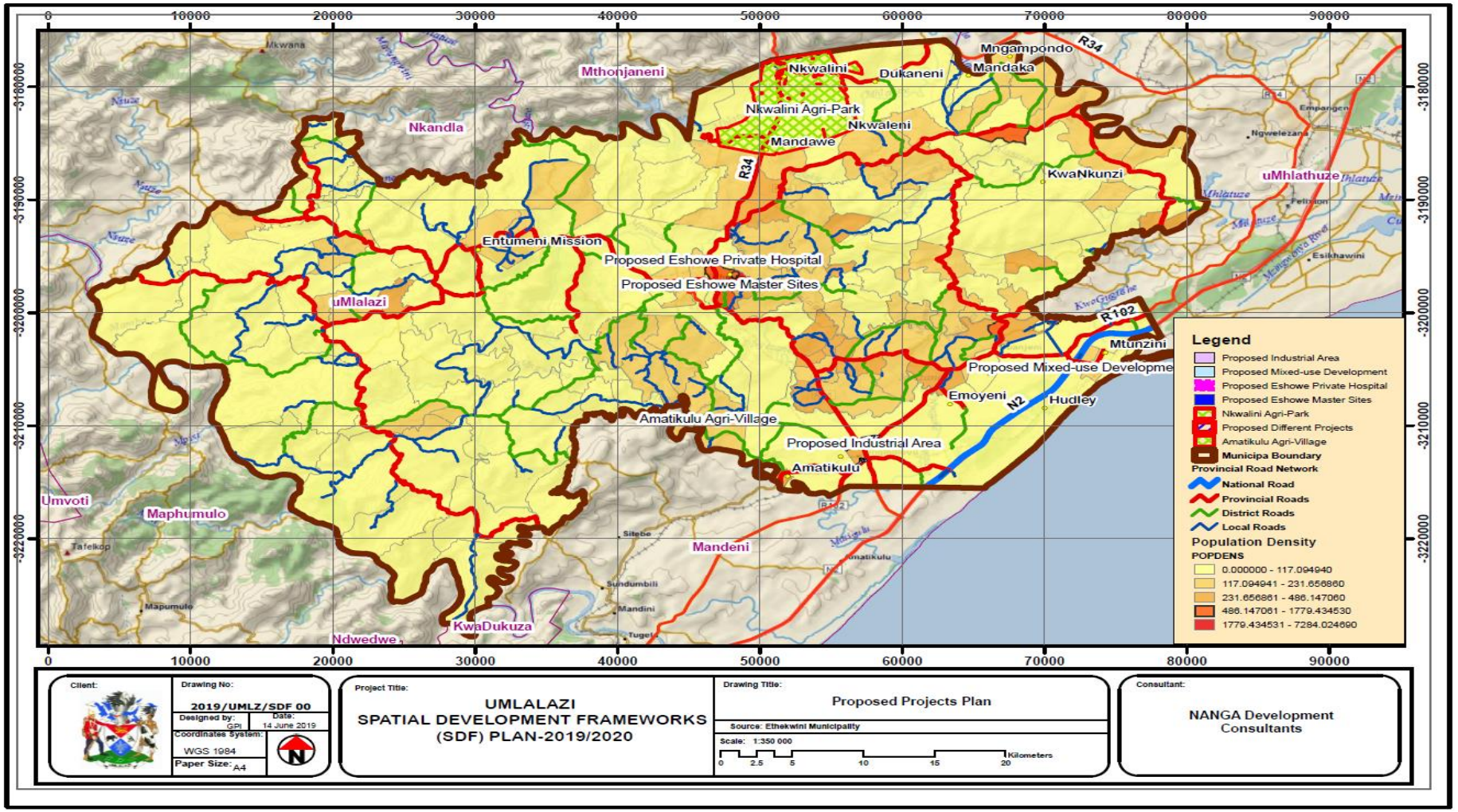
Map 3: Eshowe Zoning Scheme



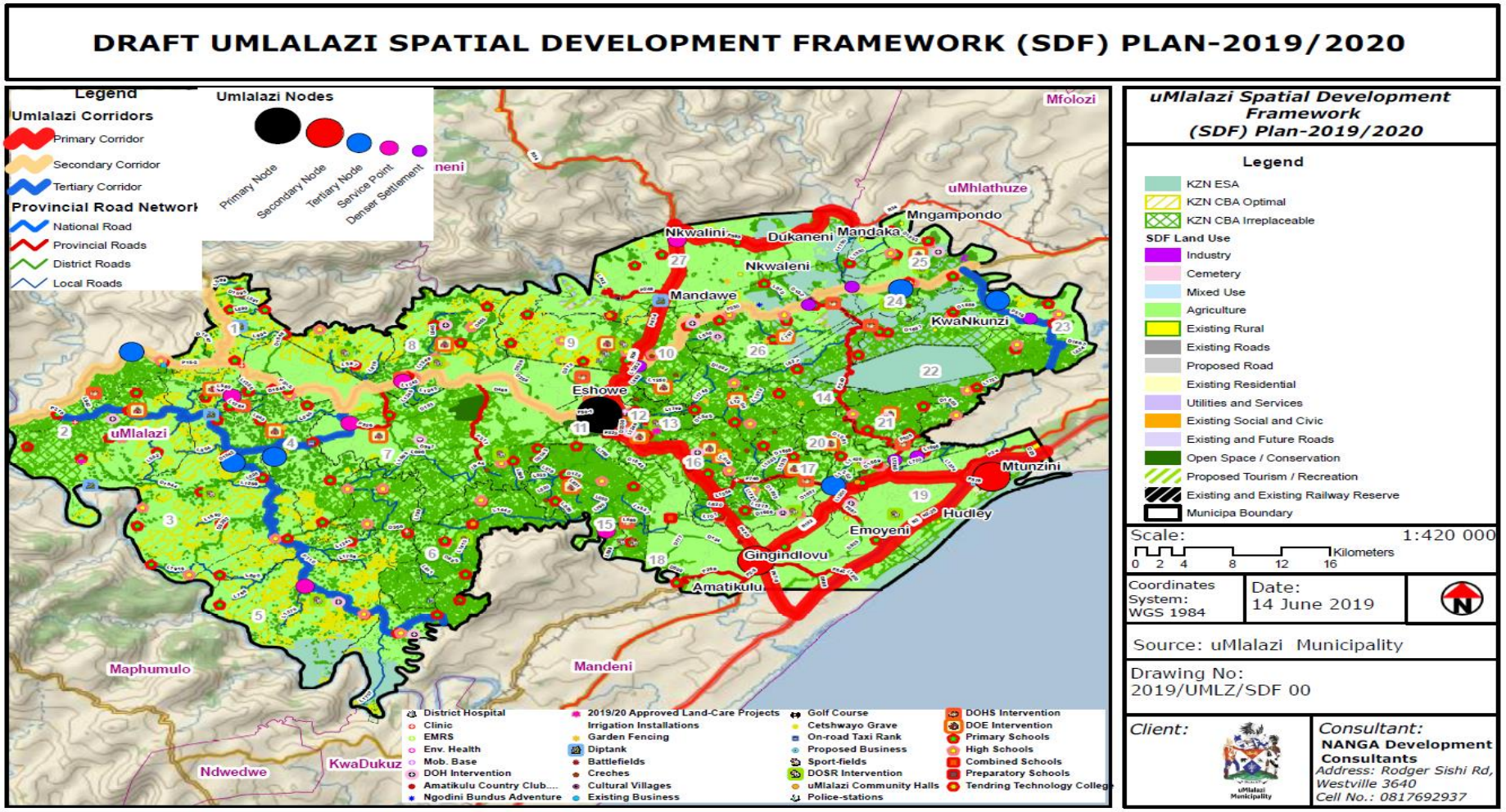
Map 4: Gingindlovu Zoning Scheme



Map 5: Mthunzini Zoning Map



Map 6: Proposed Capital Projects



Map 7: Draft Spatial Development Framework 2019/2020

5. Performance 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.

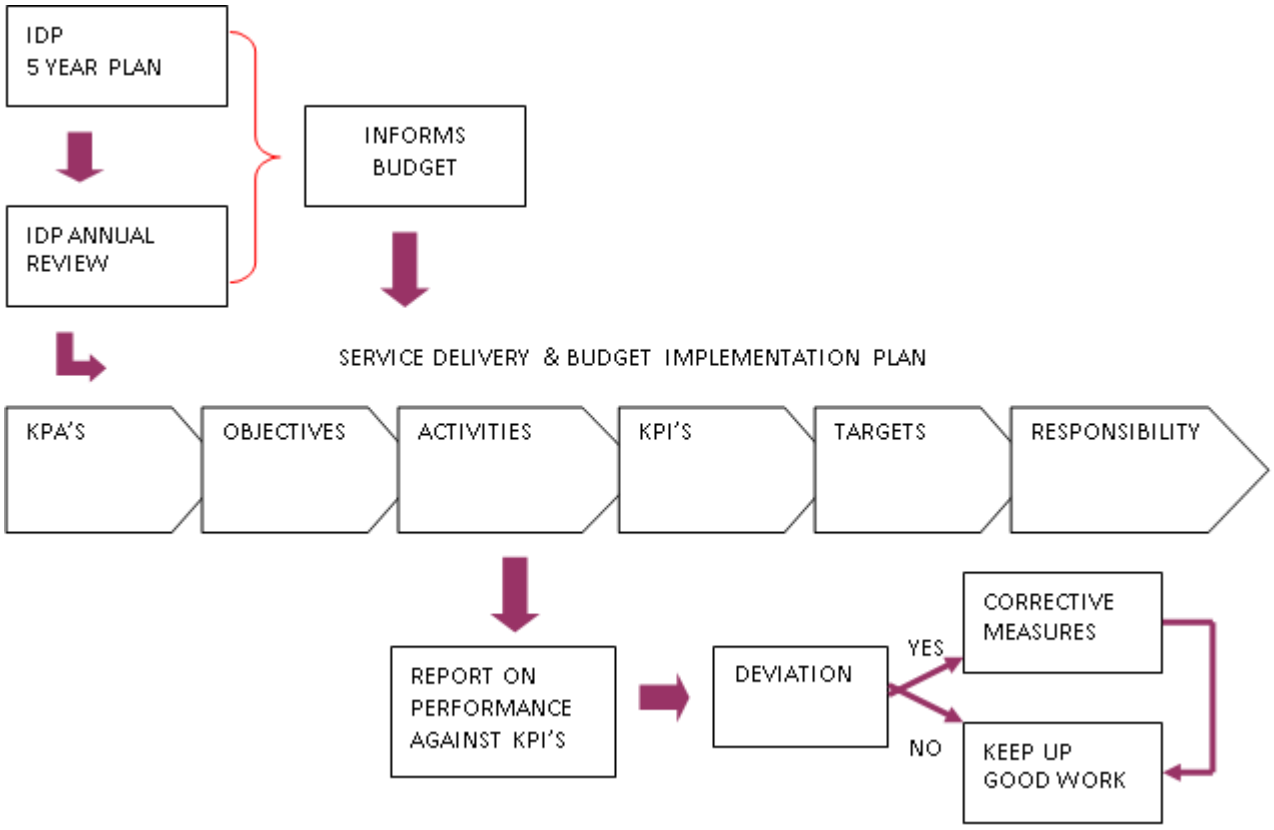


Figure 2: Performance Management

SECTION B1: PLANNING AND DEVELOPMENT PRINCIPLES

6.1. 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;

6.1.1. 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 channeled into activity corridors and nodes that are adjacent to or link the main growth centers 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 centers, 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 localized needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region.

6.1.2. 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 optimizes 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 PRIORITIES

Government Imperatives

6.1.3. 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 3: 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.

6.1.4. 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.

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

Table 7: AU Agenda 2063

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.

6.1.5. 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;

Table 8: National Development Plan Priorities

No.	National Plan Priorities	Municipal Strategic Objectives
1	Create jobs	• To contribute towards the growth of the economy and reduction of unemployment • Ensure local SMME development through effective use SCM processes
2	Expand infrastructure	• To ensure the provision of basic access to electricity by all communities in a sustainable manner • To install and maintain electrification in rural areas • To ensure provision and maintenance of municipal roads, access roads, causeways and storm water • To ensure maintenance of all municipal buildings. • To increase the accessibility of municipal vehicles • To ensure and monitor proper implementation of Municipal Infrastructure Projects • To promote sustainable human settlement and improved quality of household for all

No.	National Plan Priorities	Municipal Strategic Objectives
3	Use resources properly	• To reduce expenditure and curb wasteful expenditure • Ensure that SCM adheres to all provisions as set out in the PFMA • Ensure local SMME development through effective use SCM processes • Enhance effective internal controls and standard operating procedures
4	Inclusive planning	• To Develop a Credible and Implementable IDP • To ensure that a functional and effective Council exists • To produce a culture of participative democracy and social cohesion • To ensure effective land use management and coordinated Spatial Development Planning
5	Quality education	• Promote equitable access to quality ECD programmes for all children under 6 year
6	Quality healthcare	• Promote active ageing and healthy lifestyles
7	Build a capable state	• Improvement of IT systems for better municipal functions • To develop the institution and to facilitate institutional transformation
8	Fight corruption	• To Promote a Culture of Public Participatory Democracy and Social Cohesion • To reduce expenditure and curb wasteful expenditure • Ensure that SCM adheres to all provisions as set out in the PFMA • Enhance effective internal controls and standard operating procedures • Support and strengthen the role of Internal Audit
9	Unite the nation	• To Promote a Culture of Public Participatory Democracy and Social Cohesion

Figure 4: National Development Plan Priorities

6.1.6. National Outcomes

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

No.	National Outcome	Municipal Strategic Objectives
1	Quality basic education	• Promote equitable access to quality ECD programmes for all children under 6 years
2	A long and healthy life for all South Africans	• Promote active ageing and healthy lifestyles
3	All people in South Africa are and feel safe	• To Promote a Culture of Public Participatory Democracy and Social Cohesion
4	Decent employment through inclusive economic growth	• To contribute towards the growth of the economy and reduction of unemployment • Ensure local SMME development through effective use SCM processes

No.	National Outcome	Municipal Strategic Objectives
5	Skilled and capable workforce to support an inclusive growth path	• To Develop the Institution and to Facilitate Institutional Transformation
6	An efficient, competitive and responsive infrastructure network	• To ensure the provision of basic access to electricity by all communities in a sustainable manner • To install and maintain electrification in rural areas • To ensure provision and maintenance of municipal roads, access roads, causeways and storm water • To ensure maintenance of all municipal buildings. • To ensure and monitor proper implementation of Municipal Infrastructure Projects • To promote sustainable human settlement and improved quality of household for all
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	• To Facilitate and Support Accelerated Economic Development • To effectively contribute towards the reduction of unemployment. • To ensure coordinated Land Use Management, Taking cognizance of Sound Environmental Practices
8	Sustainable human settlements and improved quality of household life	• To ensure coordinated Land Use Management, Taking cognizance of Sound Environmental Practices • To Develop a Credible and Implementable IDP
9	Responsive, accountable, effective and efficient local government system	• To Ensure Continued Sound Financial Management • To Promote a Culture of Public Participatory Democracy and Social Cohesion
10	Protect and enhance our environmental assets and natural resources	• To promote environmental sustainability and have an effective GIS System
11	Create a better South Africa, a better Africa, and a better world	• 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
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	• 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
13	An inclusive and responsive social protection system	• To Promote a Culture of Public Participatory Democracy and Social Cohesion • To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups
14	Nation Building and Social Cohesion	• To Promote a Culture of Public Participatory Democracy and Social Cohesion • To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups

Table 9: National Outcomes linked to Municipal Strategies

6.1.7. 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.

6.1.8. 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.

6.1.9. 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".

No.	PGDS Strategic Goal	Municipal Strategic Objectives
1	Inclusive Economic Growth	• To contribute towards the growth of the economy and reduction of unemployment • Ensure local SMME development through effective use SCM processes
2	Human Resource Development	• Improvement of IT systems for better municipal functions • To develop the institution and to facilitate institutional transformation • To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups

No.	PGDS Strategic Goal	Municipal Strategic Objectives
3	Human and Community Development	• To contribute towards the growth of the economy and reduction of unemployment • Ensure local SMME development through effective use SCM processes • To produce a culture of participative democracy and social cohesion • To ensure effective land use management and coordinated Spatial Development Planning • To develop a credible IDP • 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 • Promote active ageing and healthy lifestyles • To develop and support social development initiatives, particularly those focused on the youth and the vulnerable groups
4	Strategic Infrastructure	• To ensure the provision of basic access to electricity by all communities in a sustainable manner • To install and maintain electrification in rural areas • To ensure provision and maintenance of municipal roads, access roads, causeways and storm water • To ensure maintenance of all municipal buildings. • To increase the accessibility of municipal vehicles • To ensure and monitor proper implementation of Municipal Infrastructure Projects • To promote sustainable human settlement and improved quality of household for all
5	Environmental Sustainability	• To promote environmental sustainability and effective GIS System • To ensure effective land use management and coordinated Spatial Development Planning
6	Governance and Policy	• To ensure that a functional and effective Council exists • To restructure staffing to ensure a functional and effective legal services unit • Ensure that all Line Departments function effectively and in line with the PMS • To produce a culture of participative democracy and social cohesion
7	Spatial Equity	• To ensure effective land use management and coordinated Spatial Development Planning • To develop a credible IDP

Table 10: PGDS Linked to LM Strategies

6.1.10. King Cetshwayo District Growth and Development Plan (DGDP)

The developmental vision for the King Cetshwayo District Municipality is as ass 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 recognized 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 summarized 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 it 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 prioritization for these strategic interventions;
- Guide the activities and resource allocation of the district and other spheres of government, business sectors, organized 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)

The following resolutions were taken with respect to the DGDP;

GOAL	KCDM 2018 DGDP RESOLUTION SUMMIT	RESPONSIBLE DEPARTMENTS
Goal 1: Inclusive Economic Growth	King Cetshwayo Fresh Produce operating/ trading model needs to be reviewed	DARD/KCDM
	Audit of informal and formal Agricultural sector (Fresh produce & livestock) to provide a clear picture of the current situation within the District (production and market opportunities)	DARD/KCDM
	The formulation of a Maritime Development Charter aligned to the existing District Maritime Strategy in order to ensure inclusion of the previously disadvantage	DEDTEA/KCDM
	With consultation of ITB and Traditional leaders formulate a clear guideline report for the development on Ingonyama Trust Land not just for Human Settlement	KCDM/LMs/ITB/Traditional leaders
	Research and development to influence platinum beneficiaries	DEDTEA/KCDM/Mining Houses
Goal 2: Human Resource Development	Commission of skills audit within the District to guide tertiary education within the District.	DoE/Tertiary Training Institution/KCDM
	Municipalities must initiate programmes & economy which is pro-youth (through IDP) must be reviewed annually.	DEDTEA/LMs
	Municipalities should utilise unemployment agricultural graduates, within rural areas to assist rural communities in terms of agricultural practices	DARD/LMs
	Establish entrepreneur support/development programme	DoE/LMs
Goal 3: Human & Community Development	Municipal Housing Sector Plans must be prepared closely with Department of Human Settlement	DHS/LMs
Goal 4: Strategic Infrastructure	Municipal Infrastructure maintenance Plans should be around 8% of the Municipal Budget and cover all infrastructure aspects.	KCDM & LMs
	Lobbying Transnet for the expansion of the Richards Bay port specifically for the inclusion of a container terminal	uMhlathuze LM/Transnet/ KCDM
	Research waste management within the District, focusing on recycling and the potential for the establishment of a hazardous waste facility/site within the District	DEDTEA/DEA/KCDM
	Proactive infrastructure planning to eradicate services backlogs but also provide infrastructure required for economic growth	KCDM/LMs
	Road infrastructure maintenance inclusive of Rural Road Network	LMs/DoT
Goal 5: Environmental Sustainability	Enforcement of existing environmental legislation and the prosecution of illegal activities	DEDTEA/LMs/
	Assessing of existing SDF's, LUMS, EMF, Environmental legislation and Coastal Management Plan regarding the Coastal Development setback line and to formulate standard recommendations to be included in the review of these reports.	DEDTEA/DARD/LMs
	Preparation of a pollution prone area map	UMhlathuze air quality unit/DEDTEA/DWS/IDZ/EZEMVELO
Goal 6: Governance	To formalise an institutional Structure for the implementation of the king Cetshwayo District Growth and Development	KCDM/LMs/Sector Departments

GOAL	KCDM 2018 DGDP RESOLUTION SUMMIT	RESPONSIBLE DEPARTMENTS
and Policy	KCDM and its LMs to actively participate in the 18 Provincial Action Working Groups	KCDM/LMs/Actions Working Groups
	DDA to be established to address and explore investment opportunities within the district	KCDM
	Fresh Produce Market business plan/process needs to be reviewed	KCDM/LMs
Goal 7: Spatial Equity	Consult with Traditional Authorities on those surrounding formal towns	CoGTA
	Commission land audits on municipal and state owned land parcels should be targeted in the short term for land reform	DRDLR/COUNCIL
	To ensure effective implementation of LUMS and the enforcement of the Land Use Schemes and Municipal Planning Bylaws.	LMs

Table 11: DGDP Summit Resolutions

6.1.11. Local Government Back to Basics Strategy

KwaZulu-Natal's municipalities have committed themselves to implementing the Back to Basics Programme, which aims to revitalize 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.

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 is 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.

6.1.12. 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;

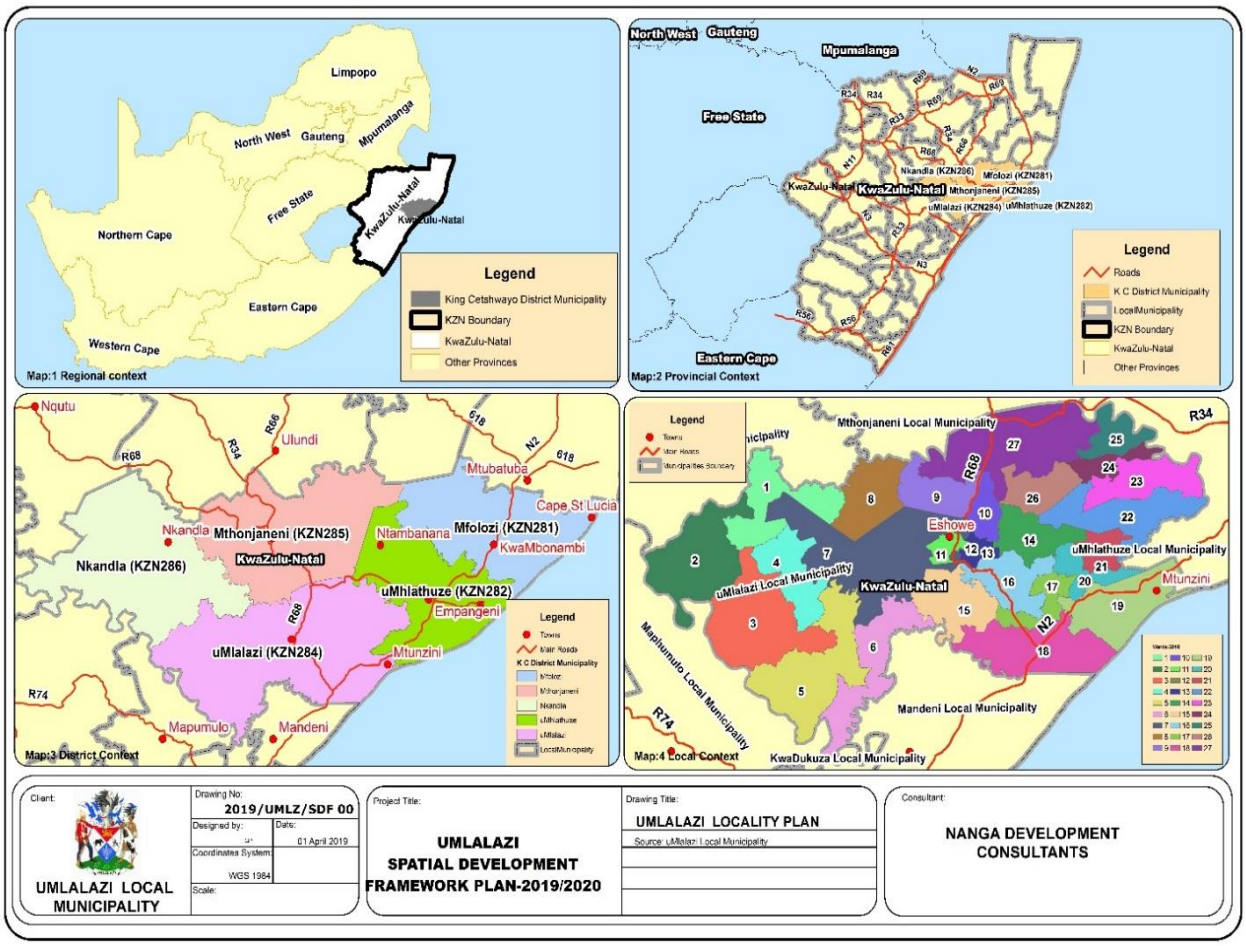
- Capitalizing on the strategic location of the municipality with relation to the Richards bay SEZ and the Dube Trade Port.
- Placed a strong emphasis on the revitalization of the tourism sector.
- Development and support the agricultural sector for LED and food security and study the feasibility of 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

7. SPATIAL ANALYSIS

7.1. Regional Context



Map 8: uMlalazi LM within the 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 boarders 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 217km², 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.

Eshowe, Mthunzini 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.

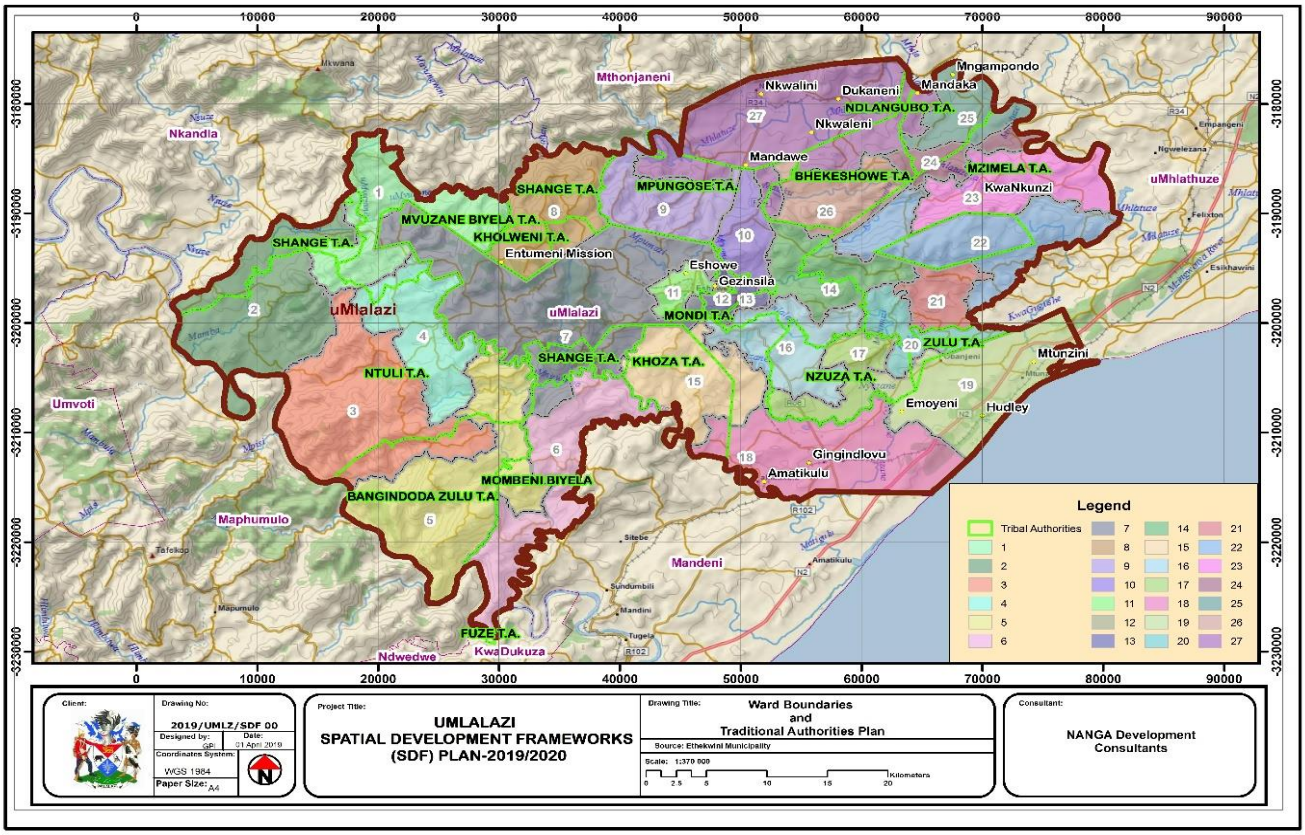
7.2. Administrative Entities

- 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 tourist 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

7.3. Structuring Elements

- Coastline of approximately 19kms forms the south-eastern boundary of the Municipal Area
- Tourism potential exist with pristine beaches, natural rain forest, Zulu heritage
- Scattered, low density settlement pattern evident on Ingonyama Trust land in the south-western third and the north-eastern third of the Municipal Area
- Mthunzini Coastal Reserve (the uMlalazi Reserve and the Amatikulu Reserve) along the coast and potential for Blue Flag Status and Costal 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 (Ulundi and Vryheid). P50 connects uMlalazi with Nkandla LM to the east, and P230 provides and alternative link to uMhlathuze LM either than R34 which traverses through the northern boundary towards Mthonjaneni LM

- The central and northern parts, as well as the north-western and north-eastern parts, of the Municipal Area are characterized by undulating topography.
- Mining activity at Fairbreeze and Ndlangubo will enhance local GDP, thereby improving standard of living.
- There is abundant developable town land, whereas the municipality is largely characterized by agricultural Land
- Agricultural Node within Nkwaleni Valley. Sugar milling activities are in Amatikulu

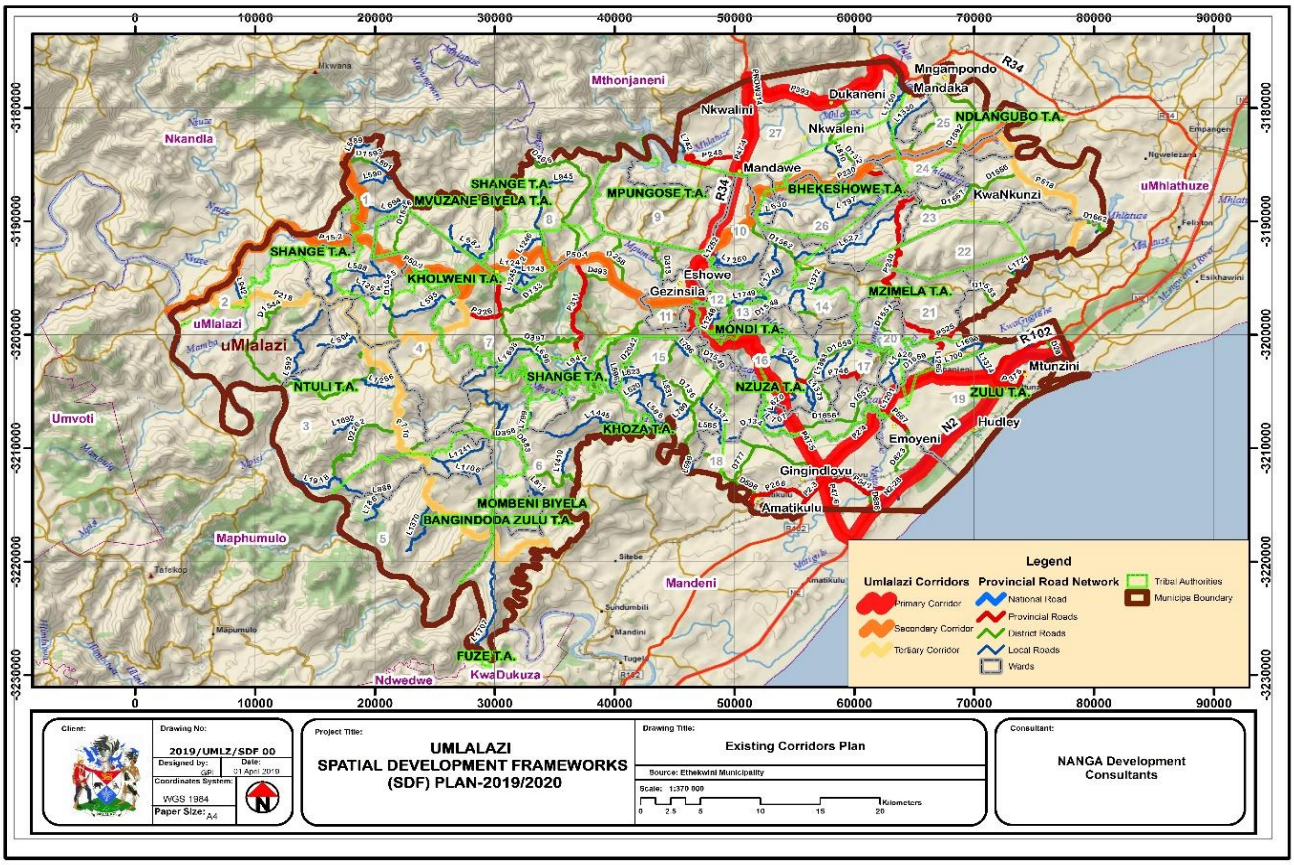


Map 9: Ward Boundaries and Traditional Authority Areas

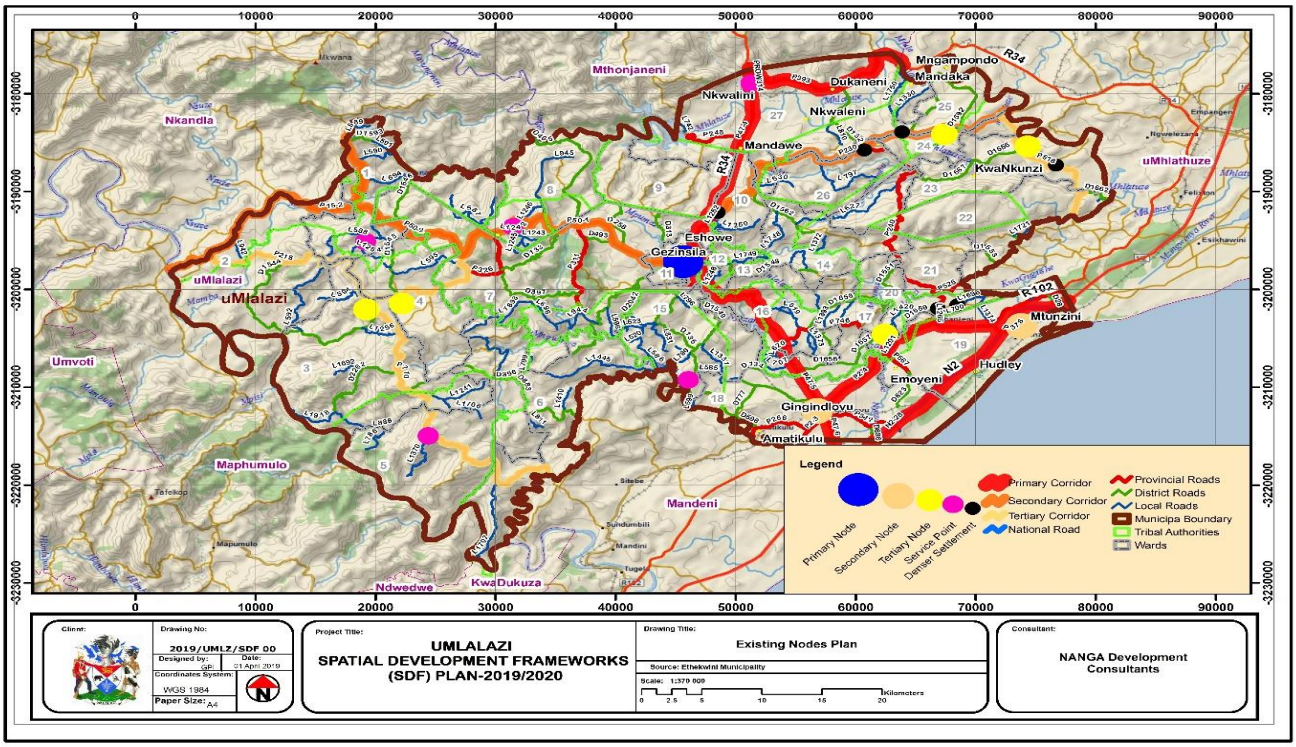
7.4. Existing Nodes and Corridors

Identifiable development corridors include Primary Development Corridors and Secondary Development Corridors namely:

- Primary - The N2 Highway (and P2) - The key two routes are aligned parallel to each other in the south-eastern sector of the uMlalazi municipal area. The P47 , R68 is an as important transportation route within the uMlalazi Area which forms a central transport spine through the municipal area as well the location of the Primary Administrative Centre, two Secondary Centres and three Tertiary Centres along its path,
- Secondary - P393, P50, P15, P230, P710 and P218 are important routes which link major towns of uMlalazi LM with surrounding areas such as Melmoth, Greytown, Kranskop and also surrounding with areas such as
- The existing nodes of uMlalazi municipality are identified as follows:
    - Eshowe (Primary node),
    - Mthunzini and Gingindlovu (Secondary nodes),
    - Ndlangubo, Nteneshane, Nsingweni, Mvutshini, Mbongolwane, and Ndayini (Tertiary node),
    - Nkwaleni, Velamuva, Ngudwini, Bhekabelungu and Kolwezi (Service points),
    - Nkume, Ondini, Enqoleni, Qedusizi, Obanjeni; and Ezingeni (Denser settlements).



Map 10: Existing Corridors



Map 11: Existing Nodes

7.5. Broad Land Uses

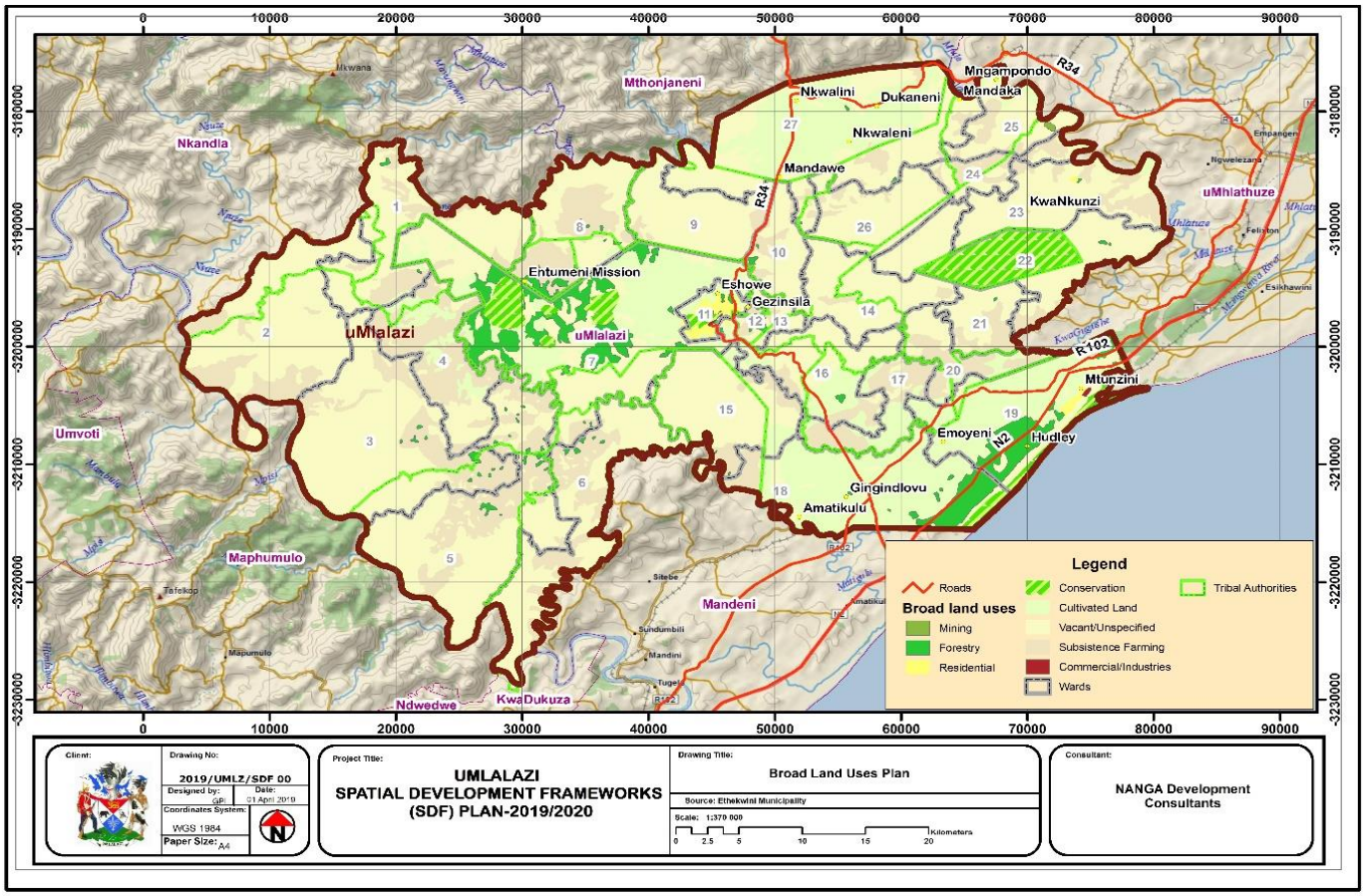
The uMlalazi Area is dominated by a band of commercial farms covering an area from the west of Eshowe and along the R66 to Gingindlovu and northwards along the N2 Motorway to north of Mthunzini. One isolated area of commercial farming is located in the north of the municipal area and straddles the R34, 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 which is a great location for Agri-Park.

The largest portion of the municipal area is covered by land in the ownership of the Ingonyama 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 Ntumeni Nature Reserve, which is located to the west of Eshowe and will also require protection,
- The Mbongolwane Wetland, which is at present not demarcated and urgent attention is required to support the art and craft activities,
- uMlalazi Nature Reserve located along the coast at Mthunzini and needs to be planned properly to include facilities that complement the existing activities,
- The Dhlinza Forest, which is located within the town of Eshowe and is a nature reserve.

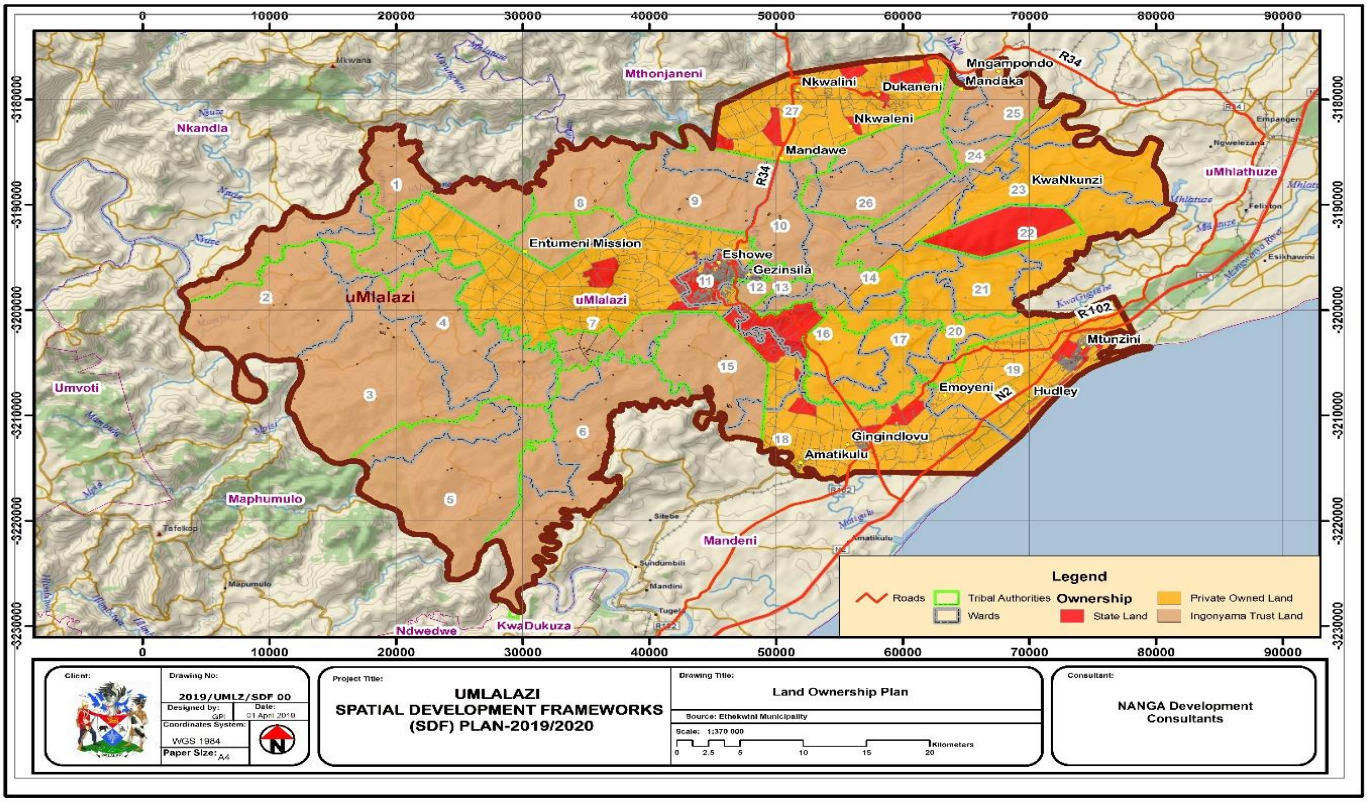
One of the outstanding features in the uMlalazi Area is the coastal zone from north of Mthunzini to the Amatikulu River mouth. It covers an area of approximately 19,35km in length. This coastline presents outstanding opportunities in respect of tourism and active and passive recreation.



Map 12: Broad Land Uses

7.6. Land Ownership

There are isolated pockets of state land evident in the central parts and the northern parts of the Municipal Area. Further, 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 13: Land Ownership

7.7. Land Reform

The King Cetshwayo District Informants and Constraints (2015) has identified 10 projects in the uMlalazi LM area from DRDLR database, which relate to land reform. In total there are 48 projects that have been identified in the district. **Table 11** highlights the distribution of these projects across the district:

MUNICIPALITY	NUMBER OF PROJECTS
uMfolozi	1
Mthonjaneni	14
Ntambanana	12
UMhlathuze	11
uMlalazi	10
Nkandla	0

Table 12: Land Reform Projects within KCDM

The following table identifies land parcels on which the projects are located. The number of projects differs from the number of land parcels identified in the previous table:

TYPE OF LAND REFORM PROGRAME	NUMBER OF PROPERTITIES INVOLVED
Restitution	53
Redistribution, PLAS, State Land Disposal	128

Table 13: Number of Land Parcels

The status of these projects is as follows:

- 7 of these are functional,
- 23 are partially functional, but need additional support,
- The remainder have not succeeded.

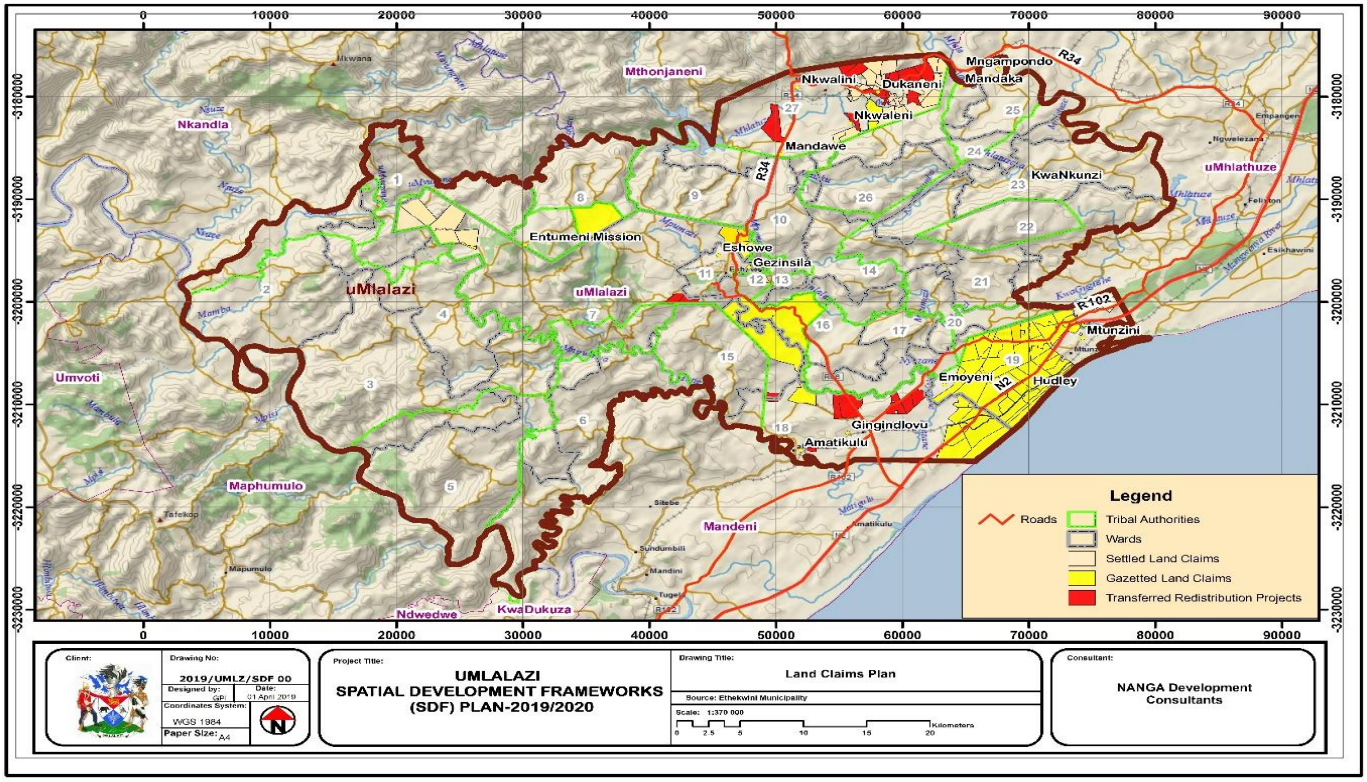
There are many reasons for the failure of these projects and why with further financial and mentorship support they are unlikely to succeed in future. Thus, it may be argued that the use of the majority of those portions of land should be reviewed (particularly redistribution) in terms of the institutional arrangements and models adopted. There are many options that are available and should be considered for these projects in future. In addition, the notion of the establishment of small holder commercial food producers located in close proximity to identified urban centers also needs further investigation as a viable alternative to large scale agriculture in land reform which invariably converts to subsistence production and urban sprawl on high value agricultural land.

The current land reform projects in King Cetshwayo have been spatially located per cadastral in the King Cetshwayo Agricultural Development Plan. The suggested areas where land could be considered for small holder production such that it adds value to the processing, packaging and marketing initiative outlined in the agricultural report for the SDF needs further investigation as part of the feasibility noted in that report.

In terms of the status of Land Claims in uMlalazi, there are 38.74km² settled land claim out of the 39.61% gazetted land claims area and there are 59.07 km² of land claims that are not yet settled out of 60.39% of the gazetted land claims area. The total the Municipal area is 97.81 km².

LAND CLAIM STATUS	KM²	% 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%	4.41%
Total Municipal Area		**2 217.00**	

Table 14: Status of Land Claims

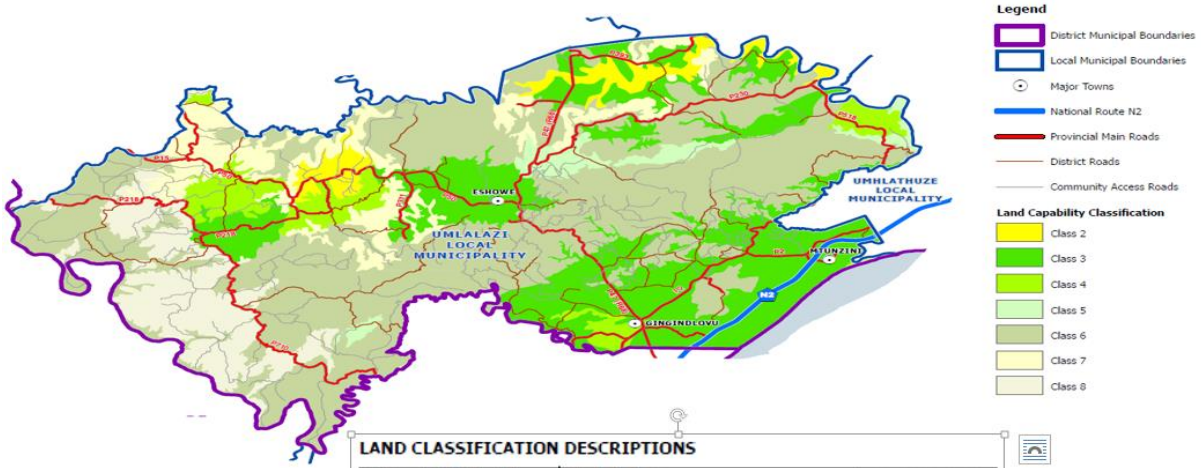


Map 14: Status on Land Claims

7.8. 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.

Map 15: Land Capability



LAND CLASSIFICATION DESCRIPTIONS

1. Very High Potential 2. High Potential 3. Good Potential	No limitations Minor limitations Moderate limitations	HIGH POTENTIAL AGRICULTURAL LAND
4. Moderate Potential	Permission required to plough land	
5. Restricted Potential 6. Very Restricted Potential 7. Low Potential 8. Very Low Potential	Severe limitations due to soils and slopes Non-Arable Severe limitations - non-arable Non-arable	NON-ARABLE LAND

7.9. 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 line 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)
- Amatikulu Agri-Village
- 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)
- Mthunzini Park Development.

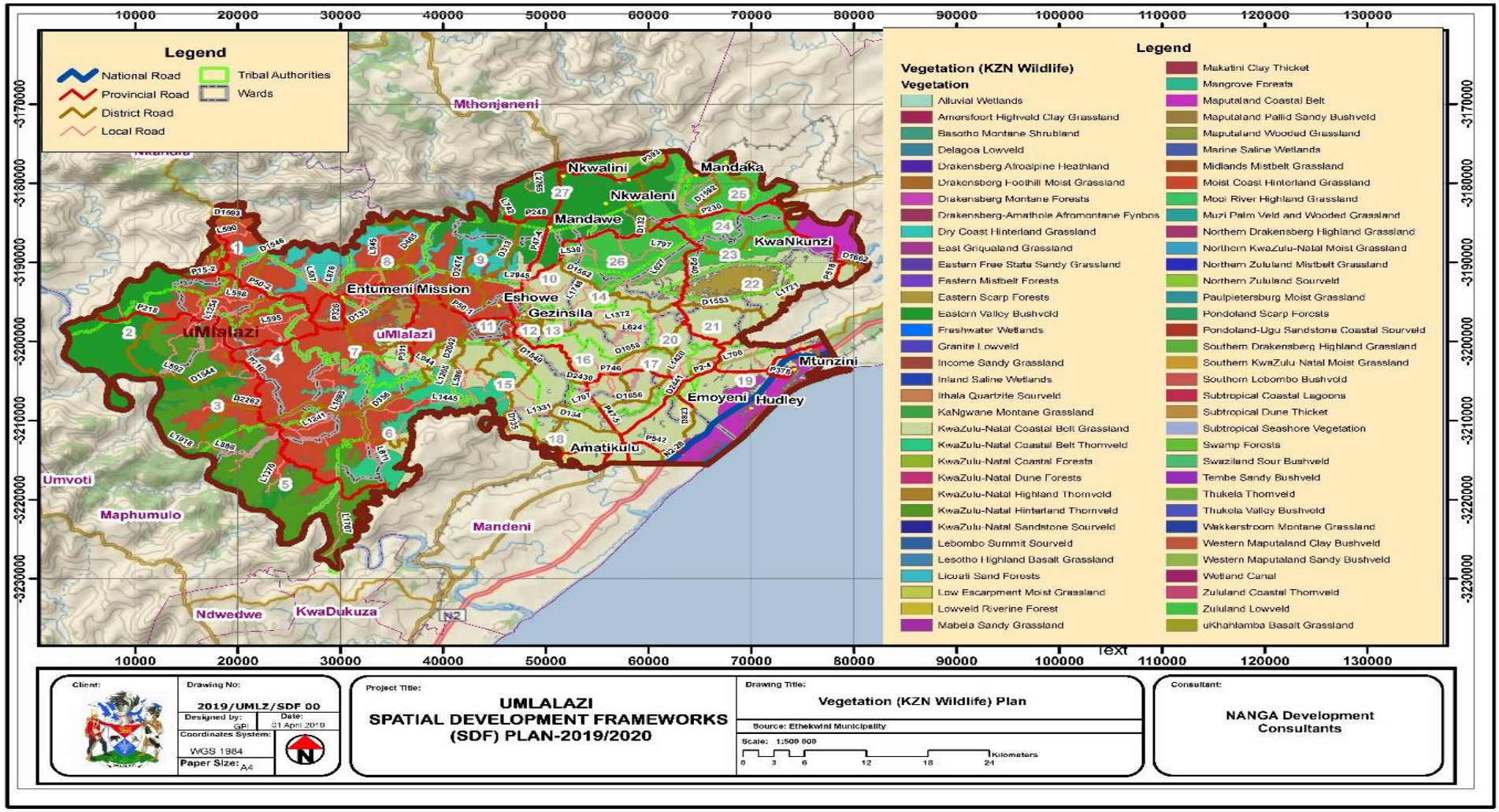
8. Environmental Analysis

8.1. Biodiversity

The KZN version of the vegetation classification, (Jewitt, 2011) shows that the municipal area is covered by eight main vegetation types. Eastern Valley Bushveld and the Kwazulu-Natal Hinterland Thornveld spread across the western segment and northern eastern portions of the municipality from Mandawe, to Nkwaleni. The Maputaland coastal belt intrudes the south eastern corner of the municipal area, spreading from Ndabayakhe Township areas. The Moist Coast Hinterland Grassland spread across western segment from Sibhudeni area down to surroundings of the Ntumeni Mission and Eshowe areas. It is interspersed on the mid Southern portions of the municipality by the Mangrove Forests, Kwazulu-Natal Coastal Belt Grassland, and Coastal Belt Forests. The Eastern Scarp Forests patch of area just below KwaNkunzi. The more comprehensive list of vegetation types occurring within the municipal area is depicted in Map 11.

Vegetation classifications in uMlalazi Municipal area is covered by three main vegetation bioregions. The KZN version of the vegetation classification, shows that the municipal area is covered by eight main vegetation types. Eastern Valley Bushveld and the Kwazulu-Natal Hinterland Thornveld spread across the western segment and northern eastern portions of the municipality from Mandawe, to Nkwaleni. The Maputaland coastal belt intrudes the south eastern corner of the municipal area, spreading from Ndabayakhe Township areas. The Moist Coast Hinterland Grassland spread across western segment from Sibhudeni area down to surroundings of the Ntumeni Mission and Eshowe areas.

It is interspersed on the mid Southern portions of the municipality by the Mangrove Forests, Kwazulu-Natal Coastal Belt Grassland, and Coastal Belt Forests. The Eastern Scarp Forests patch of area just below KwaNkunzi.



Map 16: Biodiversity and Vegetation Types

8.2. Protected Areas

UMlalazi Municipal area is home to five main patches of protected areas. These are the Dhlinza Forest, Ntumeni Forest, the Ongoye Forest and the uMlalazi Coastal Reserve. No stewardship areas around in the area. The fifth significant protected area is the Reed Frog Habitats Zones south of the municipal area.

Dhlinza Forest

This forest is located on the southern outskirts of Eshowe was established in 1947 and covers 250ha of land. It has a unique history of serving as a burial place for the dead in the Zulu ad Anglo-Zulu Wars that once took place in Eshowe. The forest is home to a number two distinctive bird species, the Spotted Thrush and Delagorgues Pigeon which attracts birdwatchers into the forest. A number of other unique bird species in the forest include the Green Coucal, Grey Cuckoo Shrike, Narina Trogon, Trumpeter Hornbill, Red backed Mannikin, Green Twinspot and Crowned Eagle. Very important tree species that are also used for Zulu traditional medicines are also found within this forest reserve.

Ntumeni Forest

This forest was established in 1970 and covers 750 ha of land. It consist largely of forest covered gorge just about 20km west of Eshowe, along the Eshowe /Ntumeni road. Though with a difficult terrain, unique attractions of the forest include the spectacular waterfall situated 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

This 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 sutherlundii, forest mangosteen Garcinia gerrardii, forest water berry, Syzygium gerrardii and pondoland fig Ficus bizanae amongst others.. 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. In the past, Ongoye forest was protected by the Zulu Royal household because of the medicinal value of the plants found there.

The uMlalazi Coastal Reserve

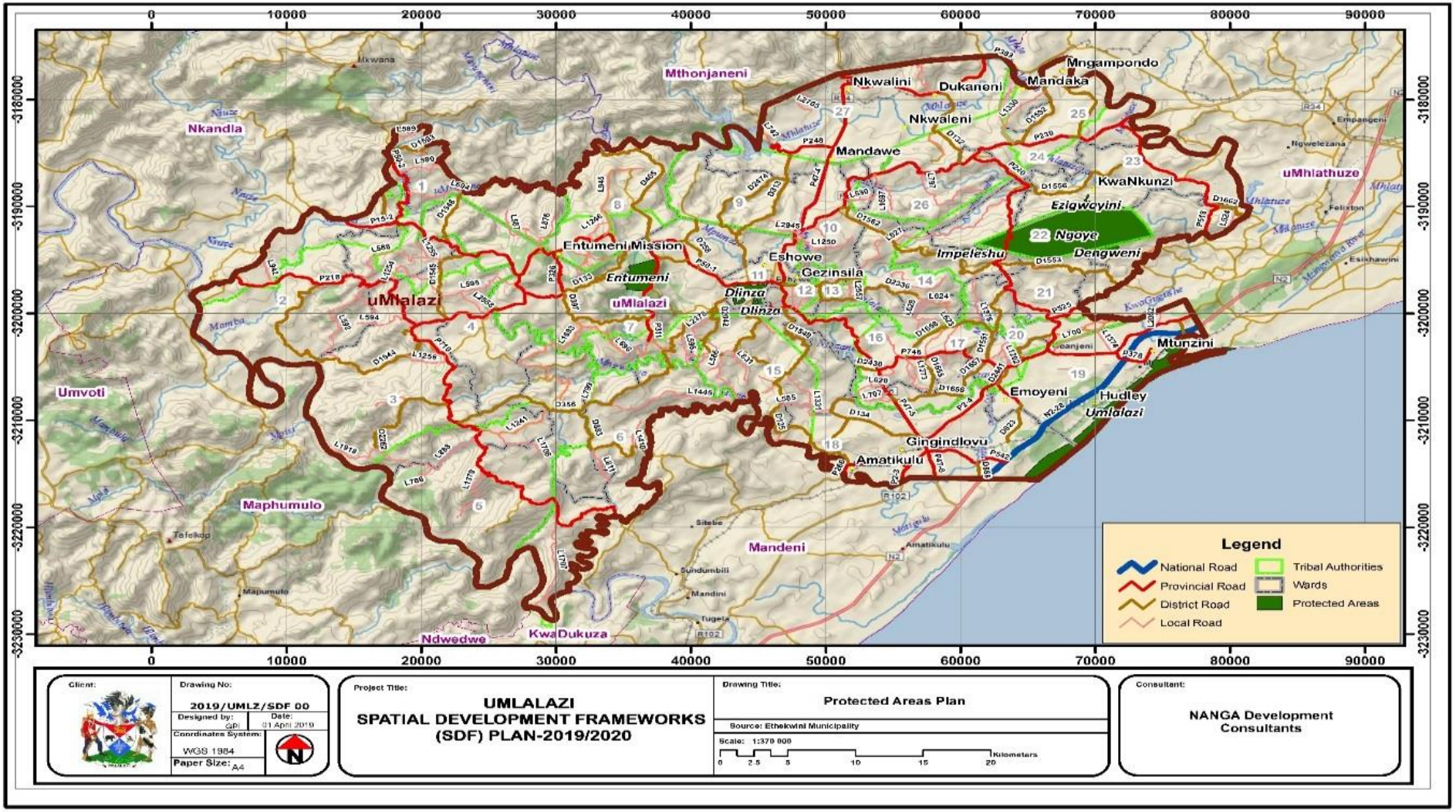
This reserve is located just a kilometer from Mthunzini on the KwaZulu-Natal North Coast. UMlalazi costal reserve was established as a protected area in 1948 and is 1 028 hectares in extent. Home of the palmnut vulture, which is one of the rarest birds of prey in South Africa. There is an easy walk through 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.

Pickersgill Reed Frog Zones

UMlalazi is home to the Pikersgill Reed Frogs (Hyperolius Pickersgill) a rare frog species identified by the KZN Wildlife biodiversity unit as endangered and endemic to the province and in South Africa. While some of the current habitats are known, there are potential others where it is said there is about 53% chance of occurrence. The known areas within UMlalazi Local Municipality occur in about 24 localities (as of 2016) on a 16km stretch along the coastline between Mthunzini and Hudley and nowhere else in the world.

The Biodiversity Management Plan (BMP) for the Pikersgill's Reed Fog (GN.423 in GG.40883, 2017) has been gazetted on the 2 June 2017 which enforces its protection. It is known that only 4 out of the 24 localities are officially protected, leaving almost 83% unprotected. Activities that pose the most threats to the habitats of the frogs include agriculture, urbanisation, with associated pollution potential, and also alien vegetation invasions. The Pikersgill frogs (H. Pikersgill) is further listed as Endangered by the International Union for Conservation of Nature (IUCN) emphasizing the high risk of the frog's extinction in the wild environment

Wetlands that occur in the zone are of particular importance because they support movement between the populations across the corridor thereby promoting the growth of the population. These need to be protected, rehabilitated where necessary and prioritized for conservation and protection. Currently special efforts to conserve and sustain the population are being made through the re-introduction programmes being carried out in the wetlands in Johannesburg zoo and in other national botanical gardens, with help from the Endangered Wildlife Trust (EWT). Landowners in local municipalities are also expected to cooperate and support in the preservation of such wetlands where they occur.



Map 17: Protected Areas

8.3. Hydrological Characteristics

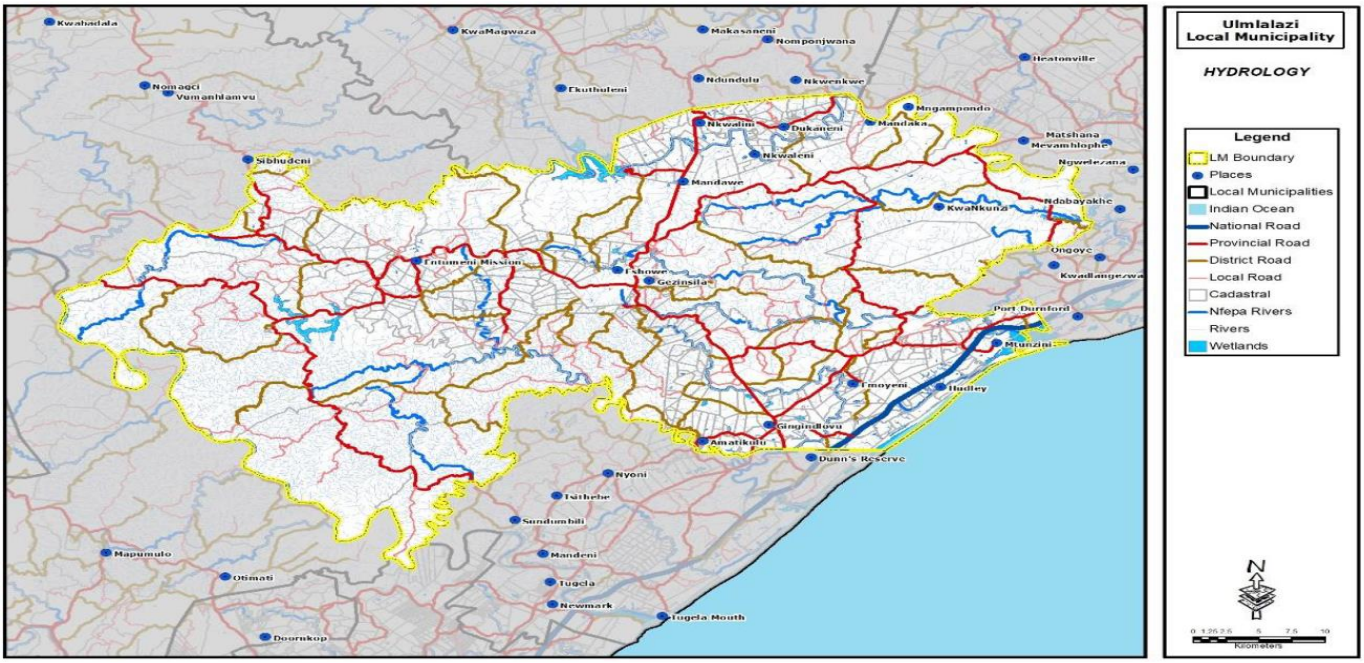
Rivers and catchments and Wetlands

The key hydrological features within the municipality include the rivers and most importantly the large patches of wetlands notably the uMlalazi Estuary and the Mbongolwane Wetlands. Most of the rivers fall within the free flowing rivers category, as they mostly follow their natural flow path created within the undulating terrains. The uMlalazi Estuary River located south of Mthunzini Village is about 54 km long and mostly easy to get to by road. The catchment is approximately 492sq.km with about 53% natural vegetation in various forms and the remaining being used for subsistence farming. About 72% of the catchment is with the Ingonyama Trust Land, making it one of the largest traditional management land in the country. The remaining is mostly state land managed by Ezemvelo KZN Wildlife.

Another significant hydrological resource is the Mbongolwane Wetlands which is approximately 400ha in extent and notable for striving despite numerous attacks on wetlands due to competing commercial agricultural uses in the area. This makes the conservation significance to be higher in addition to the fact that it accommodates swamp of reeds used for weaving. Portions of the wetland are noted being used for root vegetable production. Catchment is referred to by the Ezemvelo guideline as an area of land from which the water runoff and water from smaller rivers flow in line with the slope into a main river system (Ezemvelo KZN Wildlife, 2017).

Freshwater Ecosystem Priority Areas (FEPA)

The Freshwater Ecosystem Priority Areas Project (NEFPA) has identified and mapped freshwater ecosystems, which includes rivers and wetlands and associated riparian corridors that should be prioritized in spatial planning frameworks in order to protect and preserve water resources within the country. That is, natural or human activities impacting on these water ecosystems are such that, if not checked may create an imbalance and threats to present or future sustenance of these resources. It therefore becomes necessary to intervene in how these resources are utilized, though planning and developing strategies that are aimed at maintaining this balance by ensuring identified rivers or wetlands are kept as clean as possible and in their natural. The status of these systems are categorized into either endangered, vulnerable or least threatened (Driver, et al, 2011).



Map 18: Hydrological Features

8.4. Coastal Management

The municipality will, within this financial year, develop a comprehensive Coastal Development Plan for the sustainable development of the 19 km coast line of the municipal area. Central to the development of the CDP is the need to need for the municipality to actively engage and participate in the oceans economy through existing notational imperatives such as Operation Phakisa. Currently the coastal management of the municipality is facilitated through the KCDM Coastal Management Plan. The KCDM CMP is monitored and implemented by the KCDM Coastal Working Group of which the municipal delegation is part of.

KCDM Coastal Management Plan

The Coastal Management Plan lays out the framework within which decisions are made relating to activities which impact on the coastal assets of the district and the activities within the coastal zone. These activities include property development, infrastructure provision, agricultural activities, poverty alleviation projects, and the provision of and access to the coastal areas and resources.
The priorities and strategies embedded within the CMP for the district are as follows;

Priority Area 1: Integrating the management of estuaries

Objective:

- Develop and implement an estuarine management protocol, including individual estuary management plans that are tailored to suit the current and future requirements including social, economic and ecological considerations.
- Establish appropriate institutional mechanisms for estuarine management to facilitate dialogue, collaboration, development and implementation of Estuarine Management Plans

Priority Area 2: Management of pollution in the coastal zone

Objectives:

- Establish regulatory mechanisms for waste and wastewater disposal in the coastal zone
- Minimization of waste and prevention of pollution

Priority Area 3: Ensuring equitable public access in the coastal zones

Objectives:

- Provide a district commitment for the facilitation of safe and equitable access to coastal public property along the KCDM coast
- Develop norms and standards to assist local municipalities in carrying out their responsibilities with respect to coastal access
- Provide capacity strengthening mechanisms for local municipalities to effectively implement, maintain and monitor coastal access
- Recognizing the importance of access preservation

Priority 4: Effective planning for coastal vulnerability to global climate change (coastal erosion)

Objectives:

- Develop regulatory mechanisms (including norms and standards) to facilitate a uniform approach to assess coastal vulnerability and to establish

- conditions of use in the coastal zone
- Develop appropriate data and decision-support for the identification of vulnerable coast areas to dynamic coastal processes and the effects of
- global change
- Rehabilitation of areas along the coast that have been adversely effected

Priority 5: Strengthening awareness, education and training to build capacity

Objectives:

- Develop enabling mechanisms for the effective implementation of coastal awareness and education for the KCDM, including
- empowerment of coastal communities
- Develop enabling mechanisms for effective training to build capacity in coastal management in KCDM.

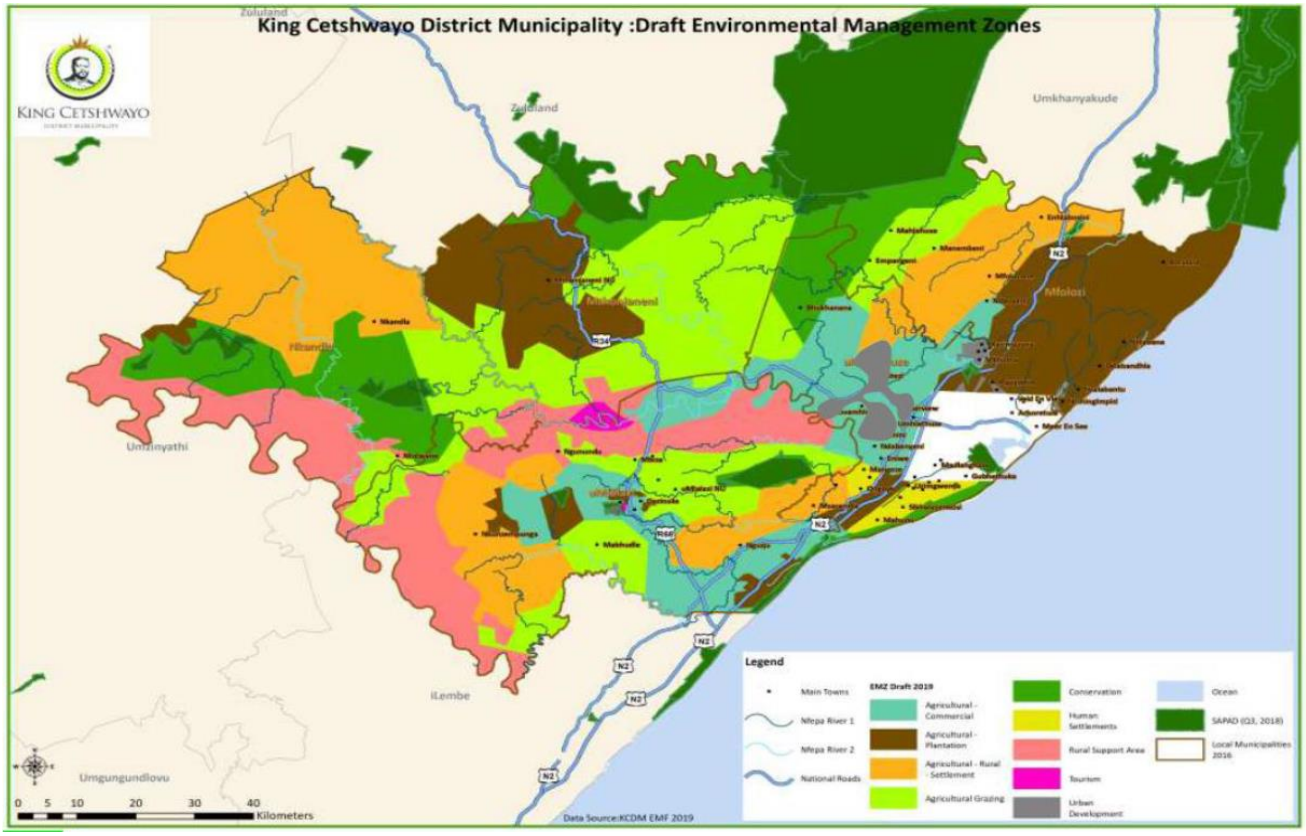
8.5. Environmental Management Plan & Strategic Environmental Assessments

The KCDM is in the process of reviewing the district EMP and SEA. The Environmental Management Framework consists of two bodies of work; Environmental Management Zones (EMZs) and the Strategic Environmental Management Plan (SEMP). The EMZs are developed from spatial information collected and generated in the baseline assessment and the desired state and the SEMP establishes thresholds and parameters for the EMZs that ensure development is sustainable.

The purpose of EMZs is to identify geographical areas within KCDM with similar environmental features and characters which will give effect to the "Desired State of Environment", and which require similar management interventions. The EMZs set spatial boundaries for the SEMP, and together with the SEMP are considered by all planning sectors and authorities, in order to facilitate informed and effective decision making for proposed development activities.

The uMlalazi Municipal area consist of the following EMZs;

- Rural Support Areas
- Agricultural Settlements
- Agricultural Plantations
- Commercial Agriculture
- Conservation and;
- Tourism



Map 19: Environmental Management Zones

8.6. Spatial and Environmental SWOT Analysis

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 Nkwaleni 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.

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, Dhlinza 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 presets 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

9. Disaster Management

9.1. Municipal Institutional Capacity

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

The uMlalazi Municipal Disaster Management, 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.

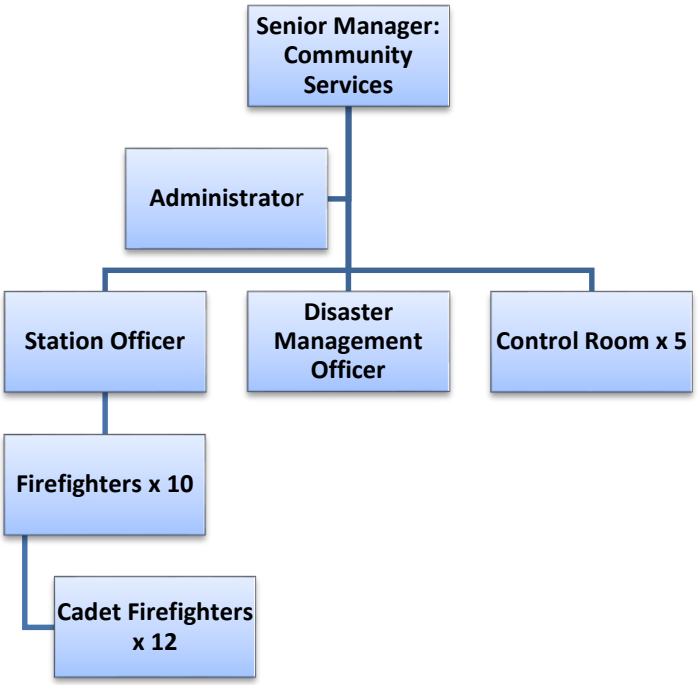


Figure 5: Disaster Management and Fire & Rescue Structure

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 15: Institutional and Infrastructural Arrangements for Disaster Management

9.2. 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.

9.3. 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.

9.4. 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										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
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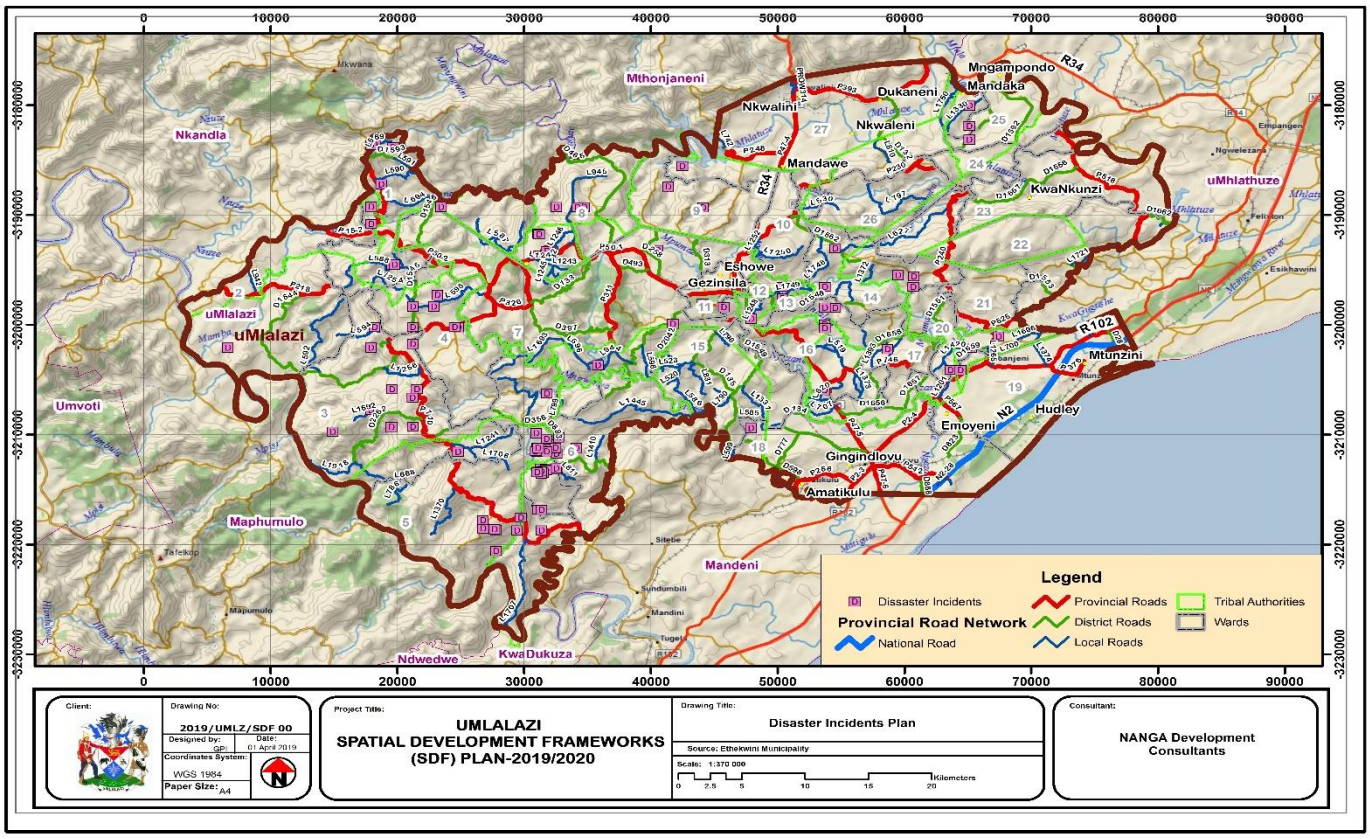
Table 16: Ward Risk Profiling (DMP 2013)

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 20: Disaster Incidents

Map 18 above depict disaster prone areas within the uMlalazi municipal area. It is evident from the map that the areas/wards where disaster incidents occur are primarily on the western parts of the municipality. As a result, these areas are constantly monitored by the DMU and prevention measure are being often implemented not only to prevent incidents but also to manage them when they occur. The western regions of the municipal area are characterized by dry mountainous areas with scattered portions of dense vegetation. The undulating topography leaves communities vulnerable lightening and strong winds. Other low lying areas area more susceptible heavy rains and flooding.

9.5. Training and Awareness

The municipality continuously analyses the education, training, public awareness and research needs in respect of institutional capacity. Appropriate capacity building programmes are identified and implemented to address these needs. The municipality also includes the public awareness campaigns in community participation processes. The municipality also forges partnerships with CBOs, NGOs and the private sector in order to share costs for dedicated public awareness programmes that focus on priority risks.

Training interventions may include short courses; workshops; conferences; seminars; self-teaching; experiential training; mass communication; indigenous knowledge; and drills, exercises and rehearsals. UMlalazi Disaster Management Fire & Rescue Services currently conducts informal basic fire education targeting, municipal staff,

communities and organs of state. Fire drills are also conducted. The costs associated with education and training programmes that are not accredited can be funded through the municipal budget.

9.6. Community Education and Awareness

UMlalazi Disaster Management Fire & Rescue Services ensures that the community is aware of ways of mitigating the adverse effects of a disaster event, and preparing for, responding to and recovering from a disaster. Community awareness and education is the process by which the community is made aware of identified threats and the means by which they, at an individual, business or household level, can mitigate the possible effects.

In order to inculcate risk avoidance behavior by all stakeholders, community awareness campaigns aimed at raising consciousness about disaster risks must provide information on how to reduce vulnerability and exposure to hazards. These campaigns must include:

- organized and planned awareness programmes aimed at communities, officials and other role-players;
- public gatherings such as imbizo meetings;
- annual recognition and celebration of International Day for Disaster Reduction;
- rewards, incentives, competitions and recognition schemes to enhance awareness of and participation in risk activities;
- dissemination of information to all role players, especially those at risk;
- door-to-door;
- schools;
- Early Childhood Development centers; and
- Operation Sukuma-Sakhe (War-rooms)

9.7. Funding Arrangements

The table below provides an overview of the recommended funding mechanisms for disaster risk management functions as per the NDMF.

Activity	Funding Source	Funding Mechanism
Start-Up activities (KPA1, Enabler 1)	uMlalazi Municipality; Provincial Disaster Management Centre	Own budgets Conditional grant for local government; Conditional infrastructure grants (MIG).
DRM ongoing operations (KPAs 2 and 3)	Disaster Management and Fire & Rescue Services	Own unit's budgets Equitable share
DRM ongoing operations (KPAs 2 and 3)	Disaster Management and Fire & Rescue Services	Own unit's budgets Equitable share
Response, recovery and rehabilitation KPA 4)	uMlalazi Municipality; and Provincial Disaster Management b Centre	Own Budget; Also access to central contingency funds; Conditional infrastructure grants (i.e. Municipal Infrastructure Grant (MIG)
Education, training and capacity building programmes (Enabler 2)	uMlalazi Municipality; and Provincial Disaster Management Centre	Own Budget. Re-imbursement through SETAs. Also funding through private sector, research foundations, NGOs and donors

Table 17: Proposed Funding Arrangements for Disaster Management

9.8. Disaster Management SWOT Analysis

STRENGTHS	WEAKNESSES
• Risk Assessment has been conducted to identify all Disaster Risks and have formulated a Disaster Reduction model to mitigate casual disaster risks. • Disaster Risk Management Plan is in place • 10 Fire Fighters employed to combat disasters. • 12 Fire Cadets • 2 active Fire stations, 3 Fire Trucks, 2 Fire Bakkies and 1 Disaster management vehicle. • Fire Hydrants to be install on street curbs. • Catchment Management Forum is operational. • Budget for Humanitarian Assistance and Disaster Relief • Land Use Management Scheme in place.	• Funding arrangements for Disaster Management insufficient. • Shortage of Staff • Poor Road Infrastructure in rural areas and overall topography makes rural areas inaccessible • Slow Water and Sanitation projects. • Unplanned allocation of Traditional Authority land • Training not provided to fire fighters. • Old fire fighting vehicles.
OPPORTUNITES	**THREATS**
• Rural Fire prevention programs • Upgrading of Firefighting/ Disaster infrastructure. • EPWP Programs (Working on Fire, Food for waste,) • OSS flagship program. • Awareness Campaigns in Communities and schools. • Rural Housing Developments • Fast track electrification projects • Satellite fire station. • Sidewalks to prevent road accidents. • Installation of lightning conductors budget allocated. • Alien Invasive Control Plan is approved.	• Water shortage/Drought • Alien weeds in rivers • (Sugar Cane) Fires • Slums/Informal Settlements – unsafe practices. • Crime • Road Accidents. • Some rural households rely on candles for lighting and fire for cooking. • Climate Change • Poor Firefighting/ Disaster management infrastructure.

Table 18: Disaster Management SWOT Analysis

10. Demographic Characteristics

10.1. Demographic Indicators

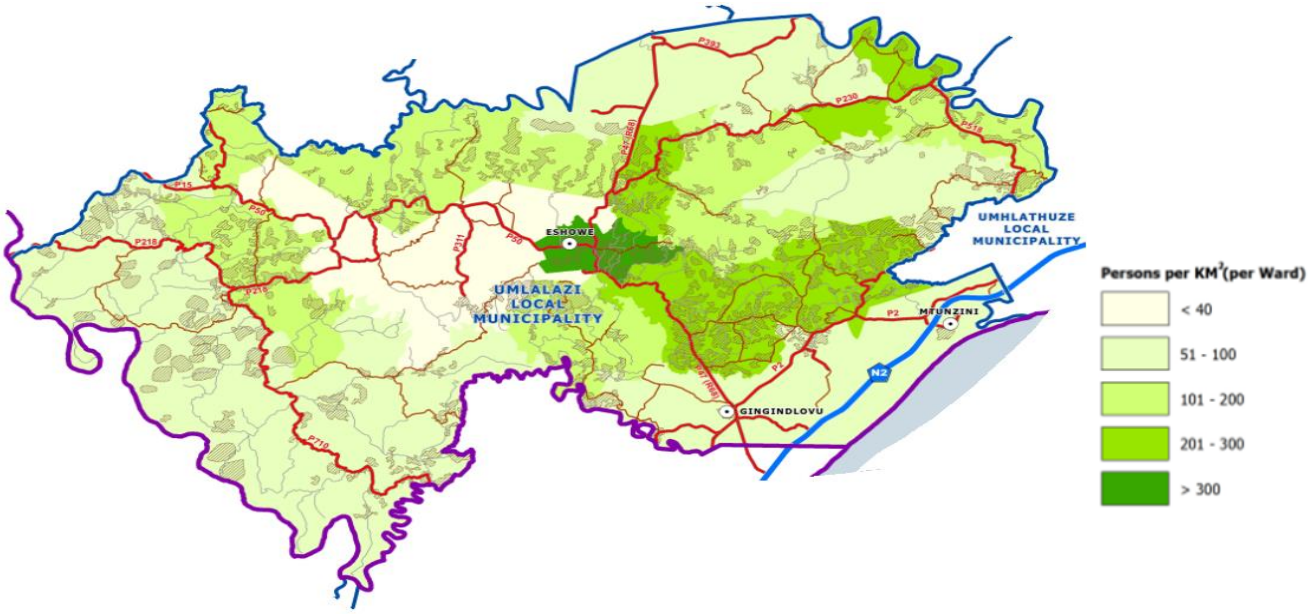
Population group of Head	Black African	Coloured	Indian/Asian	White	Other	Total	% share in KZN
KwaZulu-Natal	**9626245**	**131447**	**874180**	**432831**	**535,4031488**	**11065239**	**100**
DC28: KCDM	**920496**	**4458**	**17795**	**28385**	**0**	**971134**	**8,8**
KZN281 : uMfolozi	143713	254	18	376	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 19: Demographic Indicators

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.

10.2. Population Density

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



Map 21: Population Density

10.3. 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

Age	Male	Female
70-74	1112	1776
75-79	516	1483
80-84	212	690
85+	199	787
223 140	103772	119367

Table 20: Age Distribution

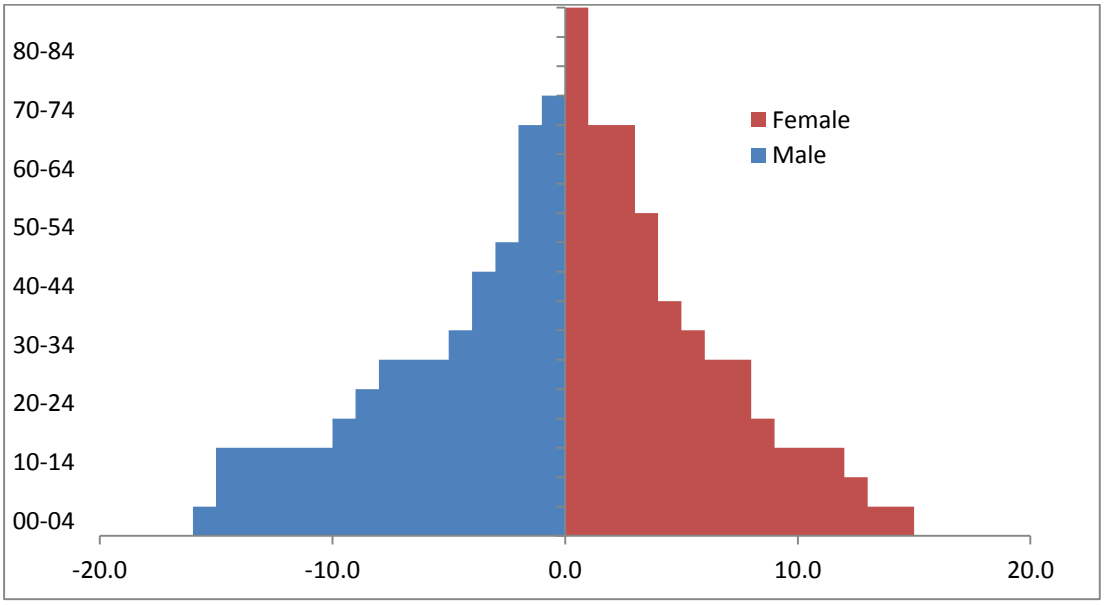


Figure 6: Population Age Pyramid

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 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.

10.4. Gender Rations

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 statistic is evident in provincial and national statistics as well. This cross border trend implicates the municipality into developing plan that target the development of women skills and socio economic well-being.

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 21: Gender Ratios

10.5. Households Statistics

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

Table 22: Household Statistics

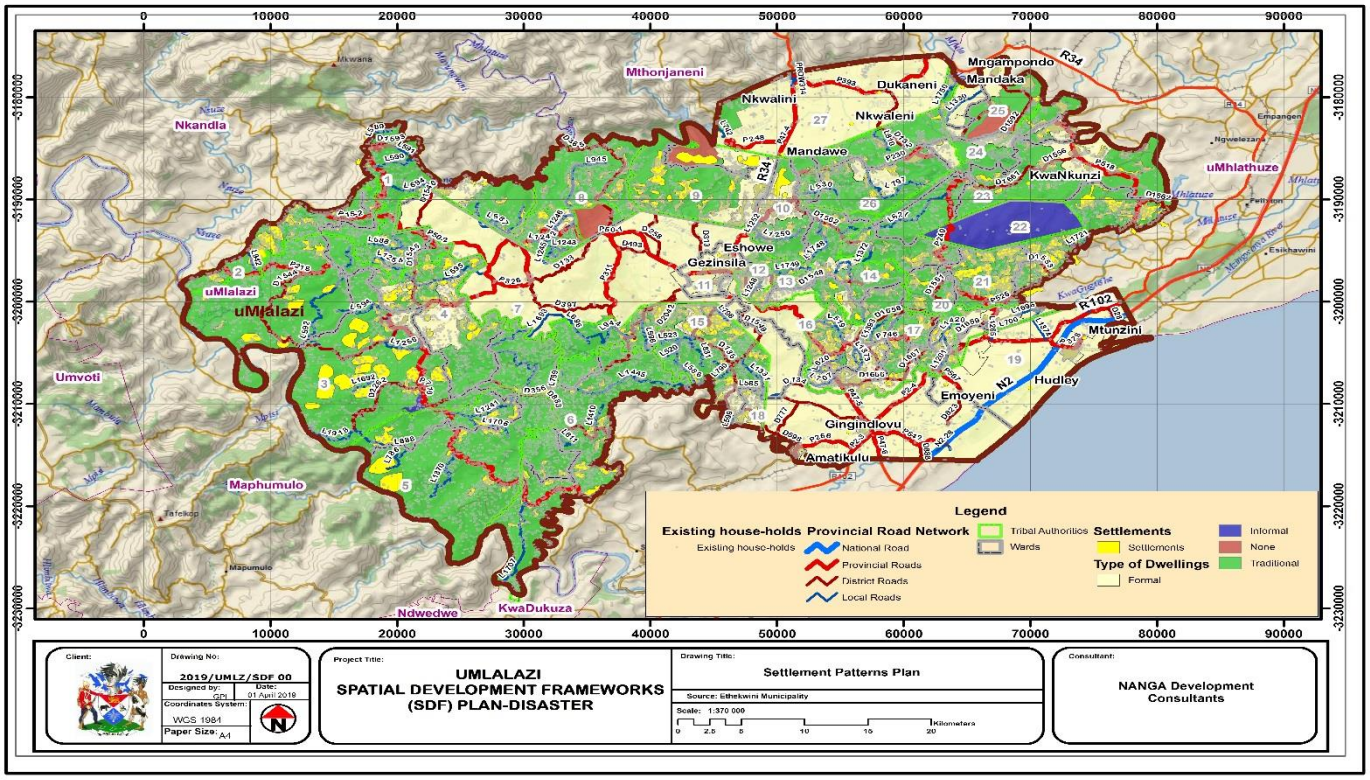
INDICATOR	CATEGORY	KZN	KCDM	uMLM
Number of households	Number of households	2875843	225797	**46953**
Household percentage share by population group	Black/African	2443359	210446	**44958**
	Coloured	50955	2128	**513**
	Indian/Asian	246441	5018	**636**
	White	168005	10091	**1220**
Head of household (gender)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

Table 23: Household Demographics

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 lager neighboring cities such as uMhlathuze and KwaDukuza.

10.6. 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 22: Settlement Patterns

10.7. Average Household Size

Table 19 above indicates the number households and the 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 overcrowding 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.

10.8. 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

Table 24: Female Headed Households

The table above indicates the average number and percentage of households headed by females. It is evident that although the number of female headed households is uncommon, the number seems to be decreasing. Females head households due to various reasons; some households are headed by females due to separations from the male father figure, in other instances it is through the death of the head male figure. It is critical for municipal planners to be able to interpret these figures into service delivery indicators. These figures indicate that the municipality will have to place specific consideration toward programs that seek to empower female household heads, more security measure in place within the ward.

The LED unit within the municipality has set aside specific programs that target female SMMEs and Food security projects. SCM within the municipality has a set aside policy which aims at directing specific procurement and tenders to women and people with disabilities. Community Services Department have programs in place that seek to empower women socially.

11. Municipal Transformation and Institutional Development

11.1. 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;

11.2. Human Resource Strategy

The HR Strategy is in place and was adopted on the 30th 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 behaviors.

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 organization culture.

11.3. The Human Resource Plan

UMlalazi Municipality has an approved Human Resource Strategy and plan which was adopted on the 30th 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 organization 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 finalization 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 organization'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 organization.

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 organization. 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."

11.4. Workplace 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 municipality's Workplace Skills Plan was adopted on the 30th of April 2019 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. Below is a table quantifying the number of trainings implemented through the WSP:

Dates	Training	Training Provider	Number of staff trained
14 August 2018	Road to Registration for Candidate Engineers, Technologists and Technicians	Candidate Academy : SAICE	4
27- 30 August 2018	ICT Cobit 5 Foundation and ITIL V3 Foundation	Think 360	1
13- 15 August 2018	SALGA Women Commission National Lekgotla	SALGA	1
04-07 September 2018	Apply Batho Pele Principles to own work role and context	BMT Solutions	19
05-06 September 2018	Annual Public Sector Property and Land Administration	Milla SA	2
10 - 14 September 2018	Integrate Risk Management into Business Process	Key Dimensions Risk Solution	1
17 - 19 September 2018	Fundamentals of Medium Voltage Protection	SA Institute of Electrical Engineers	1
05 September 2018 - 26 April 2019	Municipal Finance Management Programme	Wits School of Governance	7
24 - 26 October 2018	Labour Relations for Shop Stewards	Executive Edge Training Institute	9

Dates	Training	Training Provider	Number of staff trained
14 - 15 November 2018	PMS Workshop	Ignite Advisory Services	1.
19 November 2018	Minimum Service Agreement Workshop	CCMA	10
26-28 November 2018	Technology and Innovation in Service Delivery	eThekwini Municipality	2
05 December 2018	LLF and Collective Agreements Training	SALGA	1
19-22 February 2019	HRD for Good Municipal Governance	LGSETA	1
20-21 February 2019	Grap 17 Workshop	CIGFARO	2
05-06 November 2018	SALGA KZN JE Symposium	SALGA	3
08-10 October 2018	Reclaiming Governance and Accountability in the Public Sector	CIGFARO	1
05 to 06 March 2019	Local Government Labour Law Seminar	SALGA	2

Dates	Training	Training Provider	Number of Cllrs trained
20 July 2018	Reading Financial Statements for Members of MPAC and Finance Portfolio	COGTA	2
26 to 27 July 2018	ILGM Workshop for Municipal Women's Caucus Portfolio Chairperson	SALGA	1
13 to 15 August 2018	Women's Commission Lekgotla	SALGA	3
26 to 27 October 2018	Economic Empowerment Seminar	Amandla Omnotho	1
05-06/11/2018	SALGA KZN JE Symposium	SALGA	1
05 December 2018	LLF and Collective Agreements Training	SALGA	1
19-22/02/2019	HRD for Good Municipal Governance	LGSETA	1
26-28 February 2019	Certificate in Local Government	COGTA	5
05 to 06 March 2019	Local Government Labour Law Seminar	SALGA	1
25 March 2019	Municipal Finance Management Programme	Wits School of Governance	3

Table 25: Staff and Councillor Training Plan

11.5. Recruitment and Selection Policy

The Recruitment and Selection process is primarily aimed at procuring staff with the necessary competencies, thus enabling the organization 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 is 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.

11.6. 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 finalization 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.

11.7. Organizational Development

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

Powers & Functions

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

LOCAL FUNCTION	DISTRICT FUNCTION	SHARED FUNCTION
• Air Pollution Control • Building Regulations Enforcement • Planning and Economic Development control • Child-Care Facilities • Pontoons, Jetties, Ferries, Piers, Harbors • Storm Water Management (Built-Up Areas)	• Electricity Reticulation • Municipal Health Services • Potable Water • Sanitation	• Fire Fighting Services • Local Tourism • Municipal Airport • Municipal Planning • Municipal Public Transport • Cemeteries, Funeral Parlors and Crematoria • Markets

LOCAL FUNCTION	DISTRICT FUNCTION	SHARED FUNCTION
• Trading Regulations • Beaches and Amusement Facilities • Billboards and Display of Advertisements in Public Places • Cleansing • Control of Public Nuisances • Control of Sale of Liquor to the Public • Facilities for the Accommodation, Care and Burial of Animals • Fencing and Fences • Licensing of Dogs • Local Amenities • Local Sports Facilities • Municipal Parks and Recreation • Noise Pollution • Pounds • Public Places • Street Trading • Street Lighting • Traffic and Parking		• Municipal Abattoirs • Municipal Roads • Refuse Removal, Refuse Dumps and Solid Waste

Table 26: Municipal Powers and Functions

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 428 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	4	0	0	0	2	0	0	0	0	0	6
Senior management	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	15	0	0	1	5	0	1	0	0	0	22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	55	0	3	4	41	1	7	3	1	0	115

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Semi-skilled and discretionary decision making	83	1	1	1	43	0	4	4	0	0	137
Unskilled and defined decision making	92	1	1	0	49	1	3	0	0	0	153
TOTAL PERMANENT	250	2	5	6	140	2	15	7	1	0	428
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	250	2	5	6	140	2	15	7	1	0	428

Table 27: Staff Composition and Equity

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.

TOP MANAGEMENT	
Planned	2 African Females
Achieved/ Not yet Achieved	Achieved 2017/2018 FY
SENIOR MANAGEMENT	
Planned	1 Indian Male
Achieved/ Not yet Achieved	Not yet achieved
PROFESSIONALLY QUALIFIED	
Planned	1 Indian Male
	3 African Females
	1 Coloured Females
Achieved/ Not yet Achieved	Not all achieved
SKILLED TECHNICAL AND ACADEMICALLY QUALIFIED	
Planned	5 Coloured Male
	1 Indian Male
	1 Coloured Female
Achieved/ Not yet Achieved	Not yet achieved
SEMI SKILLED	
Planned	1 Indian Male
1 Coloured Female - Achieved	
Achieved/ Not yet Achieved	Not all achieved
UNSKILLED	
Planned	2 Coloured Males
	2 Coloured Females
	1 Indian Females
Achieved/ Not yet Achieved	Not yet achieved

Table 28: Employment Equity Targets

Vacancy Rate

The municipality has a fully-fledged staff component of 428 employees and there are 118 vacancies. The Vacancy rate is therefore 4.5%.

Organizational Structure / Organogram

The municipality adopted the new organogram in 11 December 2018 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. A full organogram is annexed to this document.

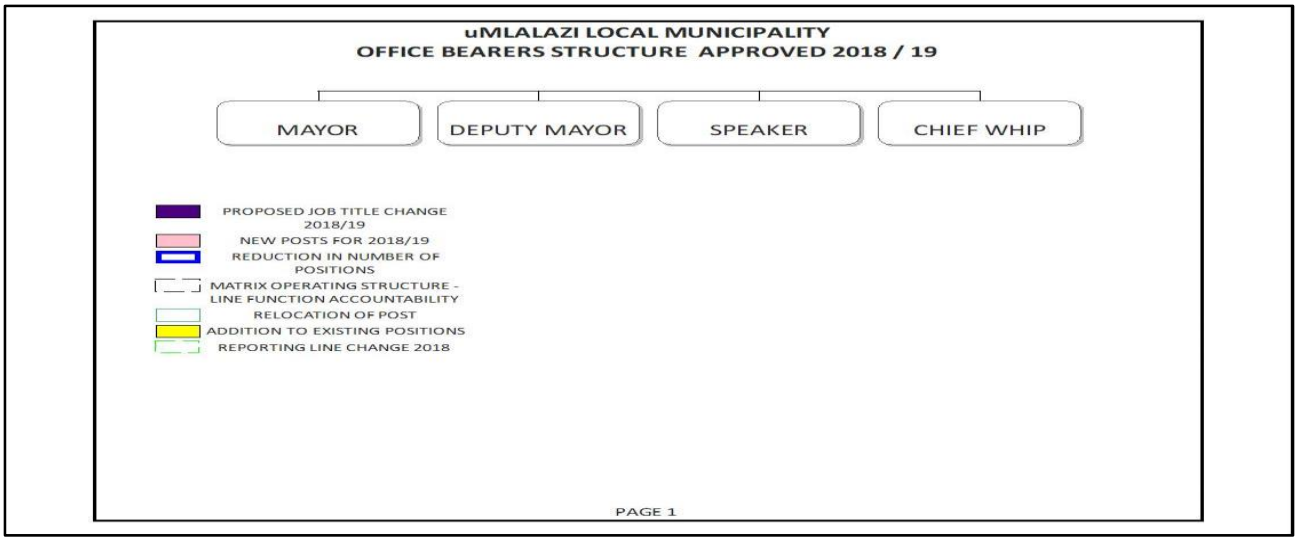


Figure 7: Political Office Bearers Structure

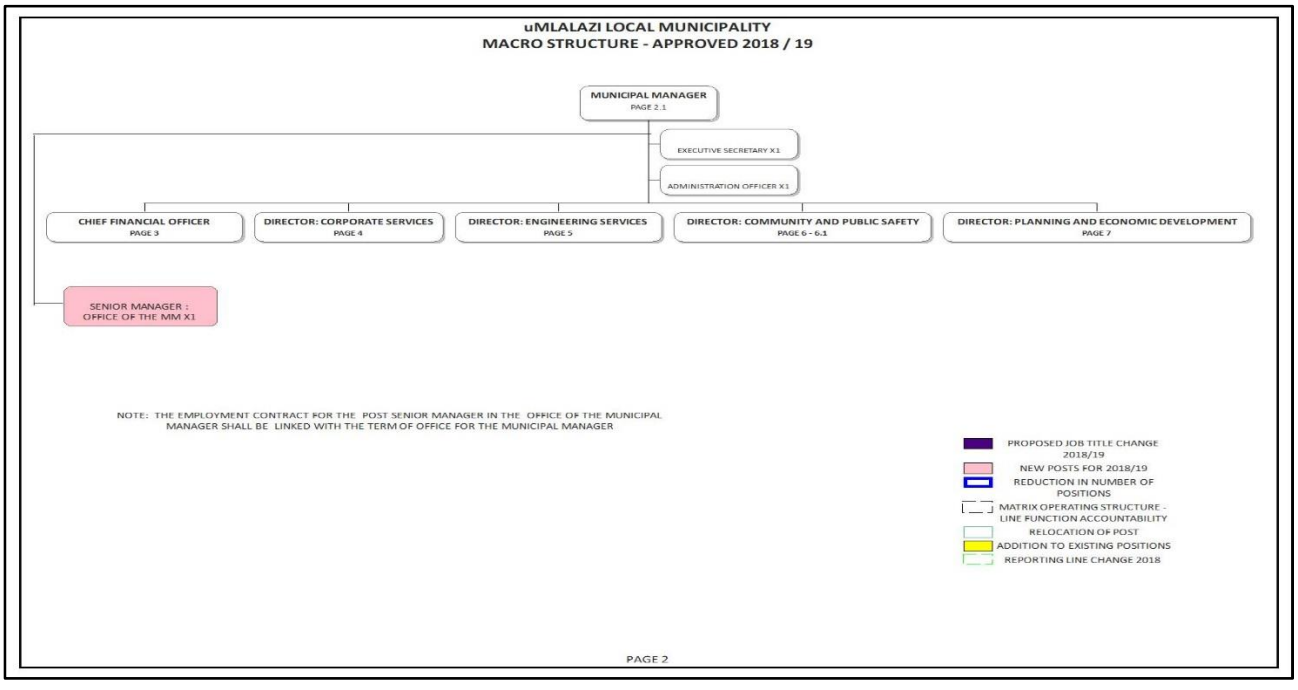


Figure 8: Macro Structure

The detailed complete organizational organogram is attached on annexure 6.

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 Land use 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

11.8. 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 (Vice 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. Vacant	uMlalazi local Municipality : Land Legal (Administrative Officer)
12. Jaap Le Grange	uMlalazi local Municipality : Engineering-Electrical
13. Vacant	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

Table 29: Internal members of the King Cetshwayo South (JMPT)

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

EXTERNAL MEMBERS	NOMINATED FIELD
1. Thulani Nkosi	Land Legal
2. Sibongiseni Maseko	Planning
3. Thamsanga Majola	Land Legal
4. Aubrey Ngcobo	Land Legal
5. Nomfuneko Mkhize	Land Legal
6. Lulama Miya	Land Legal
7. C P Cele	Planning
8. Robert Wilson	Planning

Table 30: External private members of the King Cetshwayo South (JMPT)

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.

11.9. Municipal Transformation & Organizational Development: SWOT ANALYSIS

Below id the table illustrating Municipal Transformation and Organisational Development SWOT analysis:

Strengths	*Weaknesses*
• 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	• 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	*Threats*
• Upgrade of ICT to Fiber 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)	• Corruption • Protests • Fraud

Table 31: Municipal Transformation and Organisational Development SWOT analysis

12. Basic Service Delivery

12.1. 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 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

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%
	Neighbors 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 32: Access to piped water

Water Backlogs

Water backlogs have decreased from 81% to approximately 34% between 2001 and 2018. The KCDM has connected 76,520 households with water from 2001 – 2018. 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 of 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.

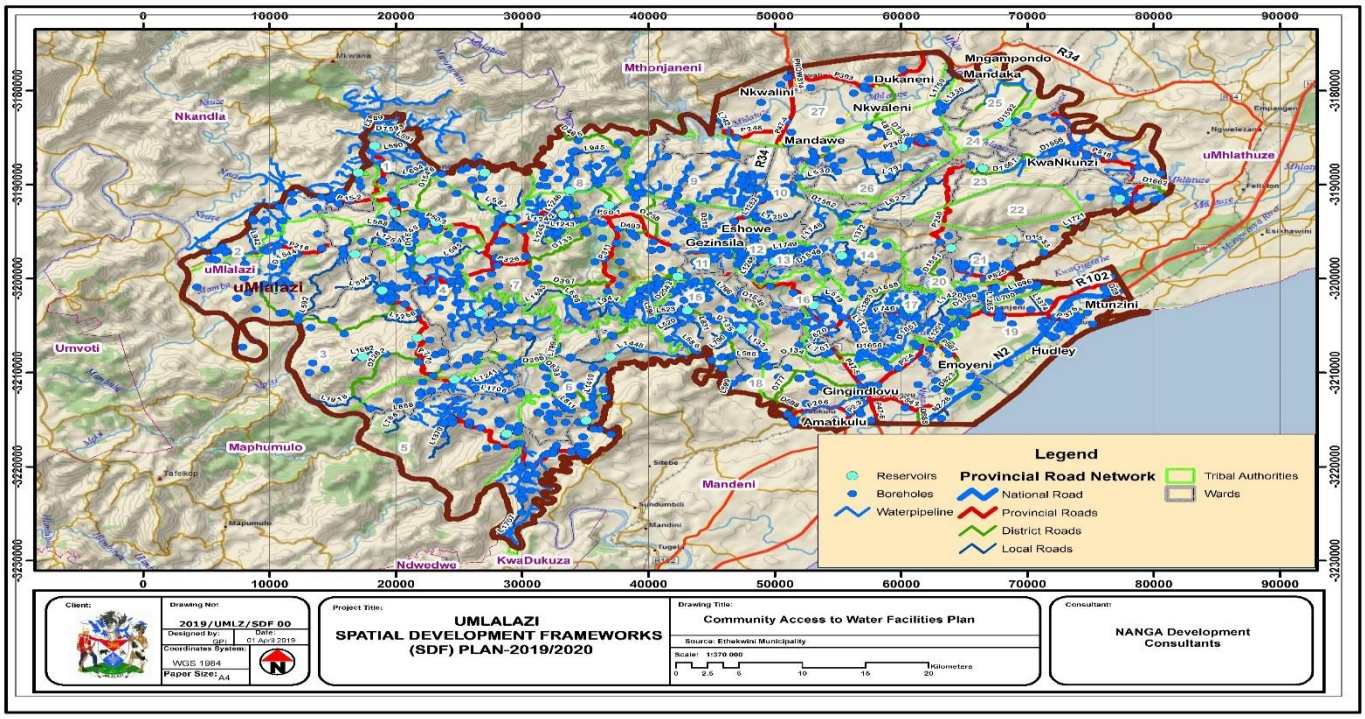
Local Municipality	2015 Households	Households with Water Coverage	Household Backlog	Percentage Backlog
UMfolozi	24,802	18,892	5,910	24%
uMlalazi	**43,851**	**27,484**	**18,367**	**42%**
Mthonjaneni	17,759	13,432	4,327	24%
Nkandla	22,484	16,712	5,772	26%
Total	**108,896**	**76,520**	**34,376**	**32%**

Table 33: KCDM Water Backlogs

Summary of Funding Requirement Water Provision

Table 34: ***Funding requirements for Water Provision***

Master Plan Supply Area	Local Municipality	Direct Costs (R,000)	Professional Fees (R,000)	Estimated Total (R,000)
Eshowe	uMlalazi	1,504,047	248,166	1,752,213
KwaHlokohloko	uMlalazi	1,636,569	270,035	1,906,604
Greater Mthonjaneni	Mthonjaneni	2,118,265	349,512	2,467,767
Mbonambi	uMfolozi	347,225	57,293	404,518
Middledrift	uMlalazi/Nkandla	2,729,243	450,323	3,179,566
Upper Nseleni-Mhlana	uMfolozi	1,522,282	251,173	1,773,455
Vutshini-Nkandla	Nkandla	3,150,211	518,893	3,669,104
Total		13,007,832	2,145,395	**15,153,227**



Map 23: Community Access to Water

Sanitation

KCDM has extensively covered sanitation facilities in all four local municipalities except in uMlalazi LM where there is still backlog of 10% which is to be finished by 2019/20. The Technical services department is however busy with the planning for quantifying of the infills in all local municipalities within KCDM by 2020. KCDM has connected 103,678 households with sanitation facilities from 2001-2018.

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/septic 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 35: Community Access to Sanitation

Sanitation Backlogs

The following table depicts the sanitation facilities backlogs. The KCDM remains with only 10% backlogs within the uMlalazi Municipal area which amounts to 4% in the district. Within all the other municipalities the KCDM is currently installing infills.

Local Municipality	House-hold Count	House-holds with Sanitation	House-holds without Sanitation	VIP Toilets Completed in FY2017/18 & to be completed in FY2018/19	Backlog
uMlalazi	**43,851**	**37,647**	**4,232**	**6,039 + 986**	**10%**
UMfolozi	24,802	25,387	0	783 + 585 - Infills	0%
Nkandla	22,484	22,484	0	537 - infills	0%
Mthonjaneni	17,759	17,759	0	542 - infills	0%
Total	**108,896**	**103,678**	**4,232**	**9,472**	**4%**

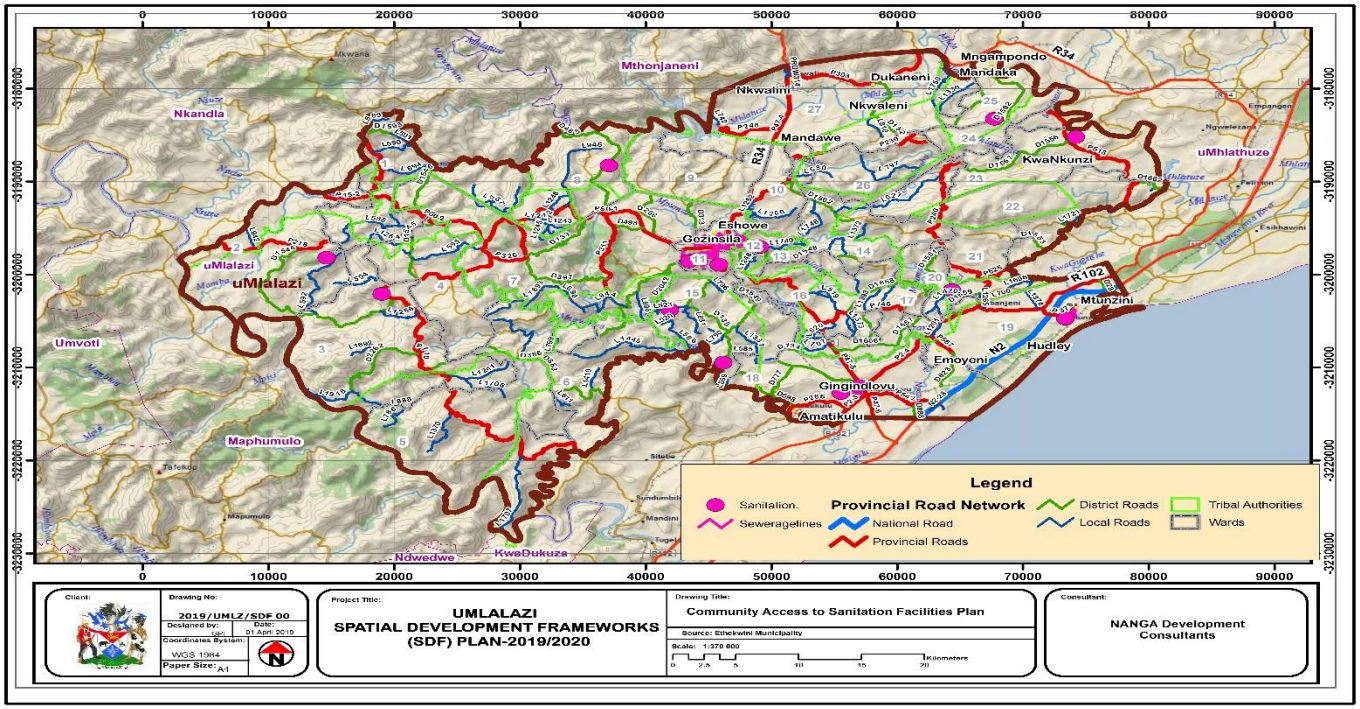
Table 36: Sanitation Backlogs

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 estimated at R 15 872 791 712.00 (Revised Master-Plan 2016).

Summary of Funding Requirement Sanitation VIP Provision

Local Municipality	House-hold Count	House-holds with Sanitation	House-holds without Sanitation	Estimated In-fills	Capital , R	Cost Per Capita
uMlalazi	**43,851**	**38,633**	**4,232**	**0**	**75,685,088**	**17,884**
UMfolozi	24,802	24,802	0	1,500	26,826,000	17,884
Nkandla	22,484	22,484	0	2,500	44,710,000	17,884
Mthonjaneni	17,759	17,759	0	2,500	44,710,000	17,884
Total	**108,896**	**103,678**	**4,232**	**6,500**	**191,931,088**	

Table 37: Funding requirements for provision of sanitation.



Map 24: Sanitation projects currently underway

KCDM Water Services Development Plan

The 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).

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

12.2. 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:

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%

INDICATOR	TYPES OF SOLID WASTE DISPOSAL	NO OF HH	(%)
	Dump or leave rubbish anywhere (no rubbish disposal)	4 100	8.7%
	Other	66	0.1%

Table 38: Solid Waste Disposal

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.

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

Progress with implementation of the IWMP

Situation analysis	Desired end state (Goal)	Target	Progress
Some of the households are not receiving waste management services	**Ensure the effective and efficient delivery of waste services**	Increase the roll out of waste collection services for communal points and in rural households	Rural waste collection will be extended to the following Izigodi that previously did not receive removal services as from 1 November 2019: Mbakela – ward 5 Nyembe – ward 6 Mfihlo – ward 15
Inadequate financing of waste services	**Sound budgeting and financing of waste management services**	Make provision for sufficient budget for transport and collection of waste	The following budget has been allocated for transportation and collection of waste in 2019/2020 financial year -Mtunzini - R 2 273 000 -Eshowe - R 2 373 000 -Gingindlovu - R 365 430 -Rural waste collection - R 2 716 000
The waste disposal facility is not managed in an environmentally sound manner	**Ensure the safe and proper disposal of waste**	Ensure effective maintenance of the existing transfer stations(Eshowe and Mthunzini)	Transfer Stations fence, loading platforms are maintained on annual basis from budget allocated.
The municipality does not have education and	**Roll out education and awareness**	Recruit environmental/ waste education personnel	An Education and Awareness Intern has been employed on temporal basis to assist in

Situation analysis	Desired end state (Goal)	Target	Progress
awareness programme or strategy in place			rolling out education and awareness programmes. In addition, the Department of Environmental Affairs has assisted the municipality and appointed Waste Awareness personnel based in uMlalazi to roll out waste awareness programmes.

Table 39: Progress with the implementation of the IWMP.

Areas prioritized for waste collection

Refuse removal service is once a week for all urban households where refuse is removed on the curbside 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 characterizes 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%

Table 40: Refuse removal backlogs

Refuse waste is collected in all suburban areas of all three towns namely; Eshowe, Gingindlovu and Mthunzini. 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 Staff
	Norwood Park		
	Eshowe		
	King Dinuzulu		Service Providers
	Gingindlovu		
	Mthunzini		
	Cluster1	X1 per week per clustered wards in six (6) zones	Service Providers
	Cluster2		
	Cluster3		
	Cluster4		
	Cluster5		
	Cluster6		
Commercial	Eshowe CBD/Industrial	X 6 per week (as and when required)	Municipal Staff
	Gingindlovu		
	Mthunzini		
Garden Refuse	Eshowe	Collected as and when requested	Municipal Staff/Contractor

Table 41: 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 Mthunzini);
- 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	Enkunzempunga, 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, Gcininhliziyo,
	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 42: 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.

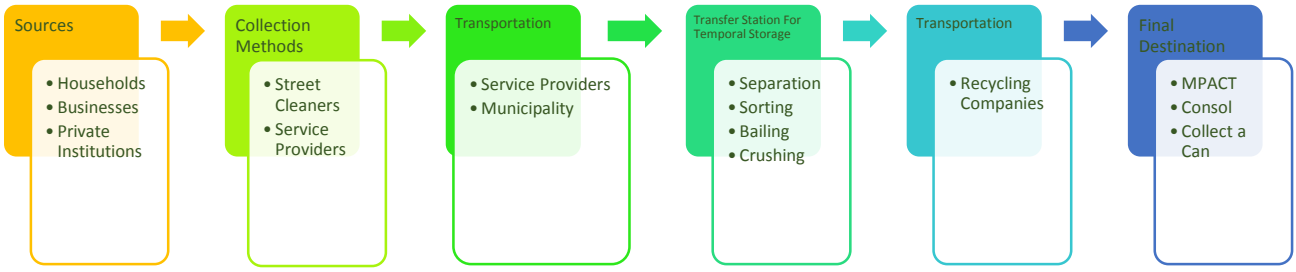


Figure 9: System to divert waste

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/ Equipment 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
Waste Recycling and Reuse			
Are there recycling facilities on site?	Yes.	Is there waste reclamation on site? What materials?	Yes. Card board, paper, glass, tin cans & plastic.

Table 43: Status of Eshowe Transfer Station

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

Table 44: Status of Mthunzini Transfer Station

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

Table 45: Status of Ging Dumping Site

12.3. 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 Mthunzini. 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 Mthunzini 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 he 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 Nkwaleni 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.

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.

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).

The municipality's main source of budget for road infrastructure is through the Municipal Infrastructure Grant (MIG) and a portion of the funds are internally generated. Priority road infrastructure projects are outlined per ward in the community based plan (annexure 1). The municipality therefore currently does not have a Local Integrated Transport Plan and implements projects according to the MIG plan in the IDP (Section F).

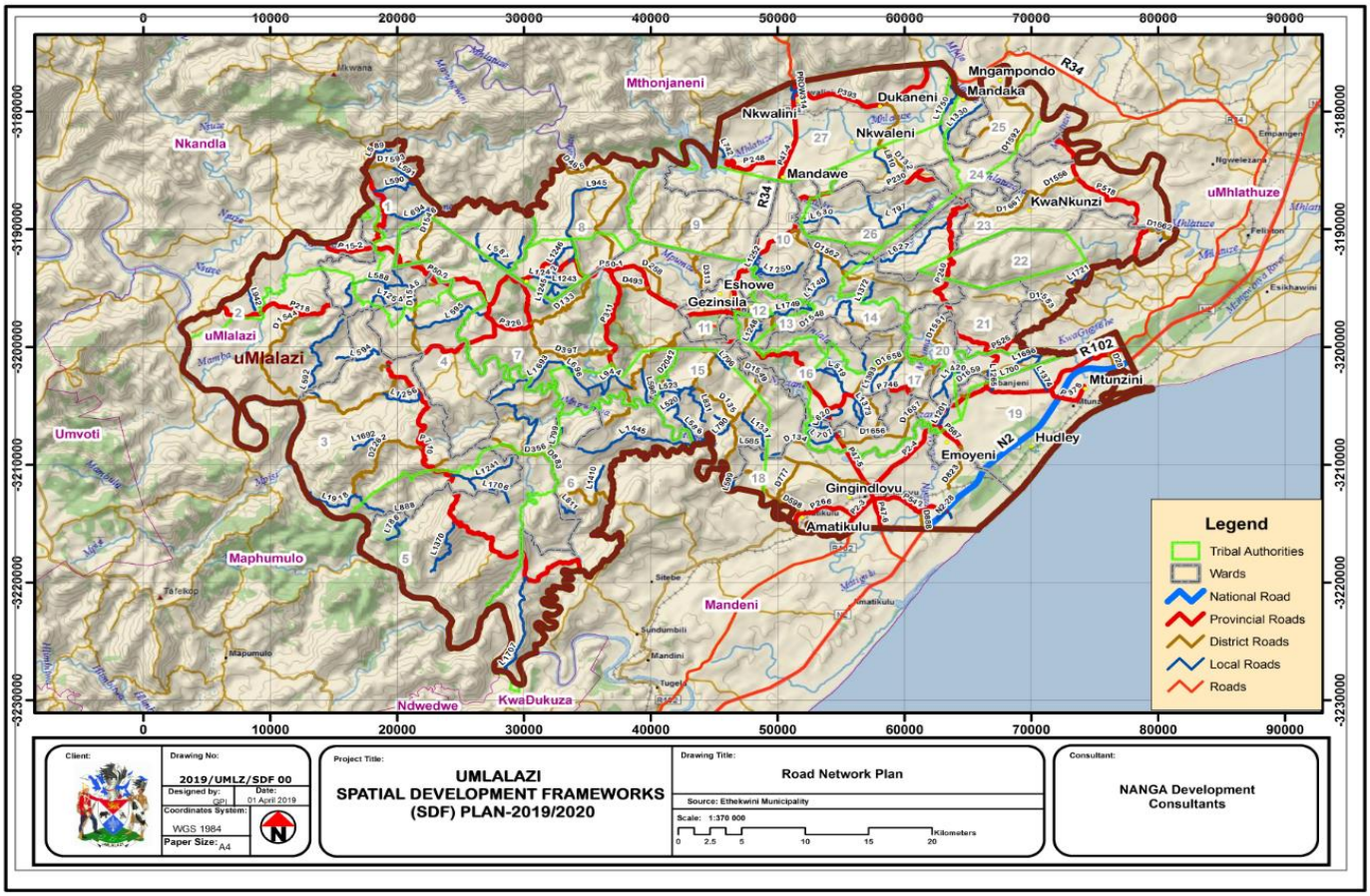


Table 46: Road Network Plan

- 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.

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.

12.4. 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;

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%)

Table 47: Electricity Usage (StatsSA 2016)

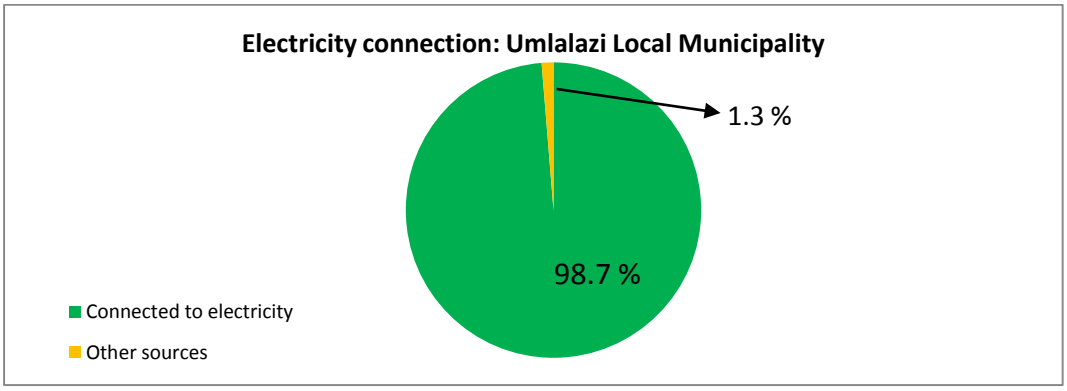


Figure 10: Electricity Connections (StatsSA 2016)

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 Mandeni line est.	Design stage		The project will be triggered by Amatikulu commitment to co-generate and will be initiated as a DIRECT CUSTOMER project.
5	Amatikulu 132 kV Switch station	Conceptual stage	2023	2024
6	Kwa Mbonambi 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)	Finalized	2013	Completed in 2014
9	Nkandla 22/11 kV 2.5 MVA to 5 MVA transformer upgrade	In construction	2016	2017
10	Mandeni-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 48: ESKOM Infrastructure Plan

Electricity Plan

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

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 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 detect problematic areas before they erupt into financially detrimental faults.

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

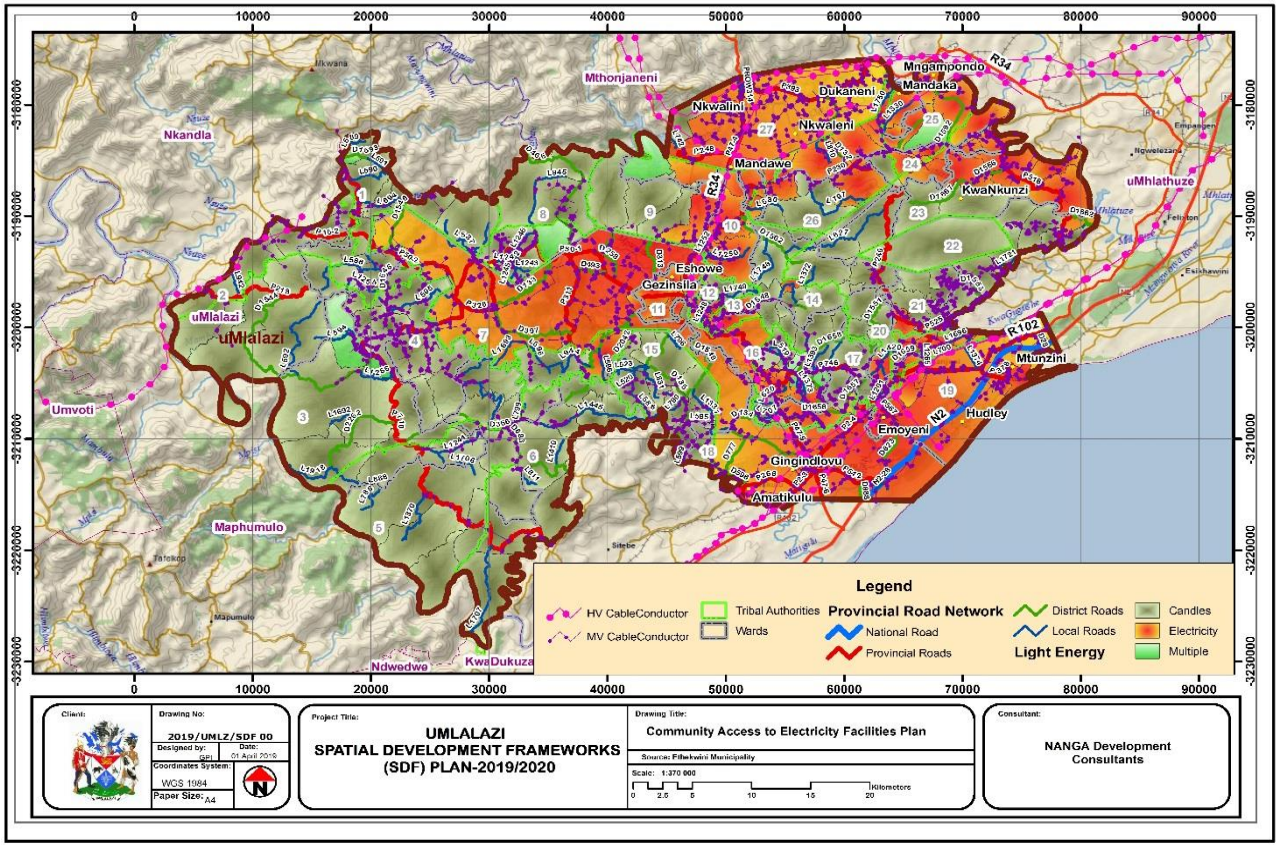
projects (ESKOM and Schedule 5B) in various wards and their status are on the financial plan section of this document. The table below, however shows projects that have been completed;

WARD	PROJECT NAME	COMPANY	Connections	Contractor	CONNECTIONS COMPLETE	% COMPLETE	PROGRESS
1	Izinyosi (Part of Ntumeni #3)	Eskom	248	KEV Accurate	99	40%	Izinyosi is part of Vuma project 17/18 Plan and it was a left out zone of Ntumeni
2	Mankumbu # 2	Eskom	84	Techniteck Seven	84	100%	Project complete
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
6	Hayinyama / Zimbidli	Eskom	65		65	100%	Project complete
5	Ngudwini / Saron Shayinja	Eskom	786	Prime Electr	626	100%	Project complete
7	Emahusheni / Samungu	Eskom	118		118	100%	Project complete
8	Ntumeni #3	Eskom	163	KEV Accurate		100%	Project completed
8	Ntumeni Infills	Eskom	200	KEV Accurate	190	100%	Project Completed
14	Oyemeni #3	Eskom	(113) 70 left	Zizamele Electr	76	100%	37 connections remain
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

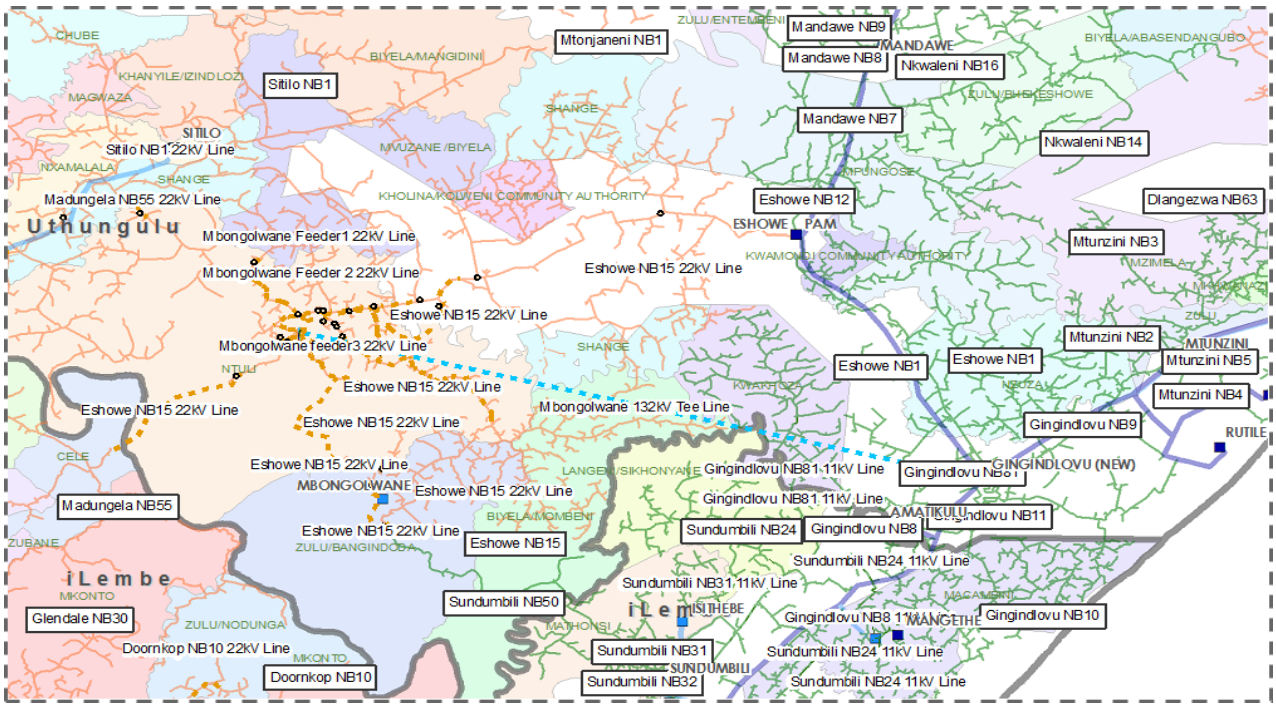
Table 49: Completed Eskom Projects

WARD	PROJECT NAME	CONNECTIONS	CONTRACTOR	CONNECTIONS	CONNECTIONS COMPLETE	PROGRESS
21	Izingwenya #1	188	Omphile Electrical	188	100%	Project complete
21	Izingwenya #2	250	Omphile Electrical	250	100%	Project complete
21	Izingwenya #3	142	Omphile Electrical	142	100%	Project complete
24	Bonisani	124	Shanti's	124	100%	Project complete
25	Makhehle	91	Shanti's	91	100%	Project complete
27	Emvini	61	Shanti's	61	100%	Project complete
25	Mkhuphulangwenya	146	Shanti's		25%	Eskom to approve design & project preparations for contractor Shanti's to commence

Table 50: Completed Municipal Electricity Projects (2018)



Map 24: ESKOM Electrification Map



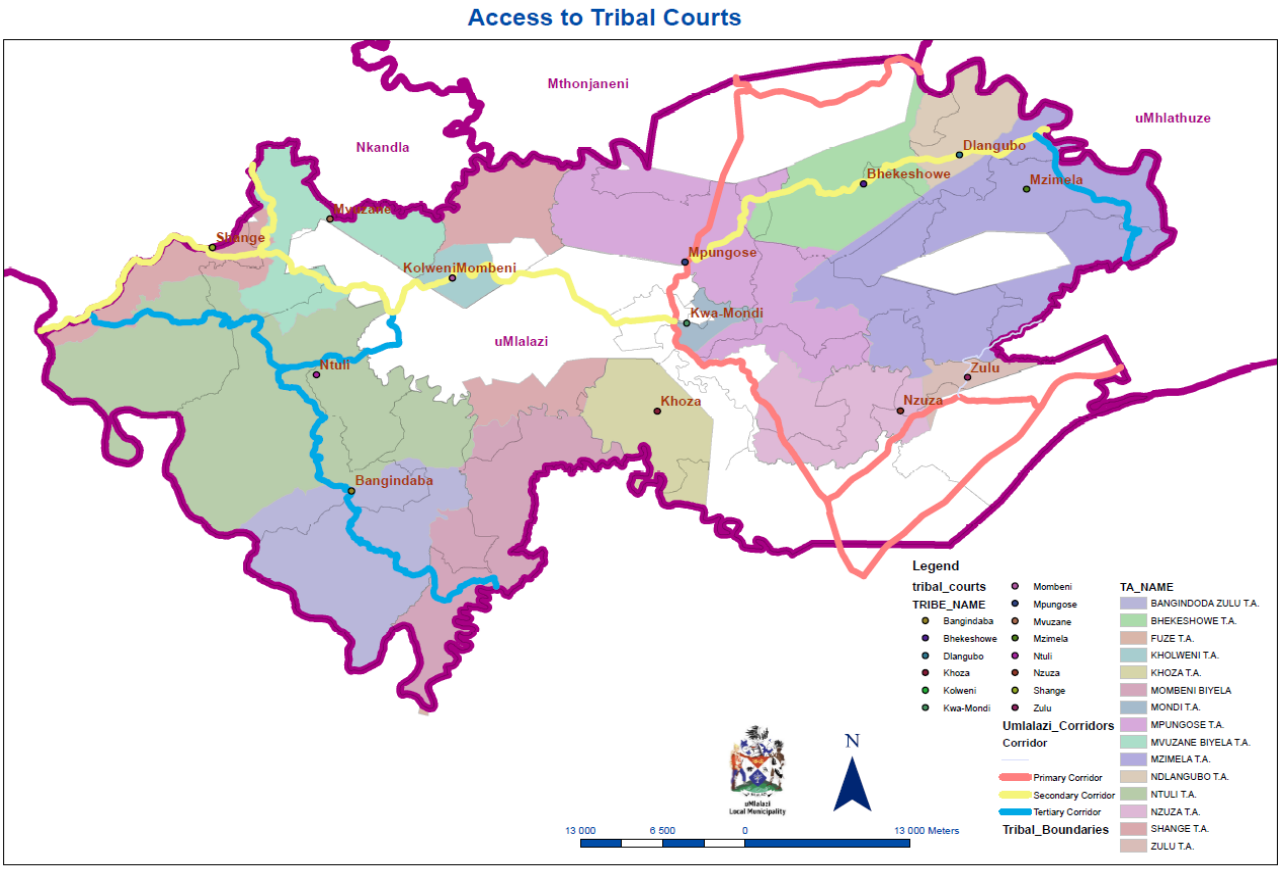
Map 25: ESKOM Network Constraints

12.5. 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.

Access to Courts

UMlalazi Municipality has 14 Tribal Courts wherein customary law and matters concerning the Tribal Authority area are deliberated and resolved. Tribal courts are legislatively constituted and area administered by the Tribal Council which consist of Izinduna and the chief. The municipality also has two magistrate courts where matters pertaining judicial law are deliberated and resolved.



Map 25: Tribal Courts

12.6. Human Settlements

Access to Housing

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

Map 26: Housing Typology

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 Mombeni, Ngudwini, Bhekeshowe Rural Housing Development, Gingindlovu and Sunnydale 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.

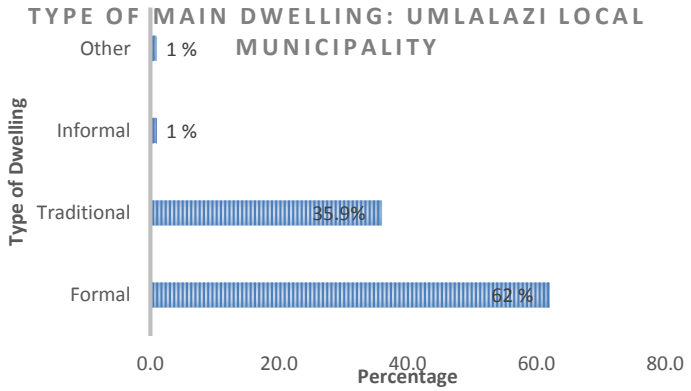


Figure 11: Housing Typology

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.

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

Table 51: Housing Demand

Urban Housing Demand

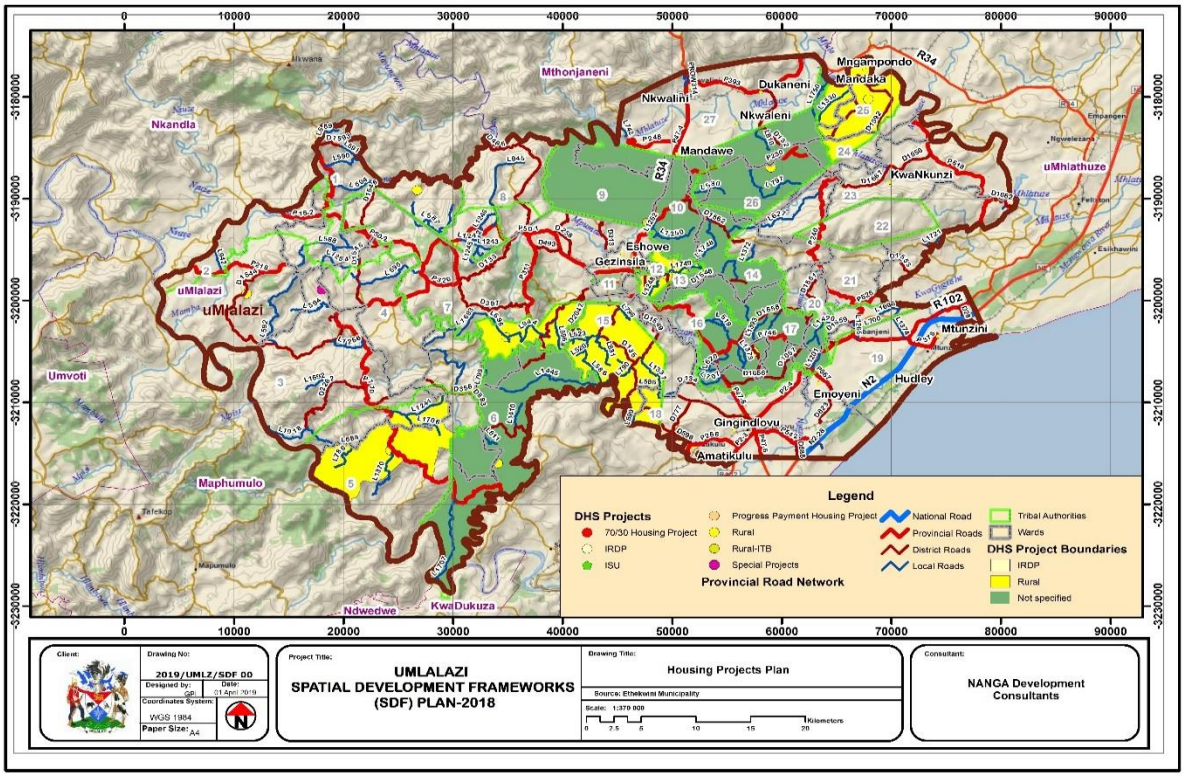
No	Project Name	Wards	Number of Units
1	Sunnydale Phase 2 Extension	11	212
2	Mpushini Park housing Project	7	3000
3	Gingindlovu Housing Project	18	500
4	Rutledge Park Housing Project	11	200
5	Mthunzini Middle Income Housing Project	19	3000

Table 52: Urban Housing Demand

Status of Housing Projects

FUNCTION	PROJECT NAME	STATUS
Projects Completed	➢ Bhekeshowe RHP	➢ 1000 units completed
	➢ Sunnydale Phase 2	➢ 403 units completed
	➢ Mombeni RHP	➢ 956 (Remaining 44 will be completed through Operation Sukuma Sakhe)
	➢ Gingindlovu Ext 5&6	➢ 143 units completed
Project Under-construction	➢ UYaya RHP	➢ 959 units completed
	➢ Ngudwini RHP	➢ 885 units completed
	➢ Mpungose RHP	➢ 391 units completed
	➢ Sunnydale phase 2 Ext	➢ earthworks
Tranche/Stage 2-Pre-approved housing projects	Ndlangubo Mvuzane KwaKhoza Kholweni KwaMondi	➢ Awaiting tranche 2 approval
Tranche/Stage 1-Pre-approved housing projects	Mamba RHP Mpushini Park HP Ogagwini RHP Mzimela RHP Nzuza RHP Gingindlovu RHP	➢ Awaiting tranche 1 approval

Table 53: Status of Housing Projects



Map 27: Housing Projects

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

Institutional Capacity for Housing

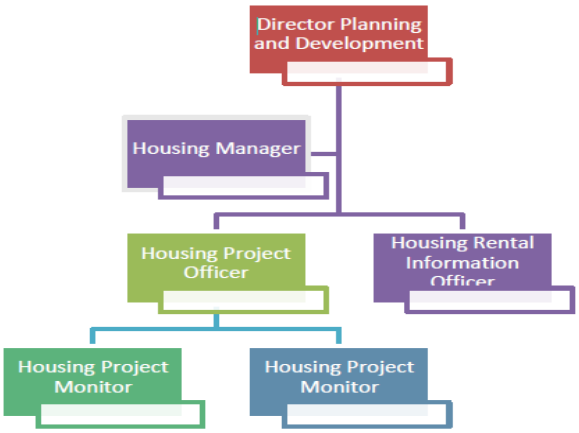


Figure 12: Institutional Capacity for Housing

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.

The Finance Linked Individual Subsidy Programme (FLISP)

FLISP is an initiative driven by the Department of Human Settlements to assist qualifying households who have secured a mortgage bond to acquire a residential property for the first time. The objective of the program is to reduce the initial home loan amount to render monthly instalments affordable over the loan repayment term, or to use a deposit for a property to be purchased. It can also be used to cover legal transfer and bond registration fees. The programme is targeted at households whose income range is R3501 and R22 000 per month and whom are South African citizens. It also considers those who have never benefitted from a housing subsidy scheme before (Eg: RDP House) and first time home buyers with an approved home loan from a financial institution.

Bulk Services Infrastructure

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 2015, however, it is currently under review. There are some of the critical urban housing projects which have been delayed due to the unavailability of bulk water and sanitation services. The KCDM is currently implementing bulk water pipeline projects in various wards (this information is on the financial plan of this document). The KCDM however, requires R 15, 8 Billion to eradicate all water backlogs.

PROJECT	FUNDING
Water Scheme	R 15 153 227 000
Rural Sanitation	R 209 564 712
Urban Sanitation	R 510 000 000
Total	**R 15 872 791 712**

Table 54: KCDM summary of capital funding required

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

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 government sector departments.

INSTITUTION	SERVICES
Department of Health	Clinics, Hospitals
Department of Education	Schools
Department of Social Welfare	Welfare Institutions, Crèches
Department of Sports, Arts and Culture	Sport fields and Recreational Facilities
Department of Transport	Roads, Public transport
Department of Environmental Affairs	Protection of the Environment
Department of Water Affairs and Forestry (King Cetshwayo DC)	Water, Sanitation and environmental protection
Department of Safety and Security	Police stations or Satellite police stations
Eskom	Electricity
Telkom	Telephones
Financial Institutions	Home Loans
Local and Foreign Donors	Funding
Department of Local Government and Traditional Affairs	Facilitation of Housing Projects with other Dept. and Traditional Leadership

Table 55: Stakeholders responsible for delivery of human settlements

Housing Forum

The Provincial Department of Human Settlements and the municipality coordinates the bi monthly sitting of the Housing Forum. The forum deliberates on various matter affecting the housing delivery within the municipality. The forum facilitates and monitors the progress in the implementation of housing projects. The forum tables and deliberate on issues and progress the housing projects. Various IAs present progress reports with respect to their current projects and support stakeholder departments make inputs and align their projects with the housing projects in order to achieve efficient human settlements. The following table shows dates wherein the housing forum meets;

Month	Meeting Date	Time & Venue
February 2019	28 / 02 / 2019 (Thursday)	10H00- Municipality Offices
April 2019	11 / 04/ 2019	10H00- Municipality Offices

Month	Meeting Date	Time & Venue
June 2019	13 / 06 / 2019	10H00- Municipality Offices
August 2019	15 / 08 / 2019 (Thursday)	10H00- Municipality Offices
October 2019	10 / 10 / 2019	10H00- Municipality Offices
November 2019	21 / 11 / 2019	10H00 – Municipality Offices

Table 56: Schedule of Housing Forum Meetings

12.7. Telecommunications

INDICATOR	TYPE	NO OF HH	(%)
Household Goods	Cell phone	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%

Table 57: Household Access to Telecommunications (2016) Source: CS (2017)

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.

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 is 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

The Integrated Data Digitalization Project (IDDP)

The challenge that exists within local municipalities and 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 apllication 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)

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.

ICT SWOT Analysis

STRENGTHS	WEAKNESS
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	
OPPORTUNITIES	**THREATS**
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 Fiber 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

Table 58: ICT SWOT Analysis

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, Crèches, with beneficiary committee thus remaining abandoned and subsequently vandalized.
- Undulating topography and scattered settlement patterns make delivery of services to some areas extremely expensive.

13. Local Economic & Social Development Analysis

13.1. Local Economic Development

13.1.1. Municipal Comparative and Competitive Advantages

- Pristine coastline of approximately 19 Kms (Potential for soft coastal development). UMlalazi Coastal Reserve (the uMlalazi Reserve and the Amatikulu Reserve) – potential blue flag status and boost the marine economy.
- Four Conservation Areas (Ntumeni Nature Reserve, Mbongolwane Wetland, Ongoye and Dhlinza Forests).
- Excellent biodiversity, natural rain forest (fewest in the country), wetlands and protected areas attract eco-tourists from abroad and domestically. Goedertrouw/Phobane Dam offering adventure tourism/water sports. Landscapes in Ngodini, Nkanini and Amatikulu also attract hikers, rock climbers and adventure enthusiasts.
- Potential for various types of mining in identified areas.
- Important strategic national and provincial roads traverse through the Municipal Area. National Road N2 crosses the municipality along its south-eastern boundary connecting two of KZN biggest commercial hubs/ports. Provincial road R102 runs parallel to the N2, providing an alternative route that also connects the eastern parts with the inland routes. The R66 Main Road (famously known as the King Shaka Heritage Route) traverses through the center of the municipal area from south to north, providing a road link between Durban, Ulundi and Vryheid. Provincial road R34 links uMhlathuze LM (IDZ/Harbor) with Mthonjaneni (and the hinterlands) along the east-west boundary north of the municipal area. P230 runs parallel to R34 but through the center of the municipal area. P50 links uMlalazi with

Nkandla/Kranskop. D135 and P710 links uMlalazi with Mandeni and Maphumulo LMs. It is clear that there is an interconnectivity for transport routes conducive for a growing economy.

- The municipality is located adjacent and to the south of one of the fastest growing industrial and urban centers in South Africa, namely the City of uMhlathuze (Richards Bay IDZ)
- The municipal area is rich in historical and cultural assets. UMlalazi LM boasts of being home to King Cetshwayo, Dinuzulu, Queen Nandi, KwaBulawayo, Melmoth Osborne to name but a few.
- Abundant development space in strategic areas within the municipality. The municipality has developable town lands for the expansion of the three towns. Gingindlovu is proposed to be established as an Industrial/ Logistics Node, Mthunzini is proposed to be a commercial and tourism node, Eshowe is proposed to be and Administrative Commercial and Industrial node.
- PGDS and the DGDP has identified uMlalazi as a high agriculture potential area. I has also described the need for recognizing the tourism potential and aggressively investing on this comparative advantage.

13.1.2. Main Economic Contributors

SECTOR	2003	2009	2014
PRIMARY SECTOR	**18.3**	**15.6**	**16.5**
Agriculture	6.7	6.8	7.3
Mining	11.6	8.8	9.2
SECONDARY	**43.11**	**34.2**	**34.1**
Manufacturing	29.2	28.32	28.7
Electricity	1.9	3	1.8
Construction	3	3.9	3.6
TERTIARY SECTOR	**47.6**	**50.2**	**49.4**
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 59: Main Economic Contributors (Global Insights)

The table above indicates the percentage contribution of each sector to the economy of uMlalazi Municipality. The tertiary sector is the major contributor in the general economy. This sector includes, commercial trade, transport and community services. Commerce and Logistics are closely related activities which tie in well with the developmental vision of the municipality of being a commercial, industrial and logistic hub. The municipality is looking into developing a Tourism Sector Plan and Coastal Development Plan which will enhance the investment attractiveness of the municipality to potential investors, thus hopefully increasing the contribution of the tertiary sector.

Although the PGDS identifies the municipality as an intensive agriculture potential municipal area, its contribution to the local economy does not reflect this situation. The PGDS however, is not inaccurate. UMlalazi LM has an enormous potential for agriculture and agronomy. The municipality will develop an Agricultural Sector plan which will essentially elaborate on strategies in which to develop this sector, thereby enhancing its contribution to the economy.

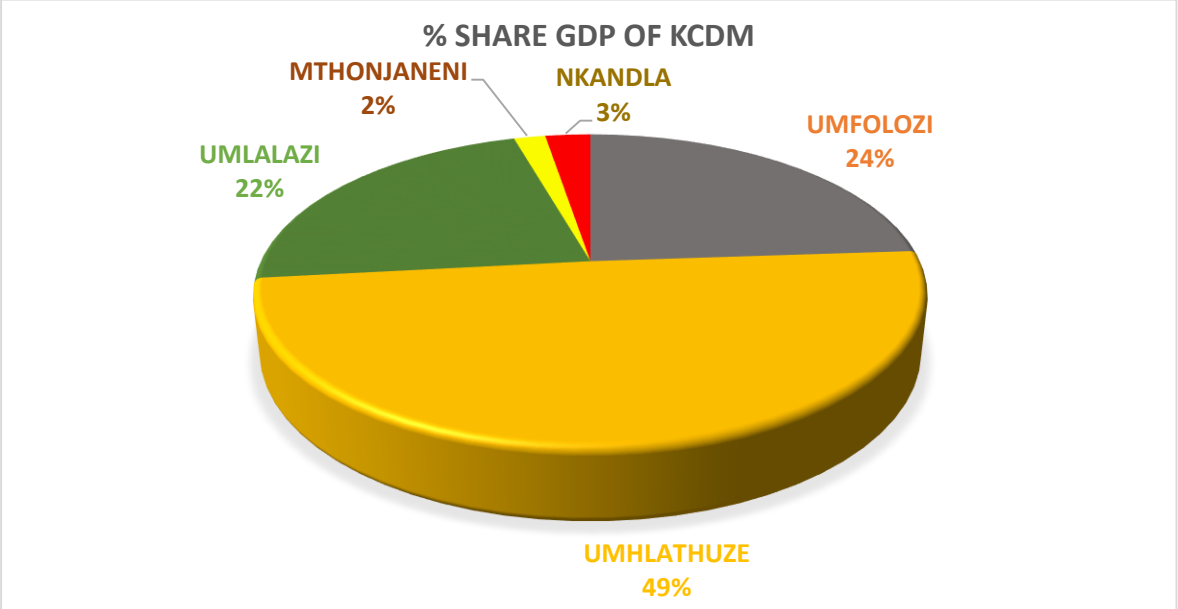


Figure 13: % share to the KCDM GDP

The above figure indicates the percentage share of each municipality toward the GDP of the KCDM. It goes without saying that the major contributor to the district GDP is uMhlathuze Municipality with just under half of the GDP being contributed by the city. The city boasts of a large commercial city and the second largest IDZ in the province (RBIDZ) as well as the second largest harbor in the province. The importance of this growing city within the KCDM is therefore acknowledged in terms of its generous contribution. Second in the larger contributions is uMfolozi Municipality, which is also the home of large mining activities which also link in well with uMhlathuze LM. The municipality is also a vast timber cultivation area. Third in the contribution toward the district GDP, is uMlalazi Municipality with its main economic contributor being the tertiary sector.

13.1.3. King Cetshwayo District Municipality Economic Performance

The figure 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 UMfolozi with contribution of R8.4 billion (22 per cent). Mthonjaneni local municipality was the lowest contributor to King Cetshwayo GDP at R641.6 million (1.7 per cent). UMlalazi LM is 3rd in terms of GDP share with 20.6% share. This figure has the potential to increase noticeably through the intensification of commercial development tourism, and agriculture.

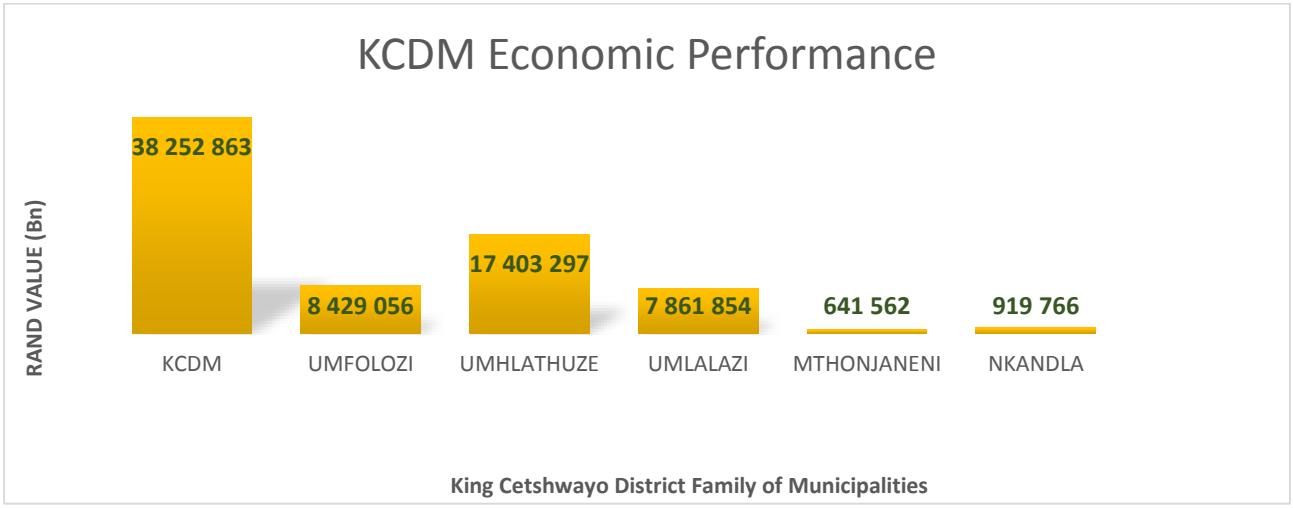


Figure 14: KCDM Economic Performance Source: Global Insight, 2015

13.1.4. Employment and Income Levels

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.

	Formal Employment	Informal Employment	Total Employment	% Share of KCDM Formal Employment	% Share of KCDM Informal Employment
Kwa Zulu Natal	1 989 908	446 487	2 436 395	100	100
KCDM	143 122	29 767	172 889	19.1	20.3
uMlalazi LM	**26 999**	**4685**	**31 684**	**18.9**	**15.5**

Table 60: Employment Status

Unemployment Rates

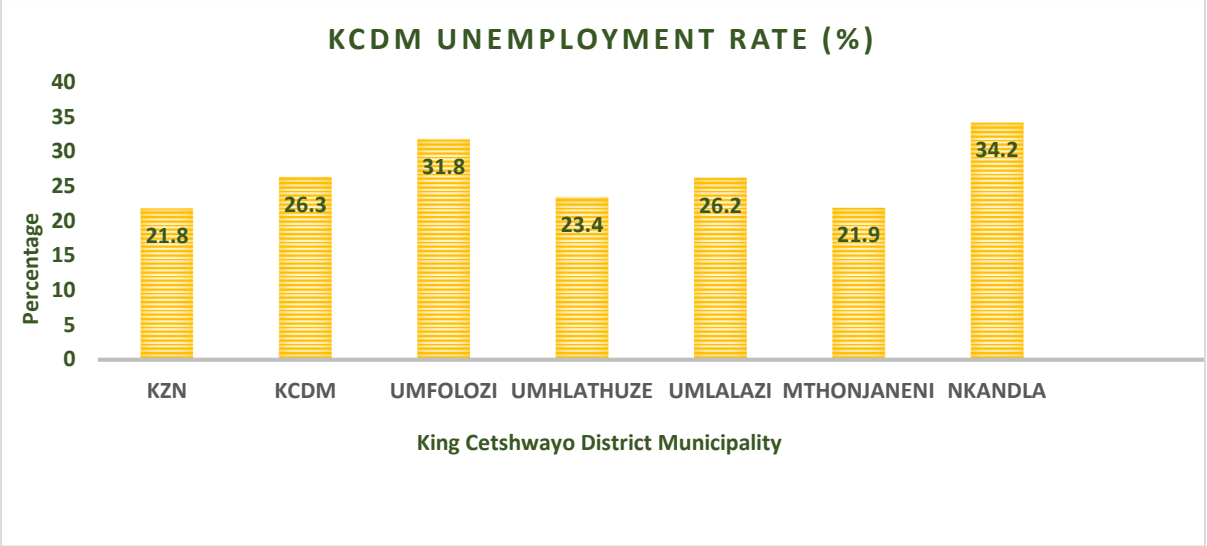


Figure 15: KCDM Unemployment Rates

The figure above portrays an unfortunate scenario of moderately high unemployment levels within the district. Although unemployment is a national crisis, there are plans in place at a national, provincial and local level which provide and analyses fundamental challenges contributing to unemployment and prescribes mitigating solutions and integrated and strategic approaches to reduce unemployment. Efforts are being undertaken by the municipality to contribute toward the reduction of unemployment in the form of EPWP and CWP programs within the wards. The municipality has also budgeted for various Local Economic Development Projects targeted at SMMEs, Co-Operatives and Informal Traders to sustain their longevity within the economic space, thus creating more employment opportunities.

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**

Table 61: Employment by Sector (Global Insights)

The table above indicates statistics around the percentage of the working population in each sector. The primary seems to be declining noticeably as agriculture activities is losing potential and magnitude in terms of the main economic

contributor. The municipal area remains with vacant farms which have lost productivity. The closing of Ntumeni Mill has exacerbated the decline in productivity. In response to this, the municipality is in the process of developing an Agriculture Plan that will seek to revive this sector by also prescribing alternative crop production and inclusive approaching toward developing agriculture. Mining seems to increasing its contribution to employment levels through the establishment of Tronox Mining as well as Lafarge Mining. The Secondary sector has experienced moderate changes, however, manufacturing is declining noticeably. The review of the SDF will seek to establish favorable environments for industrial development to strive. Within the tertiary sector community services have an increasing percentage value in terms of creation of employment. This sector consists of mainly government departments.

Income Levels

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

Table 62: Average Household Income

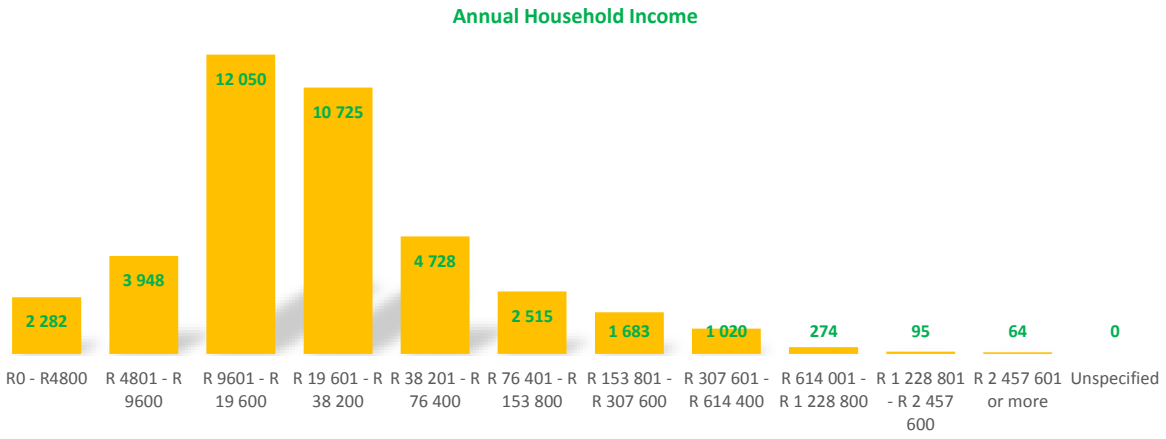


Figure 16: Municipal Annual Household income

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 22,280 households), fell in this category. Unskilled labor (and informal traders) would also falls within this category where average salaries are the similar. Skilled labor is a scarce resource within the municipal area as it may be found that due few work opportunities being available, qualified and skilled labour would rather seek employment within other cities.

Central to the low average income levels is the issue of access to education and past imbalances. The historical oppression of the apartheid system was such that the content of education was not aimed empowering (economically or otherwise) African people in rural areas. To date scholars still travel vast distances on foot to access education. This imbalance has caused a historic and inherent imbalance and injustice to the economy. Access to higher education remains a challenge as the entire municipal area accesses one TVET College. The municipality (Mayoral Office) along with various organizations have come to the fore in addressing such challenges by offering bursaries in strategic fields of study to enhance the skills component within the municipality.

13.1.5. Local Economic Development Strategy

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 an informed decisions are undertaken to guide the process of development. All meeting and are recorded 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)

13.1.6. Small Medium and Micro Enterprises (SMMEs)

The SMME sector in uMlalazi includes wholesalers, manufacturing 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 center 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.

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 entreprenuers register, they are categorised within the database in terms of type of entity, core bussiness 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 Databse which compels all SMMEs to be registered with such a database as a means a compliance. Both these databases form a referal system for the municipality procurement and tender considerations as well as technical and financial assistance.

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

Programs targeting SMMEs

NO	SMME SUPPORT	PROJECT	WARD
1.	Sisonke Mnganga	Pig feed	3
2.	Musawezwe	Pig feed	8
3.	Qikelela	Pig feed	15
4.	isgqugqumezelo	Chain saw	3
5.	isitshasokhuni	Chain saw	16
6.	Zizande Trading	Block making	12
7.	Illusive models	D Camera PS SX4301S BK EU26 x1 and IUX camera	11

8.	Mahawulela (PTY) LTD	Pig feed	13
9.	Discovery zone	Block making machines	6
10.	Brainoguru (PTY) LTD	Concrete mixer	11
11.	Svumelokuhle Trading (PTY) Ltd	Round white porcelain plates x50, chaffing dishes x6, gas 6 burner griller	11
12.	Khulundaba Projects	1 x 760 Overlocker machine, 1 x heaving sewing machine, 2 x folding tables and 2 x plastic chairs	11
13.	Benzo Music Inc	Plus Double bins x 2, Audio Centre A13.0 Power Amplifier x 2, Speaker on- speaker 20m HAS0220-20	12
14.	Mningizi Trading PTY (LTD)	24Kg Top loader Automatic washing machine x1, flatbed steam press iron	11
15.	Mashiya and Shiya Chemicals	Liquid Detergent Manufacturing machine	12
16.	Mangah projects PTY (LTD)	Bricks x500, lintonx3, aluminium windows x2, door, cement and timber.	17
17.	Bhundu's Project	5 X Tent size 4.8m x 3.6m x2m and 5 x Tent 3m x3mx2.2m	27
18.	Shange's Apolstry project	Industrial Sewing Machines x6 and heavy duty industrial walking foot machines x2	7
19.	Umlindo iii Co-operative	Heavy cater pot 75LT X4, Kitchen scale LCD screen x2, Freyer gas single x1, folding tablesx5, Oven trays x3, Muffin top 12 cups and Muffin pan 6 cup	23
20.	DSS Entertainment PTY (LTD)	DJM750K2MIXER-4 channel mixer with club DNA.CDJ900-NXS2 (cd player).	12

Table 63: Projects aimed developing SMMEs

13.1.7. 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, cell phone dealer, fast foods, 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.

The municipality has developed and is implementing an Informal **Economy Policy**, **Informal Trading Policy** and **Street Trading Bylaws** within the commercial environment of the municipality, making the management of illegal trading minimal and well managed. The municipality will also develop Informal Economy Policy in house to develop strategies around the enhancement of the municipality's informal economy. The following LED projects and programs are carried out by the municipality on an ongoing basis for the upliftment of the Informal Economy;

Informal Economy Policy

The Informal Economy Policy covers the informal trading activities occurring within the uMlalazi Municipality. The policy formulation process involved consultation with a various stakeholders through public participation. For the uMlalazi Area, Informal Trading is a positive development for the micro business sector as it contributes to the creation of jobs and has the potential to expand further the Council's economic base.

The purpose of developing and having such a policy in place is to define an integrated and holistic approach towards the informal economy for all departments within the uMlalazi Area. The policy forms the basis for the By-Law that will

regulate Informal Trading in the municipality and establishes a basis for a monitoring evaluation process, with clearly defined key objectives. Finally the policy provides a basis for resource allocation and decision making.

The Key Principles that govern the uMlalazi's approach to Informal Economy are economic, social and spatial;

Economic Principles - Economic growth in the informal trading sector will be facilitated through:

- Linking the development and growth of trading areas to commercial zones in orders to create viable hubs of business activity that mutually benefit formal and informal businesses.
- Providing a range of facilities, capacity building and business support service that caters for the different levels of the Informal Economy Actors, from the weekly, Saturday and small survivalist to larger informal economy Actors.
- Ensuring that the buildings and property owned by the uMlalazi are used for the maximum social and economic development of the community within which they are located.
- Targeting highly accessible and visible location for the promotion of tourist related trading in order to derive benefit for Informal Economy Actors from the tourism potential.

Social Principles - The promotion of equity within the uMlalazi to create a dignified Town through:

- Spreading public spending in an equitable manner throughout the uMlalazi with an emphasis on the poorer parts of the town that have not historically benefited from public sector investment.
- Viewing the location of public investment as an opportunity to integrate public sector investment.
- Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of the uMlalazi.
- Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk

Spatial Principles - Informal Economy contributes to the value of public places as amenities and places of dignity and has the potential to be a catalyst for generating positive public places through:

- Developing those areas that will have most significant impact on the largest number of people, e.g. areas with large flow of pedestrian traffic.
- Allocating space for informal trading areas in accordance with the broad Spatial Planning Framework of the uMlalazi and the local spatial development Framework.
- Providing minimal infrastructure for informal trading, that would vary depending on the type of activities.

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 introduces 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
3	GINGINDLOVU INFORMAL TRADERS	58
4	FOUR SQUARE INFORMALTRADER	51
5	MTHUNZINI INFORMAL TRADERS	08
6	NQOLENI INFORMAL TRADERS	22
7	KDS INFOMAL TRADERS	57
8	KWA-KHOZA RANK INFORMAL TRADERS	18
9	THEATRE LANE INFORMAL TRADERS	69
10	OSBORNE INFORMAL TRADERS	48

Table 64: Informal Traders Database

13.1.8. EPWP Phase 4 Policy

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.

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, goo and services in the municipality
- To confirm the municipalities' agreement and commitment to achieve the targeted numbered of full time equivalent work opportunities in the Municipality by 2014 as specified

- To promote EPWP incentive grants and incentivizes 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 departments 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.

Jobs Creation 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
2018/19	**741**	**217**

Table 65: Job creation through 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)

13.1.9. 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

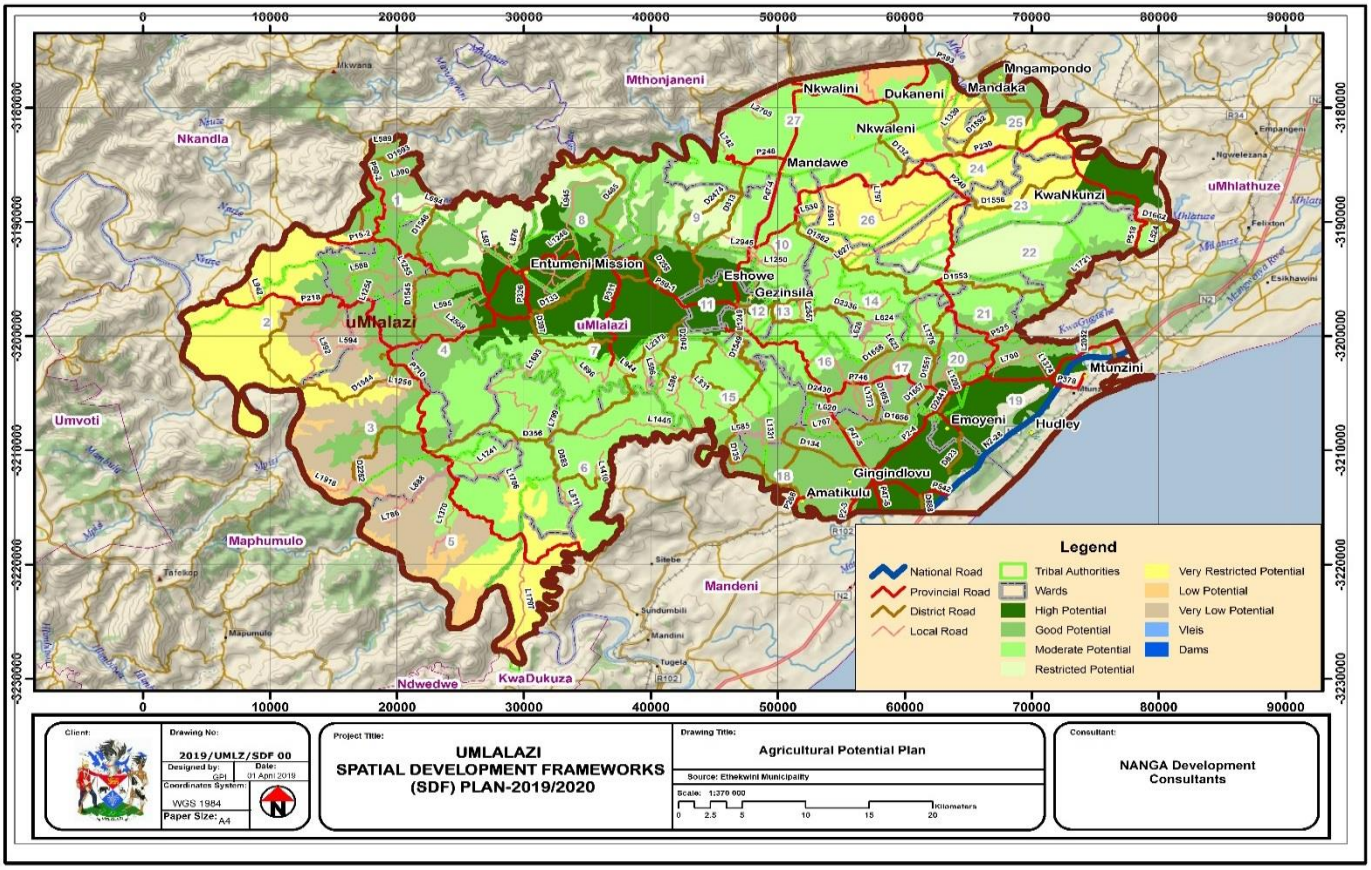
The main crop that is being exported is sugar cane in uMlalazi area. There have been community gardens that have been very successful in the uMlalazi Municipality. However, the issue still remains of transport due to the poor road conditions in the area as well as accessibility. The community gardens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

Agriculture Potential

Agricultural potential refers to the arability of a land, which deals with ability of the land or soil to support the cultivation of crops. High arable lands are noted to be of high agricultural potential. This implies that the piece of land possess the right nutrients and pH or acidity as well as permeability levels to support the growth of basic arable crops and hence could be cultivated. The potions of the land that are marked as low and very low potential rather usable for grazing, or afforestation activities, rather than growing of arable crops.

A large percentage of the municipal area (about 40 - 45%) is classified to be of high to good potential (Map 24). Areas of very restricted agricultural potential land covers the areas along the western boundaries and also mid north-east between Mandawe, Mandaka and KwaNkuzi. A significant proportion (about 40 %) has low potential while a relatively smaller proportion is classified as areas of low potential and restricted potential.

In terms of development planning, the areas marked as high to moderate agricultural potential should be reserved for agricultural production and excluded as much as possible from non-agricultural or non-cropping activities such as commercial and residential developments. Areas of low to very restricted agricultural potential are recommended for commercial or other non-agricultural developments.



Map 28: Agriculture Potential Plan

Agricultural Categories

These categories classification is to help in the determination of which land parcels should be restricted to agricultural activities and which ones can be subjected to other uses. Agricultural land is classified by The Department of Agriculture into three categories to guide the use of agriculture land. These include the following categories:

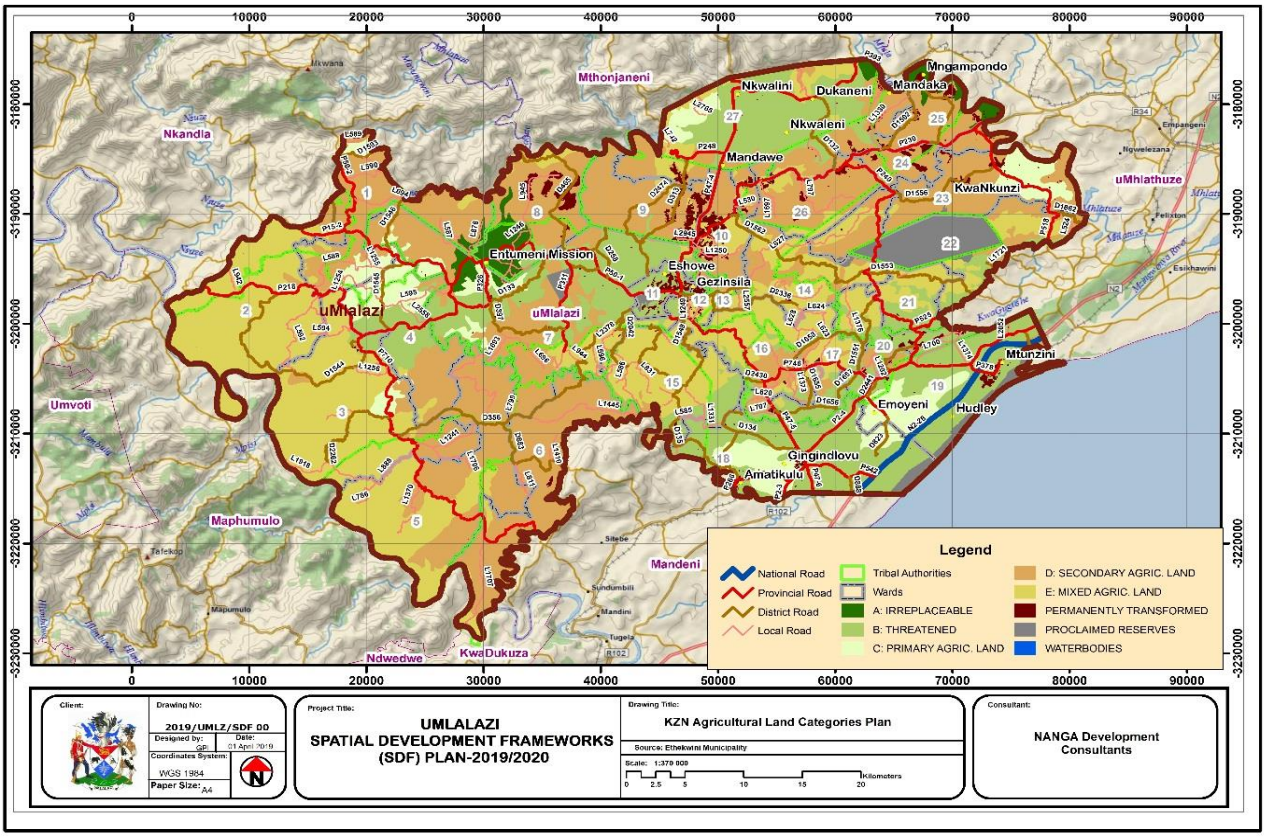
A. **Irreplaceable:** where land use is limited to only agriculture production only. This may include cropping, keeping of farm infrastructure such as storage facilities and sheds,

B. **Threatened:** This category, requires that all effort be made in restricting the land parcels with this classification for mostly agricultural uses. These should be protected from degradation by other uses,

C. **Primary Agriculture land use:** Category C land is one that has moderate agricultural potential, and may require further efforts in order to a desirable agricultural use. The use of this may include uses in category A and B, such as storage and production infrastructure, with limited agriculture tourism, and research facilities,

D. **Secondary Agricultural land use:** These areas mostly those with low agricultural potential and are used primarily for other uses, with agriculture being a secondary land use,

E. **Mixed Use:** Category E lands are mostly with limited arability potential. These are used for other activities such as grazing of animals, conservation, tourism or development, depending on the demand within h surrounding area.



Map 29: Agricultural Land Categories

The agriculture category mapping is shown in **Map 28**. It is noted that areas with irreplaceable agriculture land use are mostly on the northern surrounding areas of Ntumeni Mission, and along the north-eastern boundaries near Mgampondo. Areas referred to as threatened are mostly on the southern potions from Mtunzini, through Hudley to

Gingindlovu areas. Other such threatened areas are around the western parts of Eshowe, and north of Mandawe, to Dukaneni surroundings. The rest of the municipal area consists of a mixture of Primary, secondary and mixed use land categories.

KCDM Fresh Produce Market

The King Cetshwayo District Municipality has successfully establishes 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.

Projects aimed at developing the agricultural sector (small holder producers)

The municipality is in partnership with Siyasiza Trust which is an Non-Profit Organization aimed at uplifting communities by capacitating them with agricultural skills as small holder producers. The trust has partnered with The Ackerman Group to establish Pack Houses in various wards. The pack houses are a basic form of a processing plant where vegetation that has been harvested is sent to the pack houses to be cleaned and packed and the vegetables are then sold and delivered to Boxer and Pick and Pay. To date, the trust as assisted the following co-operatives have benefited from this project;

- Masibongesonke Co-operative - Ward 14
- Mazimeleni MPC - Ward 20

The same trust is further establishing a Fresh Produce Hub in Ward 20 for local small holder producers from all wards to process, package and sell their harvest to larger wholesalers.

The municipality has fostered a partnership which materialized in the form of a memorandum of understanding in between the Department of Agriculture and Rural Development, the municipality and Aloe Lifestyle Hotel. The basis of this partnership is such that it establishes an inclusive and coordinated approach to development of small holder producers and ultimately the agricultural sector. The Aloe Lifestyle Hotel also has a responsibility toward community development. As such, the hotel only procures vegetables from local producers. The municipality with the DARD have a mandate deliver local economic development and food security. In that respect the municipality and DARD ensures the delivery of fenced community gardens, seedlings, irrigation systems, tanks, and skills development (training and capacitation). This combined effort ensures that that small holder producers are capacitated in terms of funding and technical assistance. The farmers can then produce crops which the hotel procure.

The tables below indicates a combined effort by all sectors involved to aggressively develop the agricultural sector. In so doing, more jobs are created and food security is ensured. The following plans are in line with the KCDM Agricultural Sector Plan and the municipality IDP (Other projects are on the financial plan section);

NO	COMMUNITY GARDENS	PROJECT	WARD
1.	Mawusheni	Fencing material	7
2.	Masibonakale	Fencing material	9
3.	Zamokuhle	Fencing material	6
4.	Qediphanga	Fencing material	26
5.	Ibhunsthe	Fencing material	23
6.	Mkhishwane	Fencing material	3
7.	Mkhungaze	Fencing material	14
8.	Makhosazane and Brothers	Irrigation System	24

Table 66: Projects funded by the municipality

Project Name	Activity	Budget	No of beneficiaries	Jobs created	Ward
Ifalethu	Fencing	R 65 000.00	8 (1M,7F)		27
Ehlathini	Fencing	R46 700	22 (1M, 21F)	6	26
Barachac	Irrigation	R158 000	3 (1M, 2F)	10	27
Savukamphendle	Irrigation	R172 195.25	16 (6M,10F)	10	6
Sivelakude	Irrigation	R299 000	23 (4M, 19F)	3	14
Zithokozise	Fencing	R65 00.00	10	07	14
Ingungumbane	Scooping	R 326 980	Community		27

Table 67: Projects funded by DARD

13.1.10. 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.

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.

Mthunzini is characterized by natural beauty and is a popular coastal town. UMlalazi Nature Reserve, 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 Mthunzini. There are 5 different ecosystems, namely estuarine, dune scrub, dune forest, coastal riverine and coastal forest which characterize the Mthunzini 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.

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

Programs aimed and developing the tourism sector

TOURISM PROJECTS	FUNDS
Tourism Plan	R 500 000.00
Tourism Indaba	R 50 000.00
Tourism Marketing Material	R 400 000.00
Crafters Support	R 50 000.00
Art on the Shade Festival	R 50 000.00
Tourism Signage	R 100 000.00
Museum Night	R 50 000.00
Taxi Rank Building Maintenance	R 100 000.00
Gateway Entrance Designs	R 100 000.00

Table 68: Tourism projects funded by the municipality

13.1.11. 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 69: Manufacturing sector performance (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.

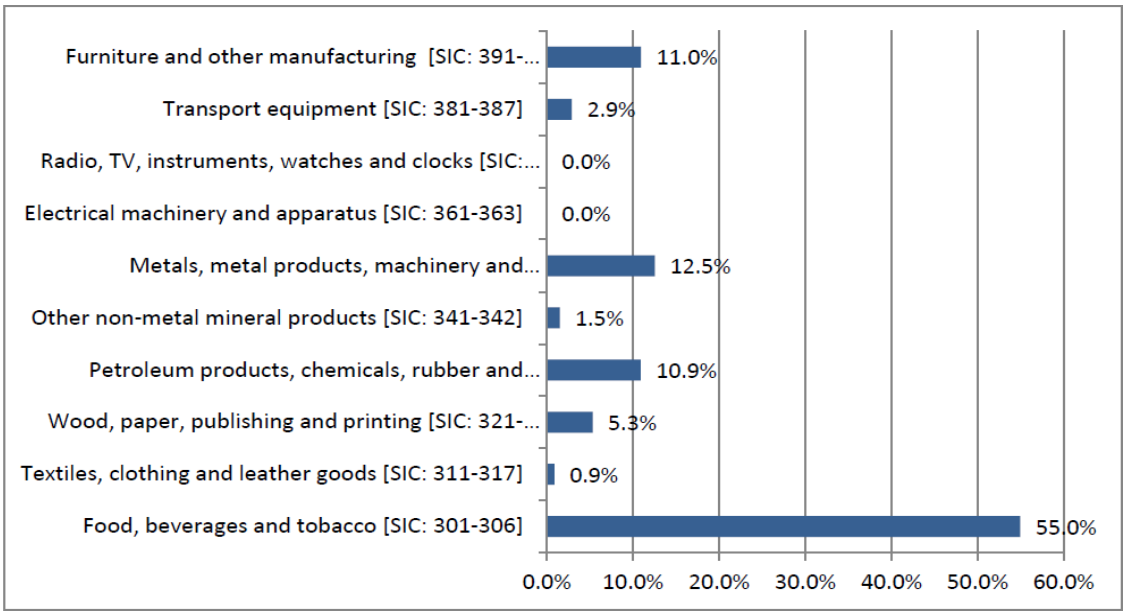


Figure 17: GVA contribution within manufacturing sector in uMlalazi, 2011 (Quantec 2012)

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 utilized, in most instances raw material is transported to other centers 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.

13.1.12. Mining

Tronox currently has since 1998 had a large business investment within the King Cetshwayo District Municipality with mining of the mineralized sand dunes in an area just north of Mthunzini, 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.

Tronox has valid mining rights in the uMlalazi Municipality and has been legally undertaking mining activities on land within this municipal area since 2002. Tronox has made significant progress towards obtaining additional authorizations for furthering the Fairbreeze project which will in turn feed the CPC at Empangeni. Tronox 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.

Tronox Mine also has a responsibility toward developing and empowering communities socially and economically in the form of Social Labor Plans (SLPs). The mine has made a noticeable change in the lives of the communities within the municipal area over the years and continues to do so. Hence the table below indicates the projects that Tronox mine will deliver within the 5 year per period.

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.

COMMUNITY	PROJECT	BUDGET	YEAR	REMARKS
Nzuza	1.Ensingweni Primary School Classrooms. Ablutions & Admin block	R3 200 000 (R1.2mil in second and third year)	2018-2020	Approved by DMR-Budget increased from R1.2mil to R3 200 000 by cancelling other projects. The school to be rebuilt.
	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

Table 70: Tronox SLP for 2022

Lafarge Mining operates the quarrying interests of Lafarge South Africa Holdings, one of the country's leading manufacturers and suppliers of cement, aggregates, ready-mixed concrete and fly ash. The company is a member of the international Lafarge Holcim group, the world leader in building materials, and an industry leader in sustainable development.

The Richards Bay Quarry is a commercial quarry that has been in operation since 1970 as a hard rock quarry. Prior to this the quarry had been used to manufacture clay fired bricks from the surrounding shales and clays. Richards Bay Quarry belongs to Lafarge Mining SA (Pty) Ltd and produces aggregate stone & sand for road pavement layering; ready-mix concrete; ballast and general aggregates destined for the building & construction industry.

Richards Bay Quarry is located at latitude 280 44' 47" S and longitude 31044' 20" E some 15 km west of the Central Business District of Empangeni. The open pit mine is located south-west of the R34 Regional Road, P230 is an access road to the quarry. 15 employees out of 23 are from the local District municipality.

Richards Bay Quarry serves the construction and building sector, the mine is founded upon a dolerite ore deposit close to the market. Products produced are Basecoarse, Subbase, aggregate stone and crusher sand.

Lafarge always strive to operate within the confines of the law and Regulations in terms of the Mineral and Petroleum Resources Development Act, 2002, (Act No 28 of 2002) (MPRDA) and other applicable legislation.

The 5 year Social Labour Plan for Lafarge with be developed in line with the IDP and community priority needs. Within the 2018/19 financial year, build up meetings with relevant stakeholder have been initiated to establish a basis for understanding of how the SLP will be developed.

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.

13.1.13. 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 71: 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.

13.1.14. Operation Phakisa (Oceans Economy)

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;

- Aqua cultural Development (Fish Farming)
- Beach Tourism Development (Including Road Infrastructure)
- Accommodation/Hotels/High Income Coastal Estates
- Desalination Plant
- Small Harbors/Logistic Hub

13.1.15. 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

13.1.16. 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 72: Collaborative Agreements

13.1.17. NARYSEC (Rural Skills Development Programme)

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

In the 2017/18 financial year the NARYSEC Programme trained 15 unemployed beneficiaries (from uMlalazi LM) in various skills ranging from mechanical, civil, electrical and agricultural skills. The program runs for 24 months and it was based initially in Bloemfontein, and when practical training commences the beneficiaries were allocated at various FET Colleges.

13.1.18. 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 9th 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

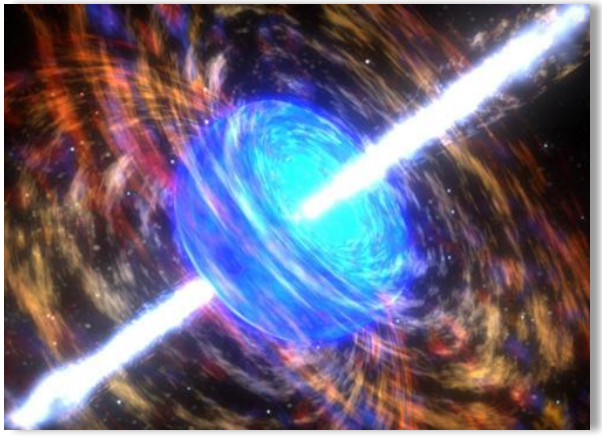
- Guiding and improving technical and financial management targeting skills development, mentoring and coaching
- CIDB Registrations
- Company Profiles & logos
- CIDB registration
- Central Supplier Database (CSD)
- Registration with Regulatory Bodies (BCCI, SARS, COIDA, PSIRA)
- BEEE affidavits & Share 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.

13.1.19. 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 used 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

13.1.20. Capacity within LED Unit

The LED Unit is in the Planning and Economic Development Department (with Housing, IDP, Town Planning and Building Inspectorate). The LED unit, in terms of the adopted organogram consists of eleven (11) incumbents. Currently the unit is capacitated with a Manager who reports to the Director PED, two LED Officers, a tourism officer (and an intern), one project administrator (on contract) and two administration clerks (on contract). This means that of the 11 incumbents, eight posts are filled. The LED Unit is further complimented by Youth Office which operates in the Youth Business Advisory Center. The Youth Office consists of two youth officers, reporting to the Manager Youth under the office of the Mayor. Although it is acknowledged that poverty, unemployment and inequality is a cross demographic societal issue, it mostly affects the youth as they form the majority of the population. It then makes sense to partner the two units to collectively address the issues around youth development. Furthermore, the municipality has in place an MOU with the NYDA which provides ancillary technical and funding assistance to capacitate youth.

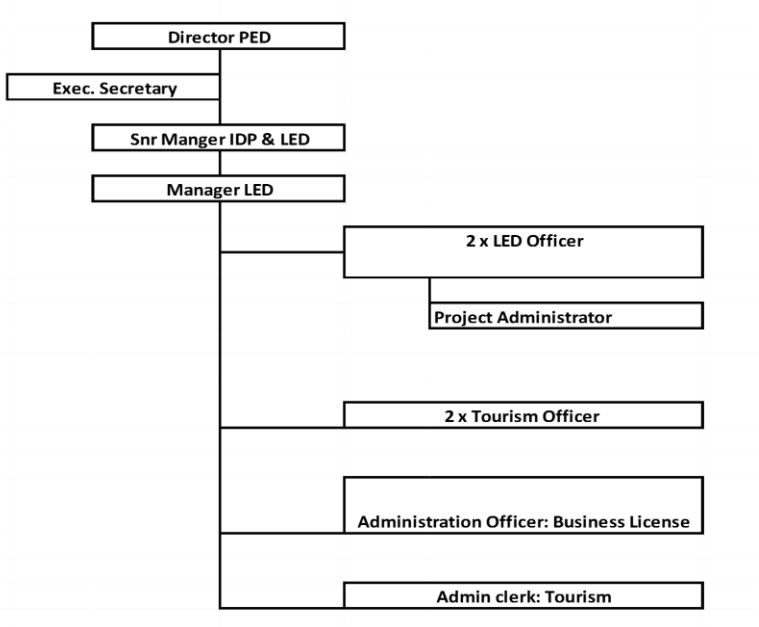


Figure 18: LED Organogram

13.1.21. LED Projects

The table below indicates the LED projects that the municipality will implement in the 2019/2020 financial year. It is important to note that these projects will address various LED issues that have emanated from communities, the MEC Comments on LED KPA as well as the strategic planning session.

The municipality has seen a need for a much more integrated and an inclusive approach to developing LED within the municipal area. For this reason the municipality has budgeted for the LED Summit which will bring all LED stakeholders into one platform to collectively develop and implement strategies which effective enhance LED within the municipality.

The below budget also clearly indicates budgets for SMMEs, Tourism Development, Agriculture and the informal sector;

LED PROJECTS	BUDGET
Fencing of Community Gardens x 4	R 360 750.00
SMME Support	R 1 400 000.00
SMME Training	R 100 000.00
Rank Informal Traders Ablution Facilities	R 200 000.00
Local Business Summit	R 200 000.00
Investment Attraction Strategy	R 400 000.00
Gingindlovu Trading Stalls Development	R 100 000.00
Ward Poverty Alleviation Projects	R 70 000.00
Tourism Plan	R 500 000.00
Tourism Indaba	R 50 000.00
Tourism Marketing Material	R 400 000.00
Crafters Support	R 50 000.00
Art on the Shade Festival	R 50 000.00
Tourism Signage	R 100 000.00
Museum Night	R 50 000.00
Taxi Rank Building Maintenance	R 100 000.00
Gateway Entrance Designs	R 100 000.00
Camera	R 20 000.00
Agricultural Plan (Roll over)	R 139 250.00

Table 73: Budgeted LED Projects

13.1.22. Budget for Research and Development

The following tables indicates the budget that has been reserved for research and development. During the strategic planning session, it emanated that in order to better achieve the vision 2035, the municipality would need to revisit and review the current strategic goals and objectives. As such, the revised strategic thrusts for the municipality indicated that there various plans that need to be developed which would proposed implementable targets in which to the municipal vision. Noticeable of the list below are the critical, Coastal, Development Plan, SDF (and SEA), Town Planning Scheme (with Nodal Development Plans), Agriculture Plan, Tourism Plan and Investment Attraction Strategy.

Description	Budget Year 2019/2020
Coastal Development Plan	500 000
Electricity Supply MTZ and Ging Feasibility Study	500 000
Tourism Plan	500 000
Agricultural Plan	139 250
Investment Attraction Strategy	400 000
Land Audit	200 000
Municipality Spatial Development Framework	593 000
Office Plans	150 000
Nodal Development Plans	315 000
Wall To Wall Scheme	1 000 000
Ward Base Plans	100 000
Total	**5 335 500**

Table 74: Budget for Research and Development

13.1.23. Alignment of LED KPA with PGDS

PGDS GOALS	LED STRATEGY GOAL	STRATEGIC OBJECTIVES	BUDGETED LED PROJECTS
Inclusive Economic Growth **Human and Community Development** **Environmental Sustainability**	**GOAL 1: THE AGRICULTURAL SECTOR SUPPORT**	**Strategy 1 :** Agricultural Stakeholders Improvement of coordination **Strategy 2:** Improve agro-processing and diversify commodities **Strategy 3:** Encourage the development and expansion of the agriculture sector	**Development of an Agriculture Plan** **Fencing of Community Gardens (DARD, uMLM, TRONOX, etal)** **SMME Support (uMLM, NYDA, DRD, EDTEA)** **SMME Training (uMLM, NYDA, NARYSEC)** **Construction of Pack houses and Processing plants**
Inclusive Economic Growth **Strategic Infrastructure** **Governance and Policy**	**GOAL 2: SUPPORTING THE MANUFACTURING SECTOR**	**Strategy 4:** Manufacturing sector policy support **Strategy 5:** To promote investment and boost the local economy	**Local Business Summit** **Investment Attraction Strategy**
Inclusive Economic Growth **Human and Community Development** **Strategic Infrastructure** **Environmental Sustainability**	**GOAL 3: IMPROVE THE TOURISM SECTOR**	**Strategy 6:** Diversification of the tourism activities **Strategy 7:** Provision of Tourism Support Infrastructure	**Local Business Summit** **Tourism Plan** **Tourism Indaba** **Tourism Marketing Material** **Crafters Support** **Art on the Shade Festival** **Tourism Signage** **Museum Night** **Gateway Entrance Designs**
Human Resource Development **Governance and Policy**	**GOAL 4: IMPROVING LED PORTFOLIO AND CAPACITY**	**Strategy 8:** Coordination of LED stakeholders and funding **Strategy 9:** Improving the LED capacity	**Local Business Summit** **Investment Attraction Strategy**
Inclusive Economic Growth **Human and Community Development** **Strategic Infrastructure**	**GOAL 5: PROVISION OF ECONOMIC INFRASTRUCTURE**	**Strategy 10:** Provision and maintenance of bulk infrastructure **Strategy 11:** Facilitating easy access to land for development and housing **Strategy 12:** Improved safety and wellbeing	**Investment Attraction Strategy** **Land Audit** **Spatial Development Framework** **Nodal Development Plans** **Wall To Wall Scheme**

PGDS GOALS	LED STRATEGY GOAL	STRATEGIC OBJECTIVES	BUDGETED LED PROJECTS
	GOAL 6: SUPPORT SMALL ENTERPRISES	**Strategy 13:** Assistance and support for small enterprises **Strategy 14:** Small enterprise development of innovation	**SMME Support** **SMME Training** **Rank Informal Traders Ablution Facilities** **Local Business Summit** **Gingindlovu Trading Stalls Development** **Taxi Rank Building Maintenance**
	GOAL 7: PROMOTE A GREEN ECONOMY AND ICT SECTOR	**Strategy 15:** Support the development of the green economy sector **Strategy 16:** Support the development of the ICT sector	**Agricultural Plan** **Coastal Development Plan** **Spatial Development Framework** **Implement the ICT Master Systems Plan** **Roll Out of Free Wifi Hot Spots**

Table 75: Alignment of KPA with PGDS

13.1.24. Addressing AG Comments on LED

Within the 2017/18 financial year, the municipality received an unqualified audit opinion. Emanating from the opinion was the query pertaining to procurement and contract management. 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).

Local content did not stipulate minimum threshold for local production and content to be considered. All payments in respect of these awards should be regarded as irregular expenditure which results in a material non-compliance with legislation.

The municipality has hence implemented remedial action through a standard clause which has been included in all notices for procurement over R30 000 and tenders over R200 000 compelling service providers to comply with local content requirements. A declaration form is incorporated. This target has therefore been achieved.

13.1.25. Monitoring and Evaluation of LED

The municipality developed the LED Strategy with clear implementable targets. The PED monitors the progress of LED in terms of the targets met in terms of the plan. The municipality has increased the budget for LED in response to the provisions of the LED Strategy. Some of the targets within the LED Strategy implementation are gradually incorporated the IDP review and the budget. These targets with the budget, form part of the performance management targets in the IDP (SDBIP).

13.1.26. LED Risk/Threat Analysis (and proposed interventions)

No	Risk/Threat	Proposed interventions
1	Crime	Installed satellite stations in town to curb business thefts. The municipality is also conducting studies to install cameras in crime prone areas within the towns
2	Declining Economy	The municipality has budgeted for the development of the Investment Strategy. This strategy will be developed in line with the SDF which is currently under review.
3	Fuel Prices	The municipality has budgeted for the development of Nodal Development Plan which will guide the establishment of Gingindlovu

		as a Logistics/Storage Hub looking at its strategic location to the major logics routes (N2, R66 and R102) and its proximity Isithebe /NRB/DBN
4	Illegal Traders (& illegal foreigner trading)	A Task team has been established which is led by his Worship the Mayor which consists of Law Enforcement Agencies, Home Affairs, KCDM, Liquor Board and uMLM
5	Limited Commercial space	The municipality has budgeted for the subdivision of town lands for commercial development.
6	Investment Attraction	The municipality has budgeted for the review of the Investment Retention Plan
7	Inadequate bulk services	Continuous engagement with KCDM and DWAHS for installation of bulk services at strategic locations.

Table 76: LED threat analysis

13.1.27. 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 Nkwaleni 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 acerbated 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.

13.2. Social Development Analysis

13.2.1. 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;

Table 77: Community Based Planning 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: Top 5 Priority Needs by Wards

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

Table 78: Top 5 priority needs by wards

13.2.2. 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%

ISSUE	INDICATOR	NUMBER	%
	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%

Table 79: School Attendance

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%
	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%

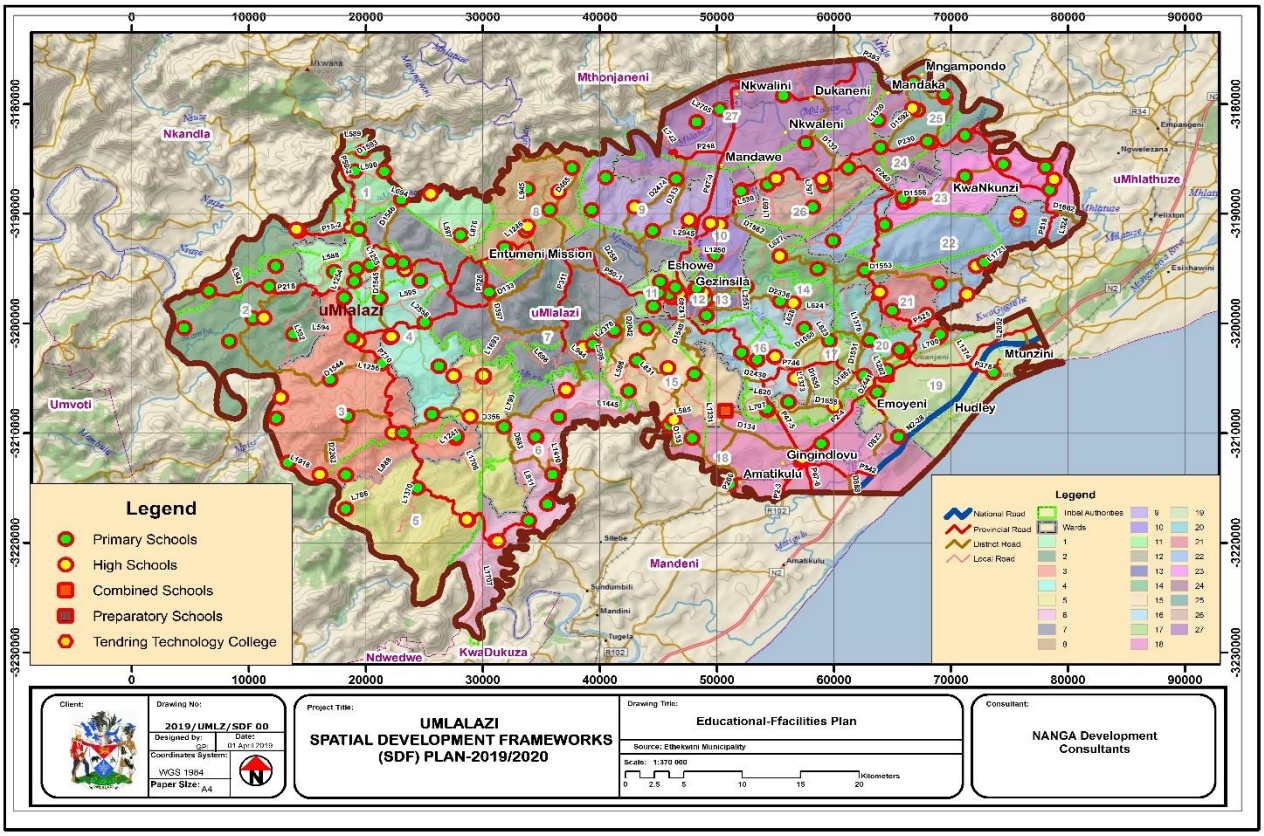
ISSUE	INDICATOR	NUMBER	%
	Primary Schooling (White)	335	11,8%
	Some Secondary (Black African)	49 901	23,1%
	Some Secondary (Coloured)	277	30,7%
	Some Secondary (Indian/Asian)	546	25,4%
	Some Secondary (White)	479	16,8%
	Matric (Black African)	29 859	13,8%
	Matric (Coloured)	339	37,6%
	Matric (Indian/Asian)	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 80: Highest Education Level (CS 2016)

In order to address the issue of school infrastructure the Department of education has rolled out a three year infrastructure plan (In the Financial Plan Section) which outline infrastructure projects within a large number of schools within the municipal area. Most important to note is the construction of two new primary schools in in ward 11 and 19 namely Sunnydale Primary and Emoyeni Primary School. The implementing agent in both schools is the Department of Education and both projects are funded through the Education Infrastructure Grant. The following table provides further details with respect to the new schools;

Project Name	Scope of Works	Project Status	Total Project Cost R'000	Budget Allocation 2018-19 R'000	Estimate Allocation 2020-21 R'000	Estimate Allocation 2021-22 R'000
EMOYENI PRIMARY SCHOOL	10 STANDARD CLASSROOMS, 1 MULTIPURPOSE, LABORATORIES ANS SPECIALIST ROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM, 4 OFFICES, 4 STOREROOMS, 1 STRONG ROOM, 1 SNP KITCHEN, 6 GIRLS TOILET SEATS, 4 BOYS TOILETSSEATS AND URINAL SPACES, 4 TEACHERS TOILET SEATS AND 1 DISABLED TOILETS.	DESIGN	26 000	0.00	2 110.00	1 395.00
SUNNYDALE SECONDARY SCHOOL	24 CLASSROOMS, 3 MP CLASSROOMS, 1 MEDIA CENTRE, 1 COMPUTER ROOM, 1 SNP KITCHEN, ADMIN OFFICES, 32 TOILET SEATS,	DESIGN	42 978	0.00	6 504.38	14 161.00

Table 81: New School Projects



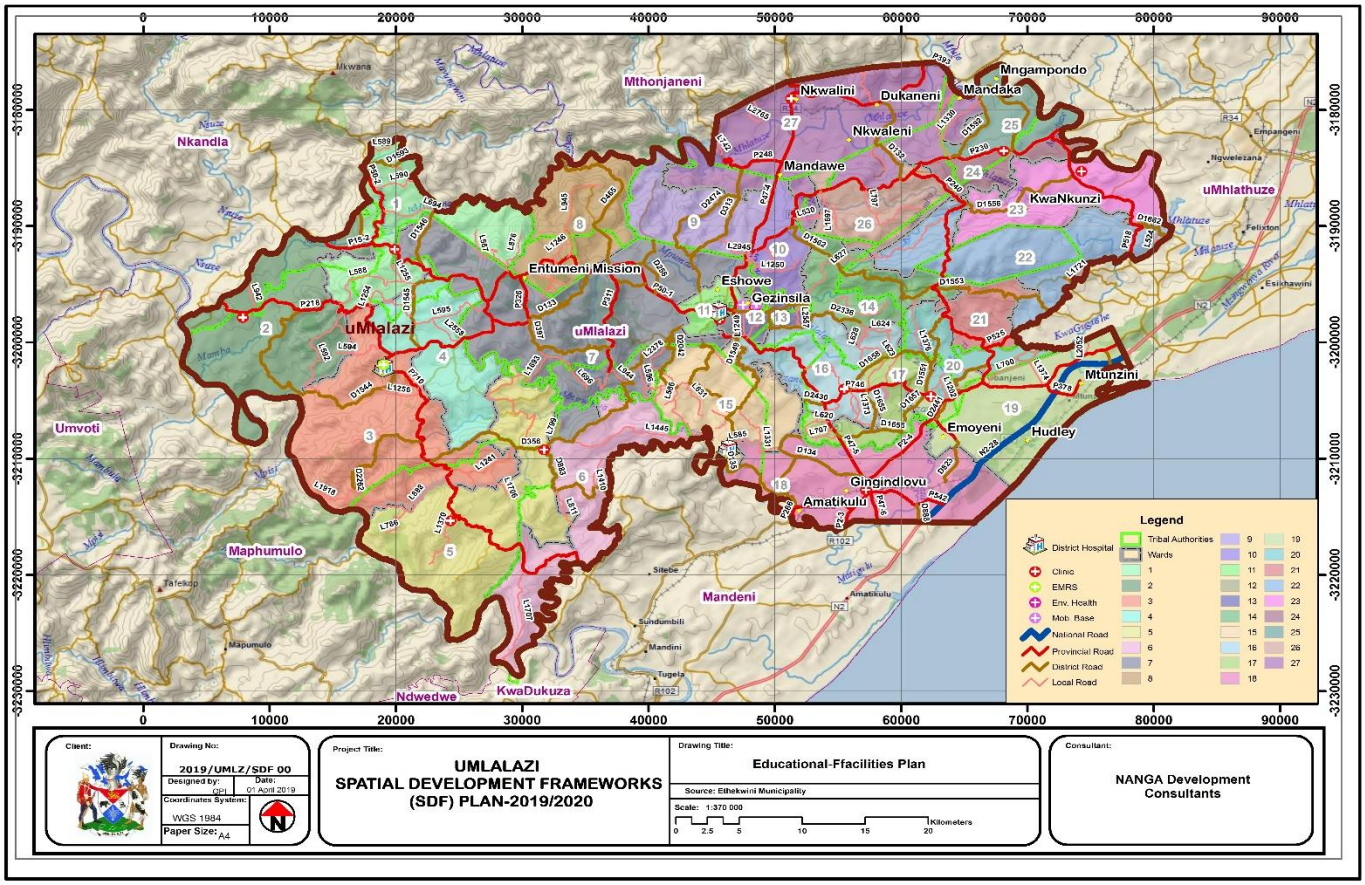
Map 30: Educational Facilities

13.2.3. Health

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.



Map 32: Health Facilities

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 Mbongolowane 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.

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.

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
AIDS deaths	1301	0,55% of the total population and 38.61% of the total deaths
Other deaths	2068	0,87% of the total population and 61.39% of the total deaths

Total deaths	3368	1.42 of the total population (making 100% deaths)
Crude Death Rate		**14.2**

Table 82: 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

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.

13.2.4. Safety & Security

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.

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.

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 may be 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.)

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.

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.

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.

13.2.5. 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;

a. Ingoma/Indlamu Competitions
b. uMaskandi Festival
c. Dewali Festival
d. Inyanga yomhlangano waseJudea
e. uMkhosi woMhlanga (Reed Dance)
f. Mayoral Soccer Tournament
g. Derrick Spencer Soccer Tournament
h. Bundu Annual Festival

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;

- The implementation of interventions that grow the arts and culture industry in KZN, contributing to job creation and poverty alleviation
  - Establishment of Arts and Culture Forum – Ward Level
  - Identification of cooperatives to be supported

- The implementation of interventions that advance artistic disciplines into viable industries.
  - Performing arts / visual arts training for inmates
  - Rolling out Main stream Performing and Visual Arts Training
  - Performing arts training (theatre/drama, music etc.)
  - Visual arts and craft training (fine arts, beadwork etc.)
  - Performing arts/ Visual arts and craft training for people with disabilities.
  - Youth Camp
  - Men's Project – Amahubo rehearsals
  - Women's Project (Operation Siyaya Emhlangeni)
  - Dolosfees
  - Regional Choral Music Competition
  - District Community Festivals
  - District Ingoma

- The implementation of interventions that enhance social cohesion and inclusion in the Province.
  - Community Dialogues

- The improvement of the Quality of Education in the Arts, Culture & Heritage
  - Umkhosi waMaganu
  - Freedom Day Celebration
  - Umkhosi weNonkosazana/ kaNomkhubulwane
  - Reed Dance Ceremony
  - Umkhosi weSivivane/ Izithungo
  - Umkhosi weLembe
  - Umkhosi woSelwa/ UkweShwama

13.2.6. 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.

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 for 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 83: Disability Structures

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 9th 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.

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

Early Childhood Development

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 crèches 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 crèches in various wards thus fulfilling the National and Provincial mandate to fast-track the provision of early childhood development centers within our municipalities. The municipality continues to provide crèches in various wards and supports the crèche with furniture and equipment to sustain them. The following table indicates the crèches 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	O2	Completed
Isibizane crèche	07	Completed
Khalipha crèche	15	Completed
Mawudlu crèche	16	Completed
Nhlababo crèche	17	Completed
Ngobe crèche	22	Under construction

Table 84: New Crèches

Access to Crèches Peace centers and Halls

WARD NAME	Ward Cllr	Crèche Name	Hall Name
1	S.V Chamane	Izinsundu Creche	Izimvu Peace Centre
1	S.V Chamane	Zamimpilo Creche	
2	N.B Nkala	Ephusheni Creche	Mamba Peace Centre
2	N.B Nkala		Mamba Sewing Centre
3	T.V Jiyane	Ncekuya Creche	Mbongolwane P.C
3	T.V Jiyane	Masimbeni Creche	
4	N.N.F Luvuno	Ngilandela Creche	Amandlesizwe P. C
4	N.N.F Luvuno		Thembalesizwe C. Hall
4	N.N.F Luvuno		
5	N.S Zulu	Simoyi Crèche	Ebathenjini Com. Hall
5	N.S Zulu		Ngudwini C Hall
5	N.S Zulu		Mqalane Comm Hall
5	N.S Zulu		Amahuzu Peace Centre
5	N.S Zulu		Maqotha
6	B.C Sithole	Izule Creche	Mphendle P.C

WARD NAME	Ward Cllr	Crèche Name	Hall Name
6	B.C Sithole		Mombeni Hall
6	B.C Sithole	Dumayo Crèche	Gotscheni Hall
6	B.C Sithole	Manqindi Crèche	Mombeni Community Service Center
7	P.T.O Shange	Saron Crèche	Mawusheni Com. Hall
7	P.T.O Shange	Isidibha Crèche	Nkanini Com. Hall
8	W.P Mzimela	Imbalenhle Crèche	Phaphama Peace Centre
8	W.P Mzimela		Gcininhliziyo Hall
8	W.P Mzimela		Kholweni Hall
8	W.P Mzimela		Kholweni Hall
9	M Dludla	Thintumkhaba Cr.	Esiphezi Peace Centre
10	S.S Mdletshe	Mthilombo Crèche	Sibusiswe Peace Center
10	S.S Mdletshe	Mandawe Crèche	Eziqwaqweni Peace Center.
10	S.S Mdletshe	Nkume Area - Crèche	
11	S.B Larkan	Norwoord Crèche	Sunnydale Peace Center
11	S.B Larkan	Sunnydale Crèche	Eshowe Town Hall
11	S.B Larkan	Mpushini Crèche	Norwood Park Hall
11	S.B Larkan		Traditional Leaders Hall
12	M.E Dlamini	Mncongweni Crèche	KDS Hall
13	H.S Thango	Kwamondi Crèche	Izindophi Peace Center.
13	H.S Thango	Kwamfana Crèche	Berea Hall
14	S.B Dlamuka	Mbangayiya Crèche	
14	S.B Dlamuka	Mfenyane Crèche	
15	M.H QWABE	Mabudle Crèche	Mpangazitha Peace Center
15	M.H QWABE		Impilo Peace Centre
16	B.D Ngidi	Zigcabangele Crèche	Mvutshini Hall
16	B.D Ngidi	Sibonelo Crèche	Makilimba Hall
16	B.D Ngidi	Safube Crèche	Bhekamahubhu Peace Center
16	B.D Ngidi	Wombane Crèche	Safube Hall
17	S.S Cele	Nyezane Crèche	Vukayibambe P C.
17	S.S Cele	Ngiba Crèche	Nyezane Hall
17	S.S Cele	Nyezane Crèche	
18	S.S Nsele	Naickerville Crèche	Ethafeni Peace C.
18	S.S Nsele		Gingindlovu Town Hall
19	J.K Powell	Manzini Crèche.	Insingweni H.
19	J.K Powell		Sabeka / Manzini Hall
19	J.K Powell		Mthunzini Hall
19	J.K Powell		M.P.C

WARD NAME	Ward Cllr	Crèche Name	Hall Name
20	M.G Zondi	Insala Crèche	Veleshowe Hall
20	M.T Ncanana	Sisimane Crèche	Obanjeni Hall
		Kwa_Sibhamu C.	Kwa_Sibhamu Peace Center
20	M.T Ncanana	Emabhawuzini Crèche	
20	M.T Ncanana	Kwamakweqe Crèche	
20	M.T Ncanana	Mceni Crèche	
21	N.M Mnqayi	Evongotho Crèche	Esiwohlweni Hall
21	N.M Mnqayi		Mseni Hall
21	N.M Mnqayi		Esiwohlweni Hall
22	N.M Mnqayi	Sibhakuza Crèche	Mhlatuzana Peace Center
22	N.M Mnqayi		P240 Owen Peace Center
22	N.M Mnqayi		Engshiweni Peace Center
23	B.L Zungu	Qinisweni Crèche	Macekane Peace Center
23	B.L Zungu		Eskebheni Hall
23	B.L Zungu		Qalokwethu Sewing Centre
24	A.B Dlamini	Sizakancane Crèche	
25	L.B.G. Biyela	Mnganpondo Crèche	Ofasimba Peace Center
25	L.B.G. Biyela	Ndlangubo Market Store	
25	L.B.G. Biyela	Zamokuhle Crèche	
26	T.E Ntsele	Habini Crèche	Bhekeshowe Hall
26	T.E Ntsele	Mphehlele Crèche	Mateku Peace C.
26	T.E Ntsele	Khombukukhanya Creche.	Multi-Purpose Centre
26	T.E Ntsele		Nondwayisa Peace Center
27	M.M Ngema	Ntsheluntshelu Crèche	Ncemaneni Hall
27	M.M Ngema		Nomyaka Hall

Table 85: Community Halls, Peace Centers and Crèches

13.3. 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, Ward Coms, War Rooms, CCGs)

Threats

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

14. Municipal Financial Viability and Management

5.1. 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.

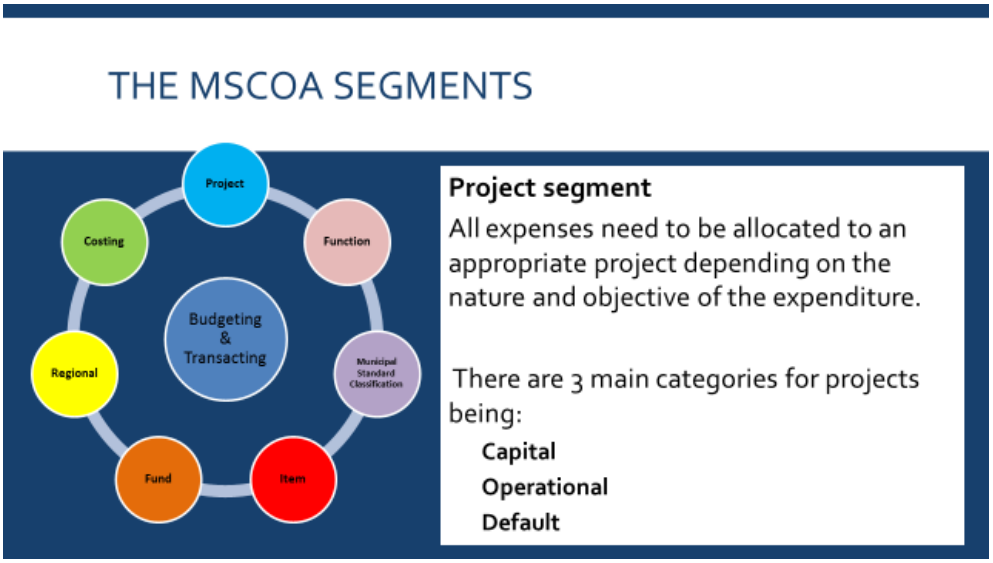


Figure 19: MSCOA Segments

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.

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

5.2. 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	56 365 120	82 008 390	79 744 790	72 363 900	45 958 140
Actual capital spend	46 045 733	75 016 899	68 502 050	56 082 022	37 164 802

	2018	2017	2016	2015	2014
% Spending	81.84	91.47	89.9	77.5	80.87

Table 86: Expenditure of Capital Budget over last 5 years (2013 – 2018)

5.3. 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 87: 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 88: Households Receiving Free Basic Electricity

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

Table 89: Free Basic Refuse Removal

5.4. Equitable Share Allocation

DETAILS	Adjustments Budget 2018/2019	Budget Year 2019/2020	Budget Year 2010/2021	Budget Year 2021/2022
Youth development	637 000	500 000	500 000	500 000
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	-	-	-
Rates relief	89 259 630	114 679 460	119 638 160	130 519 990
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	3 400 000	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	160 000	170 000	180 000
Local Aids Council	415 000	200 000	235 000	265 000
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	120 000	160 000	180 000
Rural roads: Grader programme	8 533 170	8 500 000	8 959 000	9 442 790
Free refuse	2 108 060	2 150 220	2 266 330	2 388 720
Solid waste relief	2 996 170	5 056 090	5 329 120	5 616 900
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
Electricity metering audit	-	-	-	-
Capital projects contribution	9 212 460	6 048 000	10 577 000	9 830 000
Total	**165 378 000**	**185 590 000**	**198 115 000**	**211 945 000**

Table 90: Equitable Share Budget Allocation

5.5. Consolidated Overview of the 2019/2020 Budget and MTREF

Details	Adjustments Budget 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
	(R)	(R)	(R)	(R)
Total Operating Revenue	(492 350 840)	(494 914 820)	(471 733 740)	(503 114 980)
Total operating Expenditure	456 396 020	494 809 660	470 922 920	499 420 560
(Surplus)/Deficit for the year	(35 954 820)	(105 160)	(810 820)	(3 694 420)
Total Capital Expenditure	71 715 460	67 879 000	51 516 250	61 217 000

Table 91: Total Capital Expenditure

Operating Revenue			
Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Percentage Growth	6.8%	-4.7%	6.7%
Growth/(decrease) in amounts	31 301 350	(23 181 080)	31 381 240
Operating Expenditure			
Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Percentage Growth	8.0%	-4.8%	6.1%
Growth/(decrease) in amounts	36 613 640	(23 886 740)	28 497 640
Capital Budget			
Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Percentage Growth	-3.7%	-25.4%	18.8%
Growth/(decrease) in amounts	(2 636 460)	(17 562 750)	9 700 750

Table 92: Budget Overview

5.6. 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

Summary of revenue classified by main revenue source

Description R thousand	2017/18 Audited Outcome	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source								
Property rates	51 482	52 040	53 346	53 346	53 346	56 411	60 187	63 861
Service charges - electricity revenue	58 418	64 343	65 882	65 882	65 882	74 045	79 097	84 567
Service charges - water revenue	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–
Service charges - refuse revenue	10 452	11 005	11 220	11 220	11 220	11 849	12 489	13 163
Rental of facilities and equipment	1 309	1 378	1 378	1 378	1 378	1 450	1 525	1 604
Interest earned - external investments	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	41 516	43 717	43 717	43 717	43 717	47 980	50 488	53 127
Licences and permits	73	77	77	77	77	81	85	90
Agency services	3 737	3 935	3 935	3 935	3 935	4 139	4 355	4 581
Transfers and subsidies	164 648	172 281	210 346	210 346	210 346	244 325	203 944	219 954
Other revenue	2 027	2 134	7 310	7 310	7 310	2 220	2 336	2 457
Gains on disposal of PPE	980	1 500	1 500	1 500	1 500	1 200	850	850
Total Revenue (excluding capital transfers and contributions)	341 541	360 201	403 603	403 603	403 603	448 844	420 767	449 948

Table 93: 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 below table:

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Revenue from rates and service charges	142 304 310	151 772 780	161 590 860
Percentage of total revenue	28.75%	32.17%	32.12%
Revenue from property rates	56 410 880	60 187 100	63 860 860
Revenue from grants and transfers	244 324 840	203 943 750	219 954 000
Year-on-year grant growth	2.2%	-16.5%	7.9%

Table 94: Additional summary of revenue

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

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
RECEIPTS:						
Operating Transfers and Grants						
National Government:	**166 820**	**172 148**	**172 148**	**193 399**	**198 434**	**214 135**
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

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
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
Provincial Government:	**5 461**	**38 198**	**38 198**	**50 926**	**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	44 997		
COGTA: Municipal Spatial Development Framework Grant		1 000	1 000	593		
COGTA: Community Centre Grant				100		
Total Operating Transfers and Grants	**172 281**	**210 346**	**210 346**	**244 325**	**203 944**	**219 954**

Table 95: Operating transfers and grants receipts

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):

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
Expenditure By Type						
Employee related costs	121 725	121 337	121 337	143 745	153 766	165 394
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	52 290	55 114	58 090
Finance charges	343	343	343	310	290	270
Bulk purchases	50 729	51 484	51 484	59 531	64 353	67 713
Other materials	10 313	11 077	11 077	10 800	11 376	11 984
Contracted services	68 076	107 418	107 418	117 535	70 663	75 621
Transfers and subsidies	3 901	7 451	7 451	5 206	5 319	5 558
Other expenditure	35 502	35 979	35 979	36 234	38 119	39 981
Total Expenditure	**406 349**	**458 196**	**458 196**	**494 810**	**470 923**	**499 421**

Table 96: Summary of operating expenditure by standard classification item

Employee Related Costs

The budget allocation for employee related costs for 2019/2020 financial years totals R166 702 070 including remuneration of Councillors which equals to **33.7** percent of the total operating expenditure. The employee related

costs are growing by **35.9** per cent from 2018/2019 (original budget) to 2021/2022. 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:

Employee related costs	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2020/2021
Basic Salaries and Wages	79 732 630	94 538 670	101 155 030	108 234 480
Pension and UIF Contributions	13 647 310	16 178 920	17 311 490	18 523 240
Medical Aid Contributions	5 632 990	6 574 200	6 696 310	6 821 040
Overtime	4 676 050	3 009 740	3 235 420	3 461 920
Performance Bonus	694 670	588 050	629 250	673 300
Motor Vehicle Allowance	4 143 420	4 821 820	5 159 330	5 520 490
Cellphone Allowance	1 198 120	1 426 800	1 526 640	1 633 570
Housing Allowances	1 242 500	1 547 550	1 655 940	1 771 860
Other benefits and allowances	8 482 700	10 880 900	11 642 530	12 457 370
Annual leave	1 070 430	3 038 090	3 501 540	4 956 620
Long service awards	196 490	487 630	554 170	592 980
Post-retirement benefit obligations	619 960	652 490	698 150	747 040
TOTAL	**121 337 270**	**143 744 860**	**153 765 800**	**165 393 910**

Table 97: Employee related costs

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	1 585 570	1 696 550	1 815 300
Group Life Insurance	1 324 240	1 506 600	1 612 060	1 681 220
Staff Bonuses	6 002 470	7 303 220	7 814 430	8 405 070
Total	8 482 700	10 880 900	11 642 530	12 457 370

Table 98: Other benefits and Allowances

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 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 15.63 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	4 118 250	4 340 110	4 573 970
Total	**11 077 390**	**10 799 570**	**11 376 250**	**11 983 610**

Table 99: Other Materials

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 **R117 535 370** for the two

outer years it has been limited to an increase of **(39.9)** per cent and an increase of **7.0** 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	355 820	375 030	395 280
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	2 176 000	2 285 850	2 401 230
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	6 584 640	6 801 160	6 968 590
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	10 531 670	11 063 480	11 604 650
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	50 000	52 700	55 550
* Research and Advisory	2 245 500	5 335 500	3 192 470	3 784 790
Valuer And Assessors	800 090	1 255 550	269 350	283 900
Land And Quantity Surveyors	300 000	900 000	948 600	999 820
Town Planner	200 000	1 385 000	920 790	958 150
Legal Advice And Litigation	900 000	1 495 000	1 575 730	1 660 820
Collection	470 000	479 400	505 290	532 570
Artists And Performers	182 470	72 600	82 000	91 400
Catering Services	1 814 200	1 212 460	1 264 180	1 344 570
Graphic Designers	42 120	50 000	52 700	55 550
Maintenance Of Buildings And Facilities	839 850	3 045 720	2 043 290	2 646 000
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	15 828 960
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	223 330	251 980	285 480
Rural Housing Project	31 737 370	44 901 840	-	-
Total	**107 418 470**	**117 535 370**	**70 663 180**	**75 621 480**

Table 100: Contracted Services

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 Crèches, Community Halls And Peace Centers	807 216	440 000	458 120	460 000
Fencing Of Communal gardens and SMME support	1 200 000	2 330 750	2 340 830	2 456 640
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	-	-	-
Households (Groceries , Temporally Shelters And Food Parcels)	4 379 000	1 630 600	1 682 400	1 751 400
Social Welfare Grant In Aid	158 488	150 370	150 370	167 050
Total	**7 451 100**	**5 205 530**	**5 318 950**	**5 557 540**

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	1 710 100	1 812 080	1 860 970
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	2 300 620	2 424 860	2 555 800
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 Licences (Radio and Television)	-21 570	-22 000	-23 190	-24 440
Communication Postage/Stamps/Franking 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	1 080 000	1 138 320	1 199 800
Honoraria (Voluntarily Workers)	86 000	168 100	184 050	213 320
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	2 489 120	2 603 730	2 724 430
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	663 470	715 650	738 890
Travel and Subsistence Domestic Accommodation	2 519 600	1 871 040	1 972 070	2 078 570

Description	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Travel and Subsistence Domestic Food and Beverage (Served)	26 340	34 620	35 680	36 800
Travel and Subsistence Domestic Incidental Cost	20 020	15 840	16 690	17 590
Travel and Subsistence Domestic Transport without Operator Car Rental	138 090	135 140	142 440	150 130
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	1 542 570	1 599 170	1 672 280
Vehicle Tracking	313 610	319 880	337 160	355 360
Workmen's Compensation Fund	920 540	800 000	843 200	888 740
Seating Allowance for Traditional Leaders	109 800	112 000	118 040	124 420
Hire Charges	1 001 100	567 310	600 480	635 600
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
Signage	51 270	52 300	55 120	58 100
Laundry Services	3 000	6 060	6 390	6 730
Indigent Relief	1 750 480	2 000 000	2 108 000	2 221 830
TOTAL	**35 978 610**	**36 234 040**	**38 119 270**	**39 981 490**

Table 101: Other Expenditure

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 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2022/2023
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
Total Repairs and Maintenance Expenditure	28 169 650	31 864 450	33 907 980	36 086 250
Repairs and maintenance as a percentage of PPE	3.3%	3.5%	3.6%	3.7%
Benchmark	8%	8%	8%	8%

Table 102: 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 the ongoing health of the municipality's infrastructure.

Municipal Infrastructure Assets & Maintenance (O&M)

	2018	2017	2016	2015
Roads	315 919 512	290 075 257	268 686 354	267 532 489
Storm Water	44 016 986	40 497 681	39 012 489	41 351 759
Electrical	41 513 920	43 083 879	46 264 905	32 861 712
Total Infrastructure Assets	**401 450 418**	**373 656 817**	**353 963 748**	**341 745 960**
Repairs and maintenance	**22 691 030**	**20 387 564**	**21 348 145**	**17 462 762**
Percentage of Infrastructure assets	**5.65**	**5.46**	**6.03**	**5.11**

Table 103: Municipal Infrastructure Repairs and Maintenance

Communications

It should be noted that R 1400 000 has be allocated towards commination. In terms of the MUNIMEC resolution, municipalities must provide 1% of their operational budget towards communication. The budget of R1400 000 translate to 0.5% of the operational budget. This is half of the target and the municipality will strive to meet the target in future. Hereunder is a table reflecting the budget for communications:

Description	Amount
Gifts and Promotional Items	500 000
Graphic Designers	50 000
Municipal Newsletters	150 000
Radio and TV Transmissions	500 000
Hire Charges	200 000
Total	**1 400 000**

Table 104: Communications Budget

5.7. Capital Budget

The following guidelines were applied in order to valuate and prioritize the capital projects:

- In line with the Council's revised IDP
- Carryover 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 decreased by **0.7** per cent.

The components of the capital budget are as follows:

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Departments requirements	29 518 000	11 127 000	17 880 000
MIG projects	38 361 000	40 389 250	43 337 000
TOTAL	**67 879 000**	**51 516 250**	**61 217 000**

Table 105: Components of the Capital Budget

The capital budget will be funded as follows:

Description	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
MIG	38 361 000	40 389 250	43 337 000
Equitable share	6 048 000	10 577 000	9 830 000
Own Funds	23 470 000	550 000	8 050 000
TOTAL	**67 879 000**	**51 516 250**	**61 217 000**

Table 106: Capital Budget Funding Allocation

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	6 013 000
Storm Water	1 700 000
Vehicle	10 670 000
Total	**29 518 000**

Table 107: Departmental Capital Budget

The following must be noted:

- R1 700 000 is provided for storm water.
- The budget of R10 670 000 has been provided to replace vehicles.

Description	Quantity	Amount
Community Services		
Sedan	4	1 160 000
Single Cab	5	2 430 000
Tractor	2	900 000
Truck	1	650 000
Corporate Services		
Single Cab	1	270 000
Engineering Services		
Cherry Picker Truck	1	800 000
Double Cab	1	450 000
Single Cab	4	1 600 000
Truck	1	1 100 000
Finance		
Sedan	1	280 000
Municipal Manager		
Sedan	1	270 000
Single Cab	1	310 000
Planning and Development		
Single Cab	1	450 000
Grand Total	**24**	**10 670 000**

Table 108: Funding for vehicles

Municipal Infrastructure Grant Projects for the next three budget years are as follows:

DESCRIPTION	Ward	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
HALLS AND OFFICES				
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		
ROADS AND CAUSEWAYS				
Esiphezi Road & Causeway	9			5 500 000
Ethafeni Road (4km)	15,18	500 000	5 000 000	-
Ezisululwini Road	4			4 402 250
Izingwenya Road (3km)	15	250 000	4 250 000	-
Kangela Road Rehabilitation - Phase 3	11	-	11 108 900	3 891 100
Kwabhonga Road	26	250 000	4 250 000	-
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 (6km)	3	7 000 000	3 256 350	1 743 650
Ngqathu Causeway	6			3 600 000
Urban Roads Rehabilitation (2km)	19	10 000 000	5 000 000	-
SPORTS FIELDS				
Basamlilo Sportsfield	27	444 270		
King Dinizulu Sports Park - Phase 1	12	9 000 000	500 000	5 000 000
Mashabase Sportsfield	1		3 521 600	
Rehabilitation Of Gingindlovu Sports Field	18			3 000 000
Sub total		**38 361 000**	**40 389 250**	**43 337 000**
PMU ADMIN		**2 019 000**	**2 126 000**	**2 250 000**
TOTAL		**40 380 000**	**42 515 250**	**45 587 000**

Table 109: MIG Funding Allocation

The capital budget will be spent on the following categories of assets:

DESCRIPTION	AMOUNT	%
Infrastructure		
Rural	7 500 000	11%
Urban	17 613 000	26%
Electricity	1 500 000	2%
Community Asset		
Rural	13 961 000	21%
Urban	11 100 000	16%

DESCRIPTION	AMOUNT	%
Other Assets	16 205 000	24%
Total	**67 879 000**	100%

Table 110: Capital Budget Allocation Categories

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	10 670 000
Total	**16 205 000**

Table 111: Capital Asset Allocation

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	67 879 000	51 516 250	61 217 000
Total Capital Expenditure on renewal of existing assets	23 470 000	550 000	8 050 000
Renewal and upgrading of existing assets as percentage of the total capital budget	35%	0%	13%
Benchmark	40%	40%	40%

Table 112: Budget for the renewal of assets

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.

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
Opening balance	**50 156 395**	**52 229 695**	**40 659 695**	**50 159 695**
Less: Capital budget commitments	(7 626 700)	(21 970 000)	-	(7 000 000)
Plus: Interest earned on CCR short term deposit	3 500 000	3 000 000	2 500 000	3 500 000
Plus: **Contribution from operating account**	**4 700 000**	**5 400 000**	**5 500 000**	**5 600 000**
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

DESCRIPTION	Current year 2018/2019	Budget 2019/2020	Budget 2020/2021	Budget 2021/2022
Additional cash contribution (CFO decision once AFS results are known)	1 000 000	1 000 000	1 000 000	1 000 000
Closing balance of the Capital Replacement Reserve	**52 229 695**	**40 659 695**	**50 159 695**	**54 059 695**

Table 113: CRR for the MTREF

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.

5.8. 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 deficit for the 2019/2020 and the next two years is projected as follows:

2019/2020 - R 105 160
2020/2021 - R 810 820
2021/2022 - R3 694 420

5.9. Alignment with National Priorities

In preparing the budget, government's 12 outcomes were taken into account.

These outcomes are:

- Improve the quality of basic education
- Improve health and life expectancy
- All people in South Africa protected and feel safe
- Decent employment through inclusive economic growth
- A skilled and capable workforce to support inclusive growth
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities and food security
- Sustainable human settlements and improved quality of household life
- A response and, accountable, effective and efficient local government system.
- Protection and enhancement of environmental assets and natural resources
- A better South Africa, a better and safer Africa and world
- A development orientated public service and inclusive citizenship

These objectives are directly relevant to the municipality. The challenge for the municipality is do more within its existing resource envelope.

5.10. The Municipality's role in employment creation

"Employment is central to human dignity, sustainable economic development and social cohesion. Creating jobs and increasing employment is South Africa's most critical objective.

While there are many policy options to consider, emphasis should be placed on removing the structural impediments to faster job growth. This means aligning real wage growth with productivity, speeding up regulatory reform to ensure that young and less skilled workers can access the job market, and ensuring that further education and training programmes provide the real world skills needed by public and private sector employers. Public employment to support service delivery, and public works projects that draw in lower skilled workers, will continue to play an important role. The issue of youth unemployment is imperative and needs to be confronted directly."

The Council will explore how it can contribute to job creation when revising the IDP and preparing the 2018/2019 budget. However, the Council will not just employ more people without any reference to the level of staffing required to deliver effective services, and what is financially sustainable over the medium term. The Council will focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate
- Ensuring that service providers use labour intensive approaches.
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programmes; and
- Implementing interns programmes to provide young people with on the job training.

With reference to employment creation, provision is made for the following:

- Contractors that are appointed for Municipal Infrastructure Grant (MIG) projects, are encouraged to make use of local labour;
- **R6 634 640** from the equitable share is allocated for work creation projects;
- The Municipality has received a **R3 068 000** grant to participate in the Extended Public Works Programme, and
- The Council has appointed six interns.

5.11. 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 114: 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.

5.12. Debtors Age Analysis per Town as at January 2019

	SERVICE	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
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

Table 115: Debtors A

Debt Management

Service charges relating to electricity are based on consumption. Meters are read on a monthly basis and are recognized 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 recognized 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 recognized 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 recognized 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 recognized when the legal entitlement to this revenue arises. Collection charges are recognized when such amounts are legally enforceable. Penalty interest on unpaid rates is recognized 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.

5.13. Repairs and Maintenance

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Total capital budget	67 879 000	51 516 250	61 217 000
Total Capital Expenditure on renewal of existing assets	23 470 000	550 000	8 050 000
Renewal and upgrading of existing assets as percentage of the total capital budget	35%	0%	13%

Table 116: Capital Expenditure on Repairs and Maintenance

Capital Expenditure on new assets

Description	Ref	2017/18 Unaudited Outcome	Budget Year 2018/19 Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		**34 859**	**30 295**	**29 114**	**906**	**15 525**	**21 835**	6 311	**28.9%**	**29 114**
Roads Infrastructure		34 581	28 805	24 624	441	13 907	18 468	4 560	**24.7%**	24 624
Roads		34 581	28 805	24 624	441	13 907	18 468	4 560	**24.7%**	24 624
Capital Spares					–		–	–		–
Storm water Infrastructure		278	–	3 000	302	693	2 250	1 557	**69.2%**	3 000
Drainage Collection		278	–	3 000	302	693	2 250	1 557	**69.2%**	3 000
Electrical Infrastructure		920	1 490	1 490	162	924	1 118	193	**17.3%**	1 490
MV Substations		40	1 345	1 345	–	762	1 009	247	**24.5%**	1 345
MV Switching Stations		–	–	–	–	–	–	–		–
MV Networks		–	–	–	–	–	–	–		–
LV Networks		498	145	145	162	162	109	(54)	**-49.3%**	145
Capital Spares		382	–	–	–	–	–	–		–
Solid Waste Infrastructure		32	–	–	–	–	–	–		–
Landfill Sites		32	–	–	–	–	–	–		–
Community Assets		**1 606**	**15 656**	**12 256**	**2 573**	**20 441**	**9 192**	**(11 249)**	**-122.4%**	**12 256**
Community Facilities		1 606	15 656	12 256	334	8 461	9 192	731	**8.0%**	12 256
Halls		1 295	12 256	10 956	334	7 459	8 217	759	9.2%	10 956
Centres		–	–	–	–	–	–	–		–
Crèches		–	2 100	900	–	722	675	(47)	-6.9%	900
Cemeteries/Crematoria		85	1 000	100	–	–	75	75	100.0%	100
Markets		225	300	300	–	281	225	(56)	-24.7%	300
Sport and Recreation Facilities		3 358	18 787	20 835	2 239	11 980	15 626	3 646	**23.3%**	20 835
Indoor Facilities		–	–	–	–	–	–	–		–
Outdoor Facilities		3 358	18 787	20 835	2 239	11 980	15 626	3 646	23.3%	20 835
Other assets		**1 275**	–	–	–	–	–	–		–
Operational Buildings		1 275		–	–	–	–	–		–
Municipal Offices		1 275	–	–	–	–	–	–		–
							–			–
Computer Equipment		**1 805**	**2 120**	**2 060**	**177**	**1 790**	**1 545**	**(245)**	-15.9%	**2 060**
Computer Equipment		1 805	2 120	2 060	177	1 790	1 545	(245)	-15.9%	2 060
							–			–
Furniture and Office Equipment		**1 033**	**1 025**	**925**	**25**	**310**	**694**	**384**		**925**
Furniture and Office Equipment		1 033	1 025	925	25	310	694	384		925
							–			–
Machinery and Equipment		**812**	**1 765**	**1 905**	**279**	**975**	**1 429**	**453**	31.7%	**1 905**
Machinery and Equipment		812	1 765	1 905	279	975	1 429	453	31.7%	1 905
							–			–
Transport Assets		**1 381**	**4 395**	**4 621**	**3 486**	**4 289**	**3 466**	**(823)**	-23.7%	**4 621**
Transport Assets		1 381	4 395	4 621	3 486	4 289	3 466	(823)	-23.7%	4 621
Total Capital Expenditure on new assets	1	**46 129**	**74 043**	**71 715**	**7 445**	**43 330**	**53 787**	**10 457**	**19.4%**	**71 715**

Table 117: Capital Expenditure on new assets

5.14. Borrowings (DBSA)

	2018	2017	2016	2015	2014
Borrowings	**3 545 368**	**4 241 191**	**4 456 604**	**4 799 418**	**5 142 234**

Table 118: Borrowings

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.

5.15. 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
Ratio (months)	**3**	**3**	**3**	**3**

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%

Table 119: Financial Ratios

5.16. 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 Historical 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.

5.17. 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.

5.18. Municipality's Credit Rating

The Municipality does not currently have a Credit Rating.

5.19. Investment Register

The table below depicts the Investment Register for the Municipality;

MUNICIPAL FINANCE MANAGEMENT ACT 56 *OF 2003*	ART 11(4)(a)				
	INVESTMENTS PORTFOLIO : APRIL 2019				
CALL ACCOUNT DETAIL	MARKETING VALUE BEGIN	ACCRUED INTEREST	DEPOSITS	WITHDRAWALS	MARKETING VALUE END
STAND BANK : SMME DEVELOPMENT : CALL	757 906.61	8 737.00	-	-	766 643.61
STAND BANK : SMME DEVELOPMENT : FIX	1 530 190.99	-	-	-	1 530 190.99
STANDARD BANK : CAPITAL RESERVE	55 839 227.22	575 890.18	-	-	56 415 117.40
STANDARD BANK : MIG CAPITAL	12 161 148.31	188 966.15	6 180 869.57	-1 641 505.41	16 889 478.62
STANDARD BANK : INEG	6 173 328.52	34 911.77	-	-	6 208 240.29
STANDARD BANK : E P W P	2 832 810.23	16 267.32	-	-	2 849 077.55
TOTAL INVESTMENTS: STANDARD BANK	**79 294 611.88**	**824 772.42**	**6 180 869.57**	**-1 641 505.41**	**84 658 748.46**
ELECTRICAL UPGRADE : 32 DAYS	311 995.20	-	-	-	311 995.20
ELECTRICAL UPGRADE	3 416 580.32	16 708.48	-	-	3 433 288.80
EQUITABLE SHARE	3 190 714.36	15 603.90	-	-	3 206 318.26
FINANCIAL MANAGEMENT	1 865 620.04	10 295.89	-	-	1 875 915.93
HOUSING ACCOUNT : DAILY CALL	7 921 526.57	40 030.83	-	-319 000.55	7 642 556.85
INDIGENT	295 934.62	1 589.08	-	-	297 523.70
MIG : VAT	6 734 973.14	33 163.33	-	-	6 768 136.47
TOTAL INVESTMENTS: FNB	**23 737 344.25**	**117 391.51**	-	**-319 000.55**	**23 535 735.21**
EQUITABLE SHARE	34 602 249.43	175 669.67	-	-20 950 000.00	13 827 919.10
SPARTIAL DEVELOPMENT	1 005 698.46	5 455.57	-	-	1 011 154.03
GIS SOFTWARE	497 820.74	2 700.51	-	-	500 521.25
TOTAL INVESTMENTS: INVESTEC	**36 105 768.63**	**183 825.75**	-	**-20 950 000.00**	**15 339 594.38**
RETENTION MONIES	2 578 063.57	17 991.72	-	-	2 596 055.29
SUNNYDALE HOUSING	396 177.52	2 413.61	-	-	398 591.13
EMPLOYEE BENEFITS	3 862 799.93	24 207.45	-	-	3 887 007.38
SPORTS FACILITIES	-0.00	ACCOUNT CLOSED			0.00
REHAB OF LANDFILL SITE	0.00	ACCOUNT CLOSED			0.00
TOTAL NEDBANK	**6 837 041.02**			**44 612.78**	**6 881 653.80**
TOTAL INVESTMENTS	**145 974 765.78**	**1 170 602.46**	**6 180 869.57**	**-22 910 505.96**	**130 415 731.85**

Table 120: Investment Register

5.20. Auditor General's Opinion

AUDITOR-GENERAL REPORT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2018

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

5.21. Management Response to AG Report

Nature Of Audit Query	Audit Query	Audit Response to Date
Procurement and contract management	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). Local content did not stipulate minimum threshold for local production and content to be considered. All payments in respect of these awards should be regarded as irregular expenditure which results in a material non-compliance with legislation.	A standard clause have been included in all notices for procurement over R30 000 and tenders over R200 000 compelling service providers to comply with local content requirements. Declaration form is incorporated **Responsible Official** **CFO** **Target Date** Achieved
Expenditure management – Unauthorised, Irregular and Fruitless & Wasteful Expenditure	Reasonable steps were not taken to prevent **irregular expenditure** amounting of R2,92 million as disclosed in note 52 to the annual financial statements, Reasonable steps were not taken to prevent **unauthorised expenditure** amounting to R14,83 million, as disclosed in note 51 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.	The Bid Evaluation committee and Bid Adjudication Committee to evaluate and adjudicate all tender strictly in accordance with specifications and applicable evaluation criteria to avoid the re occurrence. Budget Adjustment have been done to accommodate Depreciation and avoid future Unauthorised Expenditure Monthly Review the Deviation Register to assist in identifying any Irregular Expenditure **Responsible Official** **CFO** **Target Date** **On Going**
Material impairments – receivables from exchange and non-exchange transactions	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.	The increase in the debt impairment is mainly due to the increase in the traffic fines issued. The amount of the debt impairment in relation to non-exchange receivables includes an amount owed by the Department of Public Works for arrear general rates and interest charges for the schools built on Ingonyama Trust Land. We are currently engaging the relevant department regarding this debt. The uMlalazi municipality is participating in the National Cogta's Simplified Revenue Plan (SPR) aimed at assisting municipalities with revenue enhancement which includes assistance with revenue collection. Responsible official CFO Target Date

Nature Of Audit Query	Audit Query	Audit Response to Date
		Ongoing
Material losses – electricity	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.	Reconciliation of electricity purchases versus sales is being done on a monthly basis. An in depth analysis has also been done by Engineering department which indicates that technical lossess equals to an estimated 5.5 % of the 12.66 % reported. The 7.16 percent is percent is being addressed as follows 1. Metering Audit every second year 2. Targeted audit of meters based on consumption analysis 3. Planned installation of check meters on points of supply between Eskom and the Municipality 4. Planned installation of check meters on the substations, in phased in approach, starting from the areas where possible lossess is place. Responsible Official Director Engineering Services Target date Ongoing
Leadership and Internal Control Deficiencies	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.	The Accounting Officer have implemented the Compliance Checklist which take into account all the Compliance issues. The checklist it is reported to Management Committee (MANCO) and Audit Committee for monitoring and oversight The Municipality quarterly submit Contract Register to EXCO for oversight by Council.

Table 121: Management Action Response to AGs Report

5.22. Municipal Financial Viability and Management SWOT Analysis

Strengths	Weaknesses
• The Municipality has -sound Capital Financing Strategies in place; • 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; • The Municipality has sound Revenue Enhancement and Protection Strategies in place; • The Municipality Consumer Debt Position has remained at roughly the same level since 2008; • The Municipality has sound Asset Management Strategies in place; • The Municipality amended the SCM policies to provide for set asides for youth, women and people with disabilities	• The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality; • 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. • 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
Opportunities	**Threats**
• The construction of Revenue generating infrastructure (Full Testing Station, Storage Units, Parking Lots) • Landuse Audit needs to be made to audit all land parcels to be charged rates according to landuse and magnitude) • Expansion of the towns areas developing the local economy • Investment Attraction Strategy/Capital Investment Framework • Review the Indigent Register • Amend and Implement Land Disposal Policy. • Small Town Regeneration	• Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies. • 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; • Ageing Infrastructure (Poor State of Roads) • Dwindling Economy

Table 122: Municipal Financial Viability and Management SWOT Analysis

15. Good Governance and Public Participation

15.1. Good Governance Analysis

6.1.1. 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

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 recognizes 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 favor 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 - centered 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 27th 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

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.

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.

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, goo and services in the municipality
- To confirm the municipalities' agreement and commitment to achieve the targeted numbered of full time equivalent work opportunities in the Municipality by 2014 as specified
- To promote EPWP incentive grants and incentivizes 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 departments 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:

- 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.

EPWP uMlalazi Municipality Co-ordination Structure

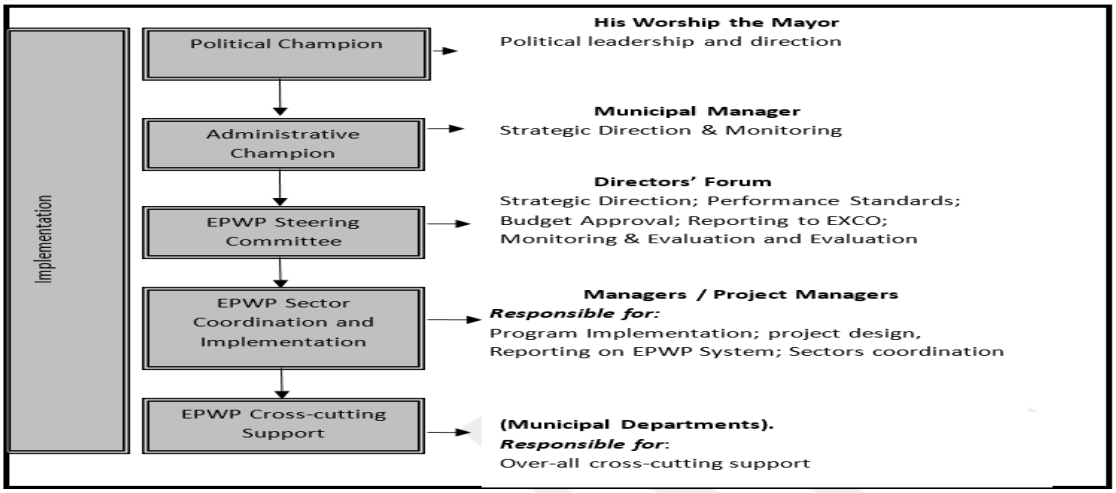


Figure 20: EPWP uMlalazi Municipality Co-ordination Structure

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:

- 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
2018/19	**741**	**217.1**

Table 123: Job Creation through EPWP

6.1.2. Inter-Governmental Relations (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 municipality at local level the municipality has the following functional forums;

- IDP Stakeholder Representative Forum
- Housing Forum

Moving forward, the municipality will establish the following forums;

- Technical Forum (Roads, Electricity and Water)
- LED Forum

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;
- Resolutions and their implementation;
- Settlement of Disputes;
- Technical support structure;
- Funding;

- Amendment of protocol
- 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

District Forums

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

Table 124: District Forum Meetings

6.1.3. 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

Financial Services Committee		
No	**Councillor**	**Representing**
1	Cllr T B Zulu	ANC
2	Cllr M M Khanyile	ANC
3	Cllr S Naicker	ANC
4	Cllr M H Qwabe	ANC
5	Cllr P T O Shange	ANC
6	Cllr I Woollatt	ANC
7	Cllr S B Larkan	IFP
8	Cllr M B Mthiyane	IFP
9	Cllr S F Mdletshe	IFP
10	Cllr S S Cele	IFP
Corporate Services Committee		
No	**Councillor**	**Representing**
1	Cllr B P Simelane	ANC
2	Cllr M M Khanyile	ANC
3	Cllr N N F Luvuno	ANC
4	Cllr N B Nkala	ANC
5	Cllr W P Mzimela	ANC
6	Cllr L B G Biyela	ANC
7	Cllr B N Shandu	IFP
8	Cllr B C Magwaza	IFP
9	Cllr I M Filand	IFP
10	Cllr M Govindsamy	IFP
Engineering Services Committee		
No	**Councillor**	**Representing**
1	Cllr M M Khanyile	ANC
2	Cllr M Z Nkwanyana	ANC
3	Cllr W L Ngema	ANC
4	Cllr S B Dlamuka	ANC
5	Cllr MT Ncanana	ANC
6	Cllr M Mbuyisa	ANC
7	Cllr S B Larkan	IFP
8	Cllr S V Chamane	IFP
9	Cllr S S Ntsele	IFP
10	Cllr B C Sithole	IFP
Community Services Committee (includes Protection)		
No	**Councillor**	**Representing**
1	Cllr M H Qwabe	ANC
2	Cllr M E Dlamini	ANC
3	Cllr N S Zulu	ANC
4	Cllr T V Jiyane	ANC
5	Cllr A B Dlamini	ANC
6	Cllr T E Ntsele	ANC
7	Cllr Q T Xulu	IFP
8	Cllr N L Ngidi	IFP
9	Cllr M M M Ntuli	IFP
10	Cllr M Dludla	IFP

Planning and Economic Development Committee		
No	**Councillor**	**Representing**
1	Cllr C Gamede	ANC
2	Cllr E Z Jaffe	ANC
3	Cllr G S Mkhize	ANC
4	Cllr B L Zungu	ANC
5	Cllr B D Ngidi	ANC
6	Cllr H S Thango	ANC
7	Cllr S F Ngonyama	IFP
8	Cllr J K Powell	IFP
9	Cllr J T Magwaza	IFP
10	Cllr M M Ngema	IFP

Table 125: Section 80 Commitees

Composition of the Executive Council

At the inauguration of the Municipal Council on the 18th 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

Audit Performance 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	Cllr E Z Jaffe	ANC
2	Cllr P T O Shange	ANC
3	Cllr G S Mkhize	ANC
4	Cllr J C Erasmus	IFP
5	Cllr S G Mbambo	IFP

Table 126: Composition of MPAC

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 : A 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: -

(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 Specification Committee

No	Name of Member	Designation	Department	Capacity
1.	Mbuso Dlamini	Senior Manager Engineering (Civil)	Engineering Services	Chairperson
2.	Khulekani Nxumalo	Manager Finance (Revenue)	Financial Services	Member
3.	Xolani Blose	Chief fire fighter (Community Services)	Municipal Managers Office	Member
4.	Silungile Maphumulo	SCM Practitioner	Financial Services(SCM)	Member

Table 127: Bid Specification Committee

Bid Evaluation Committee

No	Name of Member	Designation	Department	Capacity
1.	Thobeka Zondi	Director Engineering Services	Engineering Services	Chairperson
2.	Futhi Mahaye	Senior Manager Community Services	Community Services	Member
3.	Skhumbuzo Mbuyazi	Deputy CFO	Financial Services	Member
4.	Mthokozisi Ngubane	Town Planner	Planning and development	Member
5.	Siphesihle Zungu	PMU Manager	Engineering Services	Member

Table 128: Bid Evaluation Committee

Bid Adjudication Committee

No	Name of Member	Designation	Department	Capacity
1.	Zakhele Mhlongo	Chief Financial Officer	Financial Services	Chairperson
2.	Khulekani Zulu	Director Engineering Services	Engineering Services	Member
3.	Dalisu Zulu	Director Planning and Development	Planning and Development	Member
4.	Bongani Sithole	Director Community Services	Community Services	Member
5.	Jaap Le Grange	Senior Manager Engineering (Electrical)	Engineering Services	Chairman

Table 129: Bid Adjudication Committee

No.	Support Committees	No of Councillors	Councillor nomination
1.	Local Labour Forum (LLF)	5	1. Cllr C T Dlamini 2. Cllr W L Ngema 3. Cllr N N F Luvuno 4. Cllr M G Ntuli 5. Cllr N G Ntuli
2.	Councillor Development and Skills Training Committee	5	1. Cllr C Gamede 2. Cllr B P Simelane 3. Cllr B L Zungu 4. Cllr Q T Xulu 5. Cllr M Govindsamy
3.	Employment Equity Committee	5	1.Cllr H S Thango 2.Cllr W L Ngema 3.Cllr M T Ncanana 4. Cllr M Dludla 5. Cllr J T Magwaza
4.	Geographical Name Changing Committee	5	1.Cllr M M Khanyile 2.Cllr P T O Shange 3.Cllr G S Mkhize 4. Cllr B C Sitole 5. Cllr B C Magwaza
5.	Co-Operative Relations Committee	3	1.Cllr T B Zulu 2.Cllr B P Simelane 3.Cllr B L Zungu

Table 130: Support Committees

6.1.4. Status of Policies

The following table indicates policies that have been adopted by council and in place;

POLICY	FILE REF	SECTION	EXCO ADOPTION	REVIEW DATES
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	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	30 May 2013	

POLICY	FILE REF	SECTION	EXCO ADOPTION	REVIEW DATES
Borrowing Policy	3/3/15	Finance	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	

Table 131: Council Policies

6.1.5. 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 21: Risk Categories

Main Risk Categories	Examples	Main Mitigation Measures
Strategic risk	1. Political changes or change in system of government or policies particularly as our system in South Africa is base d on proportional representation which means political parties and political alignments are more profound. 2. Faction fighting 3. Forceful and grabs	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. 3. Maximize public participation in matters of local government. 4. Effective strategic management. 5. Capacity building for all stakeholders. 6. Passing appropriate by-laws and ensuring there is rule of law. 7. Development of strategic response to each alternative scenario. 8. Development of conflict resolution skills.
Financial risk **Risk pertaining to corruption, solvency, profitability and liquidity**	1. Fraud and corruption 2. Market risks 3. Interest rates 4. Equity prices 5. Transfer risk 6. Political risk 7. Crime 8. Economic risk 9. Liquidity risk 10. Rates or rent boycott 11. Failure to collect rates and municipal taxes 12. Failure to collect monies from municipal creditors.	1. Application monitoring of policies and plans such a fraud and corruption plan. 2. Proper implementation and monitoring of the Acts such as the Municipal Finance Management Act 3. early warning system 4. An effective and efficient justice system at local level. 5. Collaborative efforts in combating crime such as developing the capacity of ward committees, financial committees and policing forums. 6. Transparent procurement system.
Operational risks **Failures of operational effectiveness or service delivery in municipal**	1. Poor performance in critical KPA. 2. Dissatisfaction of residents with service delivery which might lead to protests and even violence. 3. Councilors who are not accountable. 4. Not adhering to the Batho Pele principles 5. No clear roles and functions of municipal stakeholders.	1. Application and monitoring of performance managements systems within the municipality. 2. 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. 3. Communication internally and externally improved. 4. Capacity building regarding roles, function, and responsibility of each municipal stakeholder.

Main Risk Categories	Examples	Main Mitigation Measures
operations due to inadequate internal processes or ineffective response to external challenges.	6. Political interference in service delivery. 7. lack of cooperation between the municipality and other spheres of government including the District Municipality	5. Enforce adherence to the code of conduct by both councilors and officials. 6. Making the IDP development and the budgeting processes a community driven process. 7. Improve intergovernmental relations. 8. Adherence to the Municipal Financial management systems and sound financial practices. 9. Good governance principles such as accountability and transparency, openness, responsiveness and so on 10. Informing the public about what quality and standard of service to expect. 11. Ensuring that public meetings to update communities about development are held regularly.
Project and program risks **Risk within specific projects, involving technology, human behavior and external threats.**	1. Risk of technology failure. 2. Strikes 3. Project personnel that does not have appropriate skills to deliver. 4. Failure to complete the project 5. Project is of low standard, and it is difficult to retrieve municipal monies used. 6. The procurement process was not open and transparent. 7. There is no buy in or ownership of the project by the community. 8. The project is not based on the real needs of the people, and thus does not address the real needs of the people. 9. Lack of cooperation and good working relationship between the municipality and different government departments. 10. Budgetary constraints 11. The project is not aligned to the IDP	1. Effective strategic planning, incorporating internal and external stakeholders. 2. Ensuring alignment of the project to the IDP. 3. Open and transparent procurement system. 4. Formation of project committees. 5. Project steering committees to be well versed with their roles functions and responsibilities. 6. Ensuring that the service provider provides quality service. 7. Proper project budgeting. 8. Accountability, transparency, monitoring and constant reporting regard project progress. 9. Use of local resources.

Figure 22: Unpacked Risk Categories

Top 20 Residual Risks Per Department:

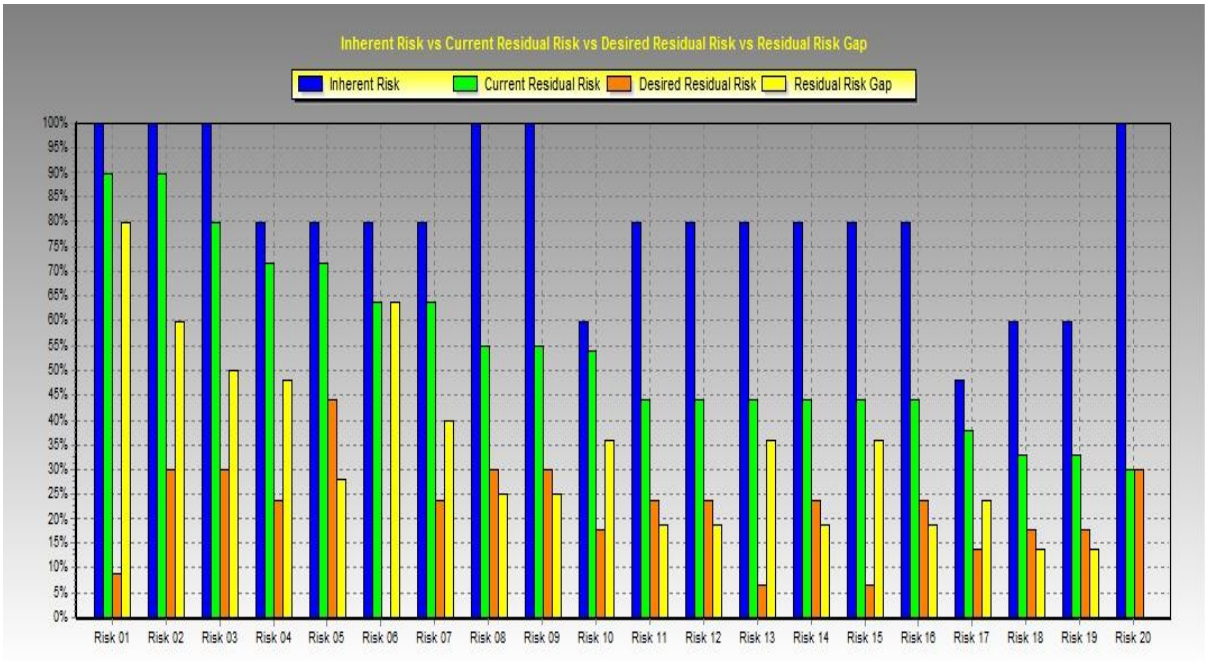


Figure 23: Bar Graph (Top 20 Residual) per Department

- Risk 01. Municipal Transformation and Organisational Development : Registry/Records
- Risk 02. IT - Disaster Recovery Plan
- Risk 03. Burial Records
- Risk 04. Inadequate Access Controls
- Risk 05. Service Delivery : Planning Development
- Risk 06. Supply Chain Management
- Risk 07. Business Support: Website Management * IT
- Risk 08. IT - Information Security
- Risk 09. Good Governance and Public Participation
- Risk 10. Financial Management: Expenditure Management
- Risk 11. Records Management
- Risk 12. IT - Physical Access and Environmental Controls
- Risk 13. IT- Asset Management
- Risk 14. IT - Incident Management
- Risk 15. Human Resource: Leave Management
- Risk 16. Service Delivery: Provision of Maintenance
- Risk 17. Swimming Pool
- Risk 18. Business Support: Fleet Management
- Risk 19. IT - User Account Management - Critical Systems
- Risk 20. Community Development: Disaster Management

6.1.6. Municipal Bylaws

NO	DATE OF ADOPTION E = EXCO C = COUNCIL	BY-LAWS	PROMULGATION DATE
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 C - 29/09/03	Funeral Undertaker By-laws	04/03/04
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

Figure 24: Municipal Promalgamated Bylaws

15.2. Public Participation

The uMlalazi Communication Plan

The uMlalazi Communication Plan was completed in 2007 and subsequently revised in 2018.

The Objectives of the Communication Plan are:

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 king 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.

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.

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.

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.

The following structures have been established to ensure effective and efficient public participation in the development matters of the municipality;

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

Table 132: Public Participation Structures

Other mechanisms the municipality uses for public participation are the following;

- Bi annual New Letters
- Social Development Forums (Men and Woman's Forum, Disability Forum, Youth Summit)
- Cllrs ward meetings

15.3. Good Governance SWOT Analysis

Strengths

- Effective Council established and sits according to schedule
- All committees (Bid and Council) are functional.
- Committed staff and Councilors
- Established and functional Ward Committees
- Bylaws and Policies in place
- OSS Ward Rooms are functional in all wards (LTT sits monthly)
- Municipality has developed a Batho Pele Policy and Service Standards Charter
- Audit and Performance Committees have been established and sits as per schedule.

Weakness

- Internal Audit vs External Audit: The Challenge is that in the Municipalities there is a perception that IA is responsible for any findings or unfavorable External Audit Report Cascading of Individual Performance
- Currently individual performance evaluations are only applicable to Section 54A and 56 Managers.
- Staff capacity – legal services. The department is operating with only 1 staff member being the legal advisor.
- Unavailability of vehicles to undertake Public participation activities effectively
- Office space - The Public participation office and communication office offices are congested
- Function of Batho Pele incorrectly placed under legal services
- Filling of vacant posts in communication department
- No succession plan in place

Opportunities

- Capacitate MANCO on the functions of Internal Audit
- Performance Management to be cascaded to all employees
- Job Evaluations
- Development of SDIP
- Construction of a Civic Center

Threats

- Interfering with the independence of Internal Audit functions and roles.
- Budgetary Constraints
- Lack in capacity to enforce all Bylaws
- No succession plan in place
- Poor risk management
- Service delivery protests

15.4. Combined SWOT Analysis

STRENGTHS	WEAKNESSES
➢ Availability Of Developable Land ➢ Political Stability (Stable Council) ➢ Adopted Organogram ➢ Introduction To Fleet Management System ➢ LMs Proximity To The Dube Trade Port ➢ Fresh Produce Market (in Mhlathuze) ➢ Policies And Bylaws In Place ➢ Good Governance ➢ Financially Viable ➢ Skilled Labour ➢ 85% Households Electrified ➢ Service Delivery Orientated ➢ Tourism (Heritage) ➢ Libraries ➢ Youth Business Advisory Center ➢ Merging of Departments	➢ Poor State of Municipal Infrastructure ➢ Insufficient Revenue Sources ➢ Insufficient Infrastructure Maintenance ➢ MIG Expenditure ➢ Monitoring Service Providers ➢ Lack of Resources ➢ Poor Planning ➢ Insufficient Human and Technical Capacity ➢ Financial Constraints ➢ Lack of Development Plans (Dormant Development) ➢ Communication Channels ➢ Lack of Office Space ➢ Continuation of Approved Development ➢ Indefinite Lease Periods & Rentals ➢ Unfunded Posts on Organogram Insufficient Fleet ➢ Poor Work Ethics ➢ Dependency On Grants For Infrastructural Development
OPPORTUNITIES	**THREATS**
➢ Strategic Location ➢ Agriculture Potential ➢ 17km Coastline/ Coastline Development ➢ Active Youth ➢ Mining Potential ➢ Good working relationship with AmaKhosi ➢ Utilization of Available Land for Economic Growth ➢ Set Aside Policy ➢ LM is Attractive to Investors ➢ Job Opportunities through Agriculture and Tourism ➢ Rich Cultural History Heritage & Culture ➢ Sugar Cane Plantations ➢ Major Transport Route ➢ Oranges & Grapefruit Plantations ➢ Beach Development Tourism ➢ Nodal Development (Precinct Plans) ➢ Logistics Hub Potential ➢ Industrial Development	➢ Drought ➢ Bulk Infrastructure Electricity Losses ➢ Affordability Of The Community ➢ Mscoa Implementation ➢ Unfunded Mandates ➢ Undulating Topography in Rural Areas Municipality ➢ Large Number Of Indigents ➢ Crime ➢ Vandalism Of Infrastructure ➢ High Unemployment Rate ➢ Service Delivery Protests ➢ Political Interference ➢ Bulk Services ➢ Lack Of Funding ➢ Disasters ➢ Security Within The Municipality ➢ Fragmented Development ➢ Lack Of Infrastructure Development For Tourism/Heritage & Culture

Table 133: Combined Organisational SWOT Analysis

SECTION D: MUNCIPAL VISION, GOALS AND OBJECTIVES

16. MUNICIPAL 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"

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;

Mission Statements

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

17. 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 depot 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 Vison 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	**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.
	Civil & Building	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
	Mechanical	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
	Project Management Unit	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: Basic Service Delivery	**STRATEGIC GOAL: STRATEGIC INFRASTRUCTURE DEVELOPMENT**		
	FOCUS AREA	**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.
	Civil & Building	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
	Mechanical	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
	Project Management Unit	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	**OBJECTIVE**	**STRATEGY**
	Local Economic Development	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
	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
			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	**OBJECTIVE**	**STRATEGY**
	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
	Revenue	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	**OBJECTIVE**	**STRATEGY**
	GOOD GOVERNENCE	To ensure that a 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 restrucure 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 produce an effective communications unit.	Ensuring that all communication of findings are properly responded to and all findings are understood by Management
			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	**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.
		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.
	Housing	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
	GIS and Environmental Planning	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
	Integrated Development Planning	To develop a credible and implementable IDP	Develop and adopt a credible IDP Improve IDP ranking
			Development of Community-Based planning
	Fire and Disaster	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

Table 134: Goals, Objectives and Strategies

18. Cross Boarder Alignment with National Outcomes and Provincial Goals and Development Strategies.

NDP	PGDS/DGDP	KCDM IDP GOALS	B2B	NKPAs (GOALS)	LM STRATEGIC GOALS	OBLECTIVES	STRATEGY
Build a capable state **Fight corruption**	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	• Improvement of IT systems for better municipal functions • To develop the institution and to facilitate institutional transformation • To implement the Document Management System and establish a central depot for all records • To enhance the accessibility of library facilities to the public • To ensure that the Municipality has an updated set of Bylaws that is in line with its Vison and Mission • To ensure that there is suitable office space for the executives and Councillors	• 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 • 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 • Training on consequence management, linked to PMS • Build a new Registry Office • 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. • To conduct an overall assessment of all Municipal Bylaws • 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.
Create jobs **Use Resources Properly** **Inclusive Planning** **Build a Capable State**	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.	• 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
Expand Infrastructure **Use resources properly** **Inclusive planning**	Strategic Infrastructure Spatial Equity	Infrastructure and Basic Service Delivery	Basic Services	Basic Service Delivery	Continued Basic Service Delivery and Strategic Infrastructure Development	• To ensure provision of basic access to electricity by all communities in a sustainable manner • Install and maintain electrification in rural areas • To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater • To ensure maintenance of all municipal buildings. • To increase the accessibility of municipal vehicles • To ensure and monitor proper implementation of Municipal Infrastructure Projects	• 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. • Strengthen the stakeholder's engagement in Eskom Electrification Projects in order to track progress. • 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 develop a Maintenance Plan for Municipal Buildings • 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 • 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
Expand Infrastructure **Use Resources Properly** **Inclusive Planning**	Inclusive Economic Growth Governance and Policy	Sound Financial Management and Viability	Financial Management	Financial Viability and Management	Financial Viability and Sound Financial Management	• To reduce expenditure and curb wasteful expenditure • To ensure Revenue enhancement • Ensure that SCM adheres to all provisions as set out in the PFMA • Ensure local SMME development through effective use SCM processes • To expand the Municipal Rates Base • Enhance effective internal controls and standard operating procedures	• 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 • 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 labor intensive job opportunities in order to reduce the number of indigents.
Use resources properly **Build a capable state** **Fight corruption** **Unite the nation**	Governance and Policy	Good Governance and Public Participation	Good Governance Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	• To ensure that a functional and effective Council exists • Ensure understanding the role of Internal Audit • To restructure staffing to ensure a functional and effective legal services unit • Increasing human capacity and improving communication tools to produce an effective communications unit. • Ensure that all Line Departments function effectively and in line with the PMS	• 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

						• To produce a culture of participative democracy and social cohesion	• 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. • 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. • Ensuring that all communication of findings are properly responded to and all findings are understood by Management • 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 • 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. • 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
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	• To ensure effective land use management and coordinated Spatial Development Planning • To ensure that strategically located land is made available for local economic development	• 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

						• To ensure the consolidation of the Primary Node • To promote sustainable human settlement and improved quality of household for all • To ensure sustainability of the built environment and effective enforcement of building regulations • To promote environmental sustainability and effective GIS System • To develop a credible and implementable IDP • To ensure effective responses to community emergencies	• Facilitation of township establishments and subdivisions • 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. • To pursue development projects that seek to enhance the function of Eshowe Town as the main economic and administrative centre for Umlalazi Municipality. • Holistic Implementation of Housing Sector Plan • Promotion of property management • Identification of areas of need in rural areas • 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 • Preserving municipal biodiversity and protecting environmental sensitive areas • Development of coastal environmental management plan • Development of the disaster management plan • Develop and adopt a credible IDP • Improve IDP ranking • Development of Community-Based planning • Provision of land for the establishment of the Umlalazi Disaster Management Centre • Review and implementation of Disaster Management Sector Plan
Quality Education Quality Healthcare Unite The Nation	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 focused 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

Table 135: Cross border alignment with National, Provincial and District Goals

SECTION E1: STRATEGIC MAPPING

19. DEVELOPMENT CENTRES

19.1. 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.

19.2. 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 the thresholds of service that exist which are significant smaller to 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 Centers 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:

Name	Location/Description
Mtunzini	This town is well established and offers a modern residential environment. It is attractive from the point of view that 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 Mthunzini and Eshowe internally and externally with Mandeni.

Table 136: Upper Secondary Centers

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:

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 Mthunzini, 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.

Table 137: Lower Secondary Centers

19.3. Tertiary Centers

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:

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 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

Name	Location/Description
	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.

Table 138: Tertiary Centers

19.4. 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.

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 R68 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.

Table 139: Primary Corridors

20. The uMlalazi Draft Spatial Development Framework (2019)

The review of the draft municipal SDF takes into consideration the following development and spatial principles and objectives to achieve the desired spatial form of uMlalazi municipality.

Spatial Planning Principles (SPLUMA)

- Spatial Justice
- Spatial Sustainability
- Spatial Efficiency
- Spatial Resilience
- Good Administration

Environmental Principles

- Disturbance of ecosystems with resulting loss of biological diversity
- Pollution and degradation of the environment
- Disturbance of landscapes and sites of the nation's cultural heritage
- Production of waste avoided, minimized, re-used, recycled, or disposed of in a responsible manner
- Responsible use of non-renewable natural resources
- The development, use and exploitation of renewable resources and the ecosystems
- Negative impacts on the environment and on people's environmental rights

These principles enable the municipality to strategically identify areas of economic opportunities and where investment should focus. The (draft) SDF will further assist the planning and economic development department advise council on;

- Areas where land use types should be encouraged or discouraged;
- Areas where development intensity should be encouraged or discouraged;
- Areas where development and infrastructure investment should take place (Public & Private);
- Projects/programmes to achieve the desired spatial

Social Principles

The following principles underpin the social framework and provision of social / public facilities for the residents of uMlalazi Municipality:

- Externalization
- Continuity
- Discontinuity
- Hierarchical concentration along major routes
- Population growth & density
- Access and distance

Economic Principles

The following principles influence the economic development framework:

- Integrated Approach
- Agglomeration and clustering of like activities
- Linkages
- Promoting SMME's and Local Businesses
- Broaden Economic Base
- Location of favorable locational factors and improving the investment climate
- Enabling Environment
- Public Private Partnership

The approach taken in to developing the municipal Spatial Development Framework;

- Focuses on the structuring of the urban and rural form to overcome developmental problems, address key priorities and needs, and address identified Key Spatial Challenges.
- Focuses on those components, elements or areas that will provide the highest impact in terms of sustainable development (sustainable local economic development and a substantial increase in the living standard of people residing in the municipal area) in an environmentally sustainable manner. This cannot be attained without financial, human and land inputs while the effective and efficient use of such inputs cannot be done without a Council and officials that are empowered to make efficient and effective use of scarce resources.
- Promotes a hierarchy of prioritized nodes and corridors. These nodes and corridors will form the focal points for development and service provision, to ensure access to sustainable social and economic opportunities for the entire area. The concentration of activities in and around prioritized nodes and corridors will stimulate a higher order of activities and development. Access to social and economic opportunities at such prioritized nodal and corridor areas will have to be managed and supported to ensure its effectiveness and efficiency.
- Promotes an incremental development approach, where the upgrading of existing services and provision and maintenance of new services are focused in specific areas according to nodal and corridor classification and according to areas where there is already economic growth or the potential for economic growth.

- Promotes the concept of protection which is explicitly aimed at protecting valuable natural, economic or heritage resources, such as good to high potential agriculture land, wetlands, scenic landscapes or formally protected areas (and the expansion thereof).
- Recognizes the need for the Municipality to build strong public (between local, district, provincial and national government) and private partnerships. This component is essential to ensure that obstacles are identified and dealt with procedural, human resource as well as financial.

To achieve the overall municipal vision, the following spatial vision is been proposed which seeks to encapsulate the key issues that have been identified in the draft SDF:

"By 2035 uMlalazi Municipality will be a socially, economically, environmentally and spatially resilient Municipality where its people enjoy living in it".

The following are the broad strategic goals which have been identified in line with the key issues:

Goal 1: Promote a uniform land use management system.

Goal 2: Promote economic and social development

Goal 3: Promote accessibility to sustainable services and facilities

Goal 4: Protection of High Agriculture potential areas and Natural Environment

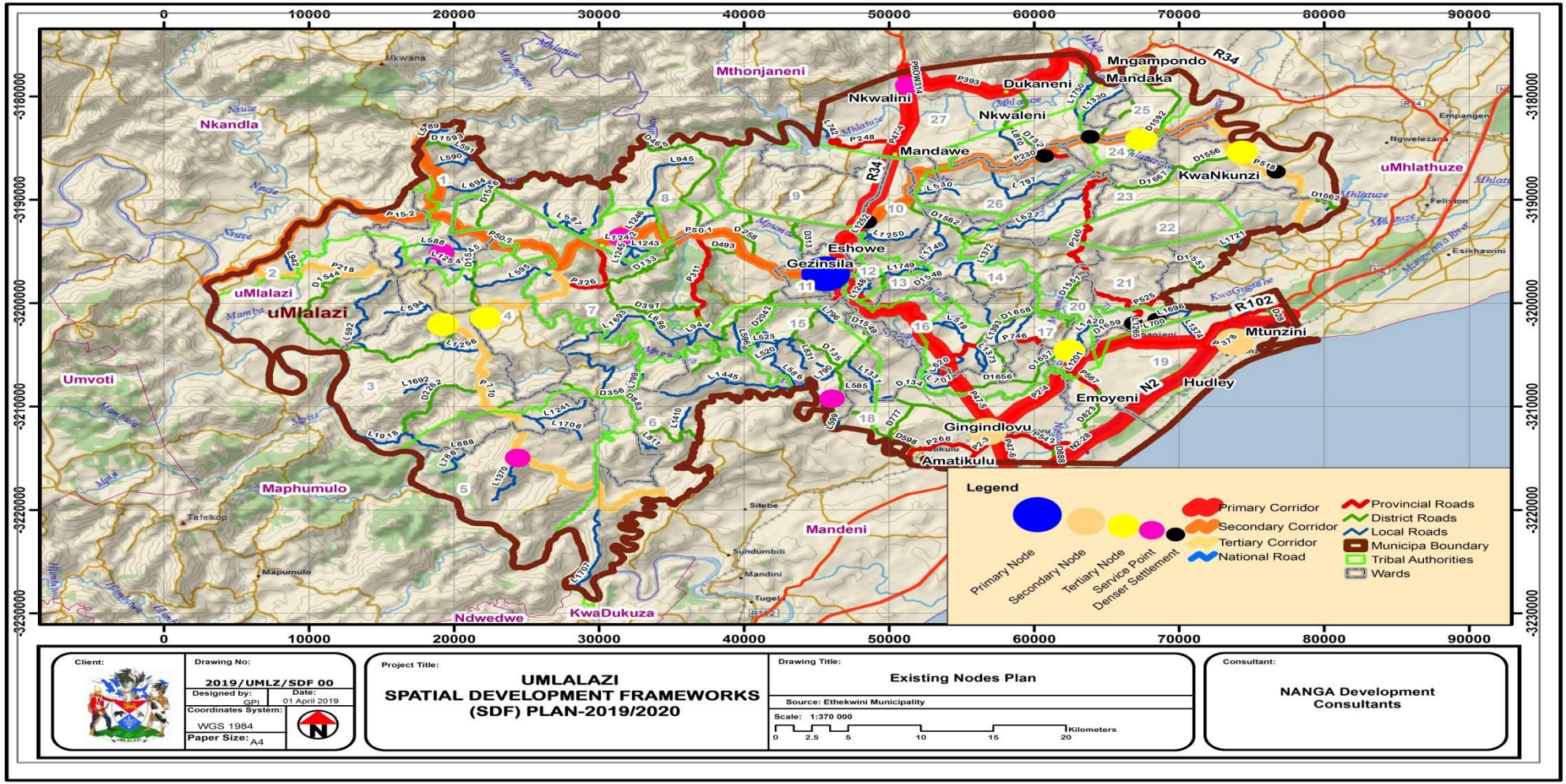
Goal 5: Promote sustainable human settlements and safer communities

SPATIAL GOAL	SPATIAL OBJECTIVE	STRATEGY	PROJECT INTERVENTIONS
Promote a uniform land use management system.	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.
		Allocate zones for desired land uses in Municipal land within Eshowe, Mtunzini, Gingindlovu and all rural nodes	• Finalization of the Wall to Wall Scheme; • Commission the preparation of the Strategic Corridor Development Plan (R66/N2); • Prepare register for Municipal owned properties.
		Regularly review the Spatial Development Framework	• Develop Local Area Plans for all identified nodes; • Finalization and implementation of precinct plans.
		To identify various level of node, denser settlement and services points	
		Identification and development of potential land for high impact development	• Update cadastral information; • Subdivision and establishment of Gingindlovu Industrial Park; • Extension of Eshowe Townlands; • Establishment of Eshowe Mixed Use development; • Establishment of Mtunzini Mixed use and Shopping Complex Development.
		Facilitation of township establishments and subdivisions;	• Formalization of Mtakwende township
		Identify potential sites for cemeteries in Eshowe	• Prepare Cemetery plan • Conduct Geotechnical and Geohydrological studies for the identified sites.
		Identify a potential site for a regional cemetery	• The development of a regional cemetery in consultation with KCDM
	To systematically assist with improving land management practices in Traditional Authority Areas	Training institutions and structures involved in land management	• Training and education of Traditional leaders and Ward committees on issues related to agriculture and environmental preservation, road safety etc.

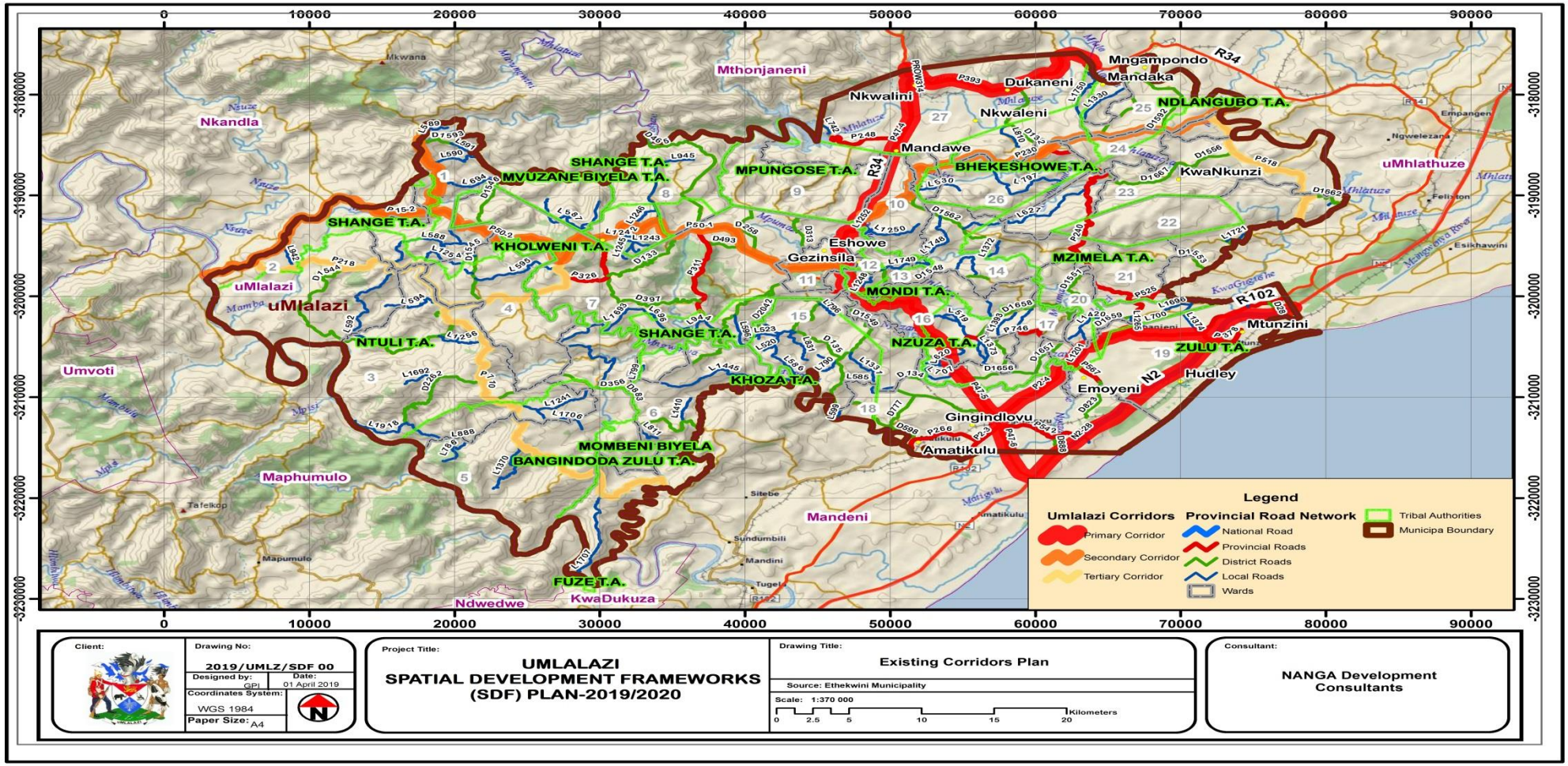
SPATIAL GOAL	SPATIAL OBJECTIVE	STRATEGY	PROJECT INTERVENTIONS
		GIS mapping of the traditional households	• Roll out of GPS equipment; • GIS capture of households • Develop Settlement Plans for areas which are experiencing development pressures.
Promote economic and social development **Promote accessibility to sustainable services and facilities**	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 previous disadvantaged individuals to participate meaningfully in the local economy.	• Commission the review of all Municipal Land Lease Audit; • Commission the review of all Municipal Land Lease Agreements; • Commission the review of all Municipal Land Disposal Policy; • Commission the Eshowe CBD Revitalization and Extension Plan
	To ensure the consolidation of the Primary node	Pursue development projects that seek to enhance the functions of Eshowe town as the main economic and administrative centre for uMlalazi municipality.	
	To promote economic zones to attract investment and promote tourism development.	Identify land for Industrial Development in Eshowe and Gingindlovu	• Feasibility study for recycling facilities and buy back centres; • Prepare marketing strategy to promote tourism and attract investment; Implement LED Plan initiatives across the municipal area with available resources.
		Identify areas that SMMEs can utilize within activity corridors	• Fresh produce market/Trading stalls; • SMME Training and Development Centre; • SMME Industrial Development funding for Small Town Regeneration; • Mini factories; • Cultural village; • Agriparks
		Identify areas where recycling facilities and buy back centres can be located to contribute towards sustainable use.	• Feasibility study for recycling facilities and buy back centres; • Training and awareness programmes on waste recycling facilities; • Investigate waste transfer station services in rural areas.
		Contribute towards the development of the mining sector in collaboration with the Department of Mineral Resources and KZN Department of Economic Development, Tourism and Environmental Affairs.	
	To facilitate youth and early childhood development with particular focus on all earmarked areas where early childhood development facilities can be located to maximize economies of scale and impact.	Improve early childhood development, primary and secondary education	• Early Childhood Development Facilities in partnership with Divine Life Society; • Research and Skills Development Centres; • Compile Indigent Register for uMlalazi Municipality; • Develop HIV/AIDS Strategy Plan
	To facilitate and support sustainable economic development, through focusing on tourism, agriculture and industrial development which focuses on the youth.	Promote youth participation in tourism agricultural and industrial activities especially from previously disadvantaged communities	
	To promote the optimal use of existing resources and infrastructure	Facilitate the provision of services (portable water, sanitation and electricity) to nodes and denser settlements	• Upgrading of Mtunzini, Eshowe and Gingindlovu Sewerage and Water Plant Reticulation System Upgrading of Eskom Power Supply to improve capacity in Eshowe (District); • Eradicating all septic tank use within urban areas; • Installation of boreholes and increasing capacity of exiting pumps in all wards; • Replacing of exiting conventional meters;
		Identify critical road and rail linkages that need upgrade	• Implementation of Pavement Management System for municipal roads, sidewalks and Stormwater; • Implement rural roads programme;

SPATIAL GOAL	SPATIAL OBJECTIVE	STRATEGY	PROJECT INTERVENTIONS
			• Participate in development and implementation of Integrated Transportation Plan (District) • Prepare Municipal integrated Transportation Plan; • Implement Road Asset Management
		Development of knowledge economy facilities and infrastructure at suitable locations.	• Conduct audit on current computer and software requirements;
Protection of High Agriculture potential areas and Natural Environment	To promote environmental sustainability and effective GIS System	Preserving municipal biodiversity and protecting environmentally sensitive areas	• Preparation of the Coastal Management Plan
	To preserve the municipality's biodiversity and rehabilitate environmentally sensitive areas	Development of coastal environmental management plan	•
	To ensure effective responses to community emergencies	Provision of land for the establishment of the Umlalazi Disaster Management Centre	• Undertake site identification process and secure development rights for the establishment of Disaster Management Centre • Develop a municipality Disaster Management Forum • Report to Portfolio Committee quarterly on effectiveness of Disaster forum; • Acquire fire services vehicle for rural fire fighting; • Rural satellite fire stations (Mbongolwane and KwaBulawayo) • Investigate and implement green energy programmes in relation to energy saving projects such as solar geysers.
	To determine the potential impacts of Climate change on long term spatial structure	Review and implementation of Disaster Management Sector Plan	
	To ensure that good potential agricultural land used for agricultural purposes	Increase production on agricultural land through improved farming methods and technology	• Prepare an Agricultural Sector Plan which will categorize agricultural land according to its potential
Promote sustainable human settlements and safer communities	To ensure sustainability of the built environment and effective enforcement of building regulations	Enforcement of building bylaws	• Training of staff to be peace offers • Establishment of outdoor advertisement section
		Timeous assessment of building plans	
		Day to day inspections of buildings around the municipal area	
	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; • Facilitate the transferring of properties and handing over of Title Deeds; • Facilitate monthly housing forum meetings
		Align implementation of Human settlements with bulk service provision	
		Promotion of property management	
		Identification of areas of need in rural areas	
	To enhance safety and security	**Coordinate community policing forums**	• Prepare combined crime prevention strategy

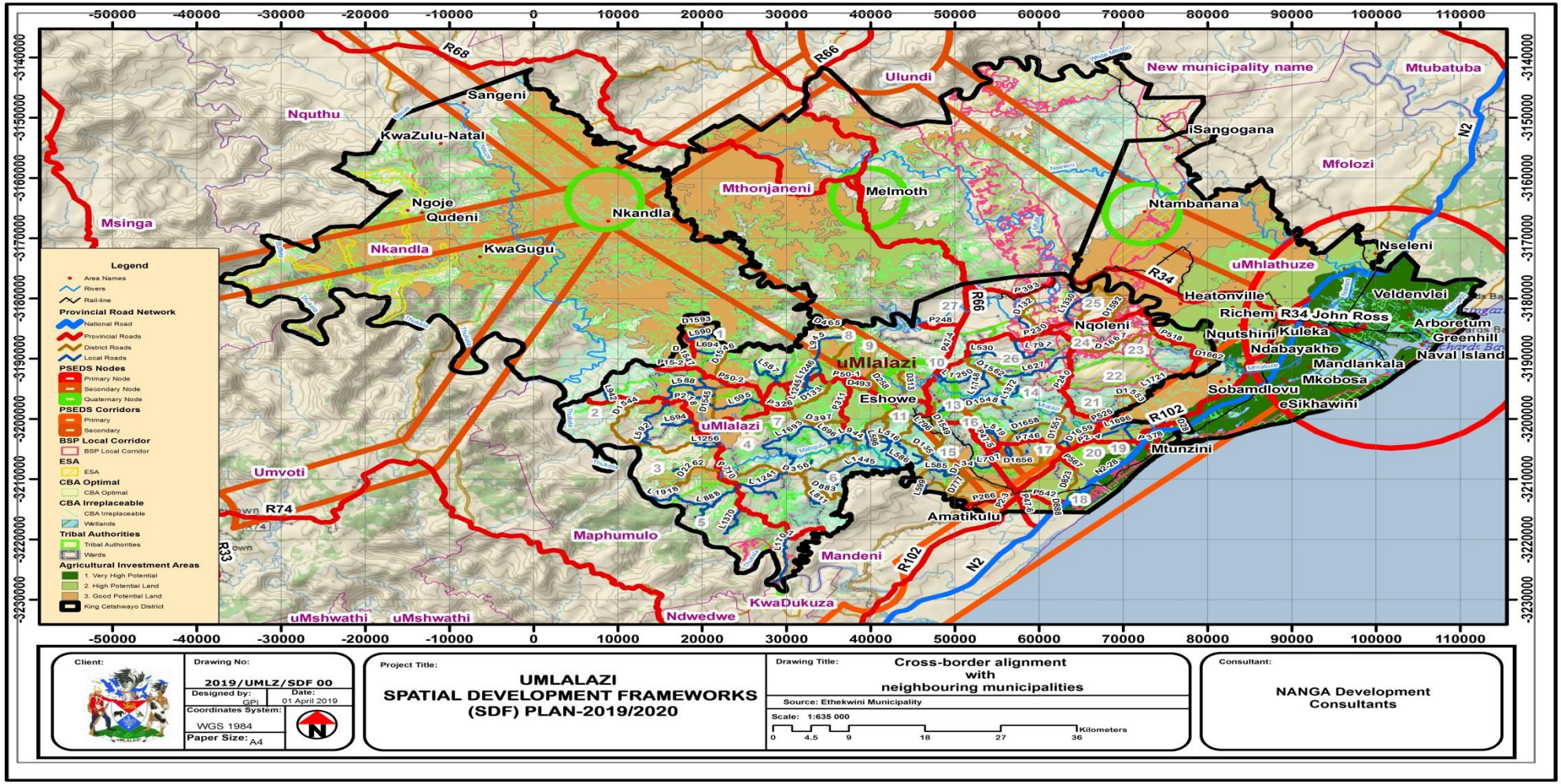
Table 140: Draft SDF Goals and Strategic Objectives



Map 31: Existing Nodes



Map 32: Existing Corridors



Map 33: Cross border alignment with neighboring municipalities

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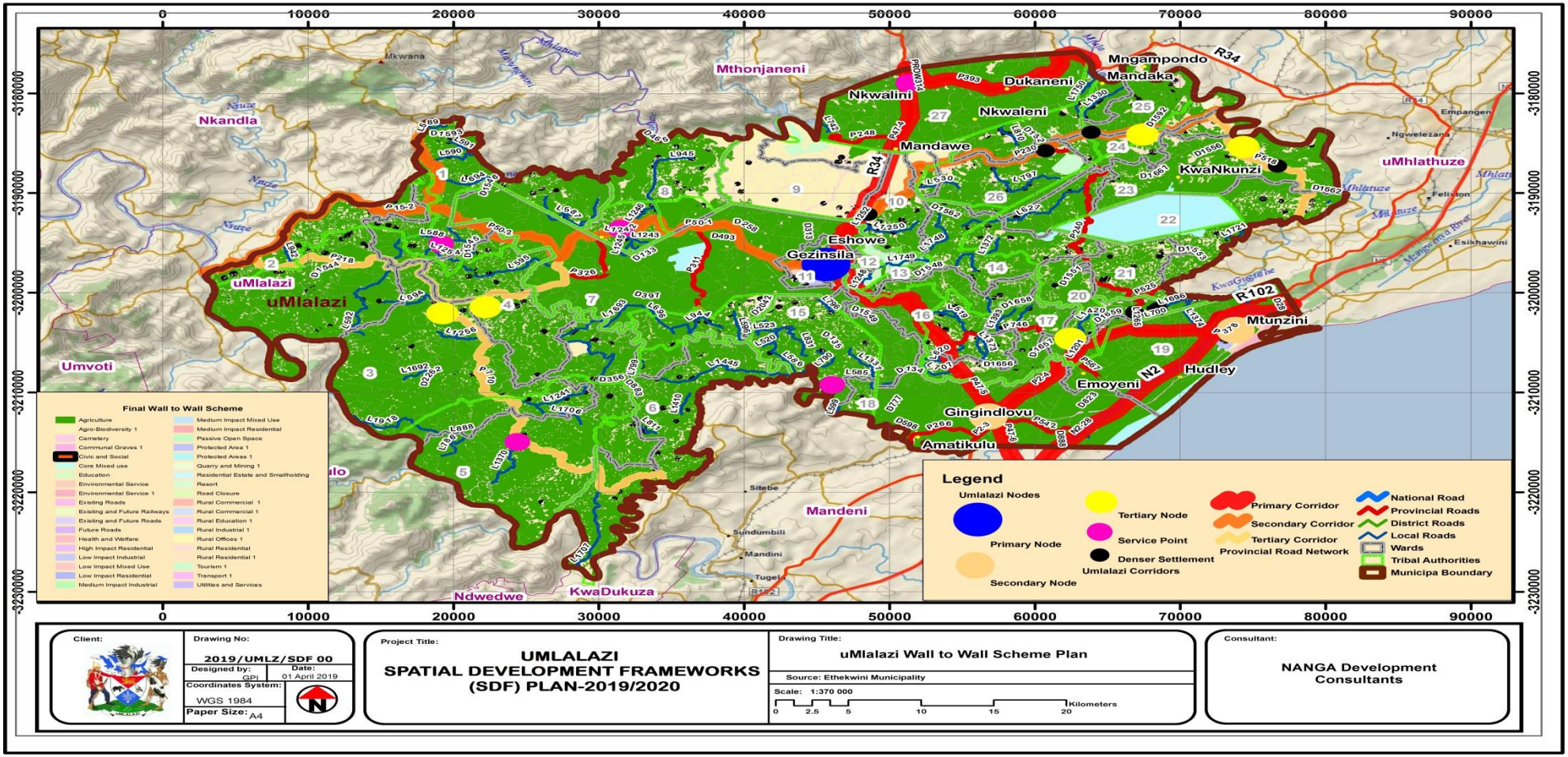
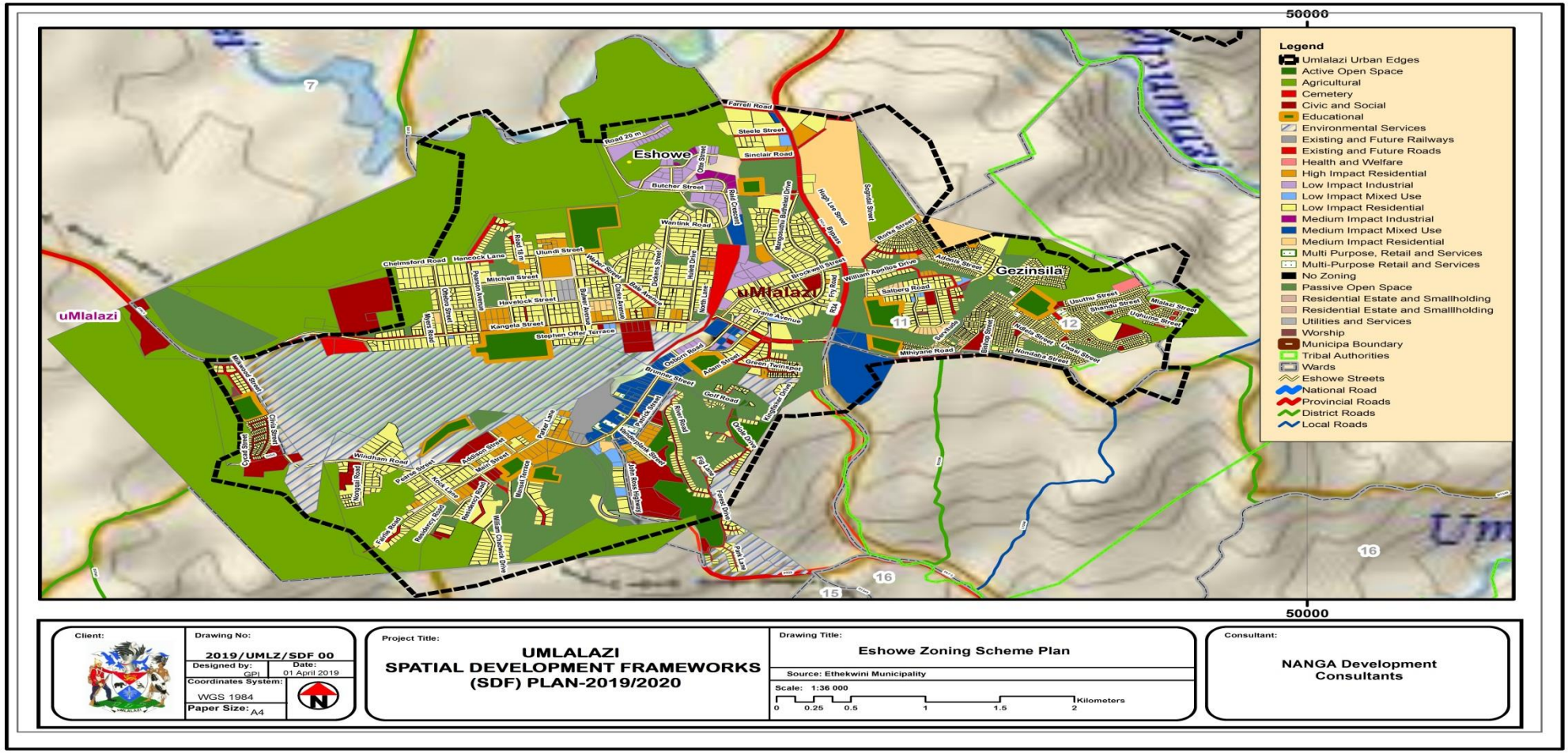
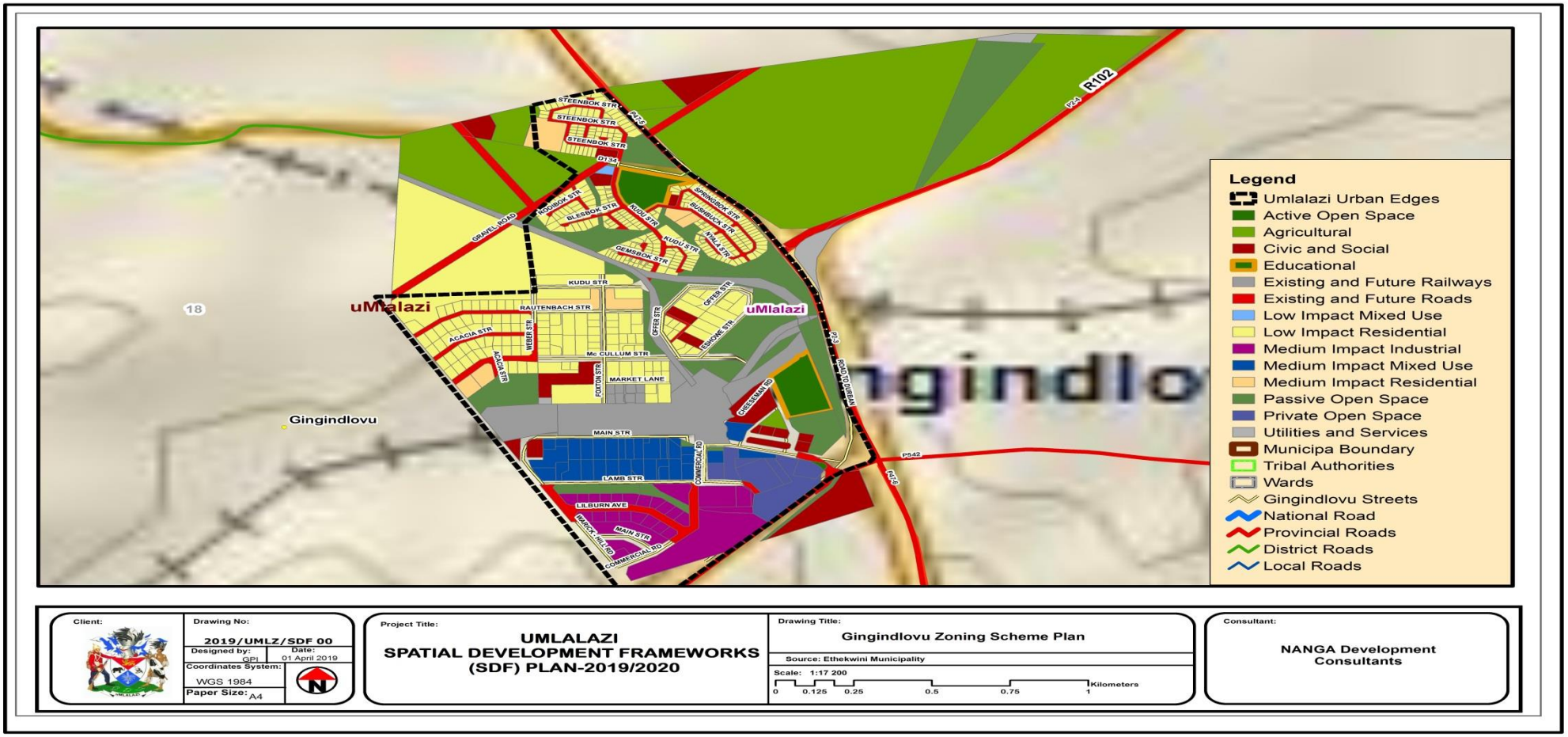


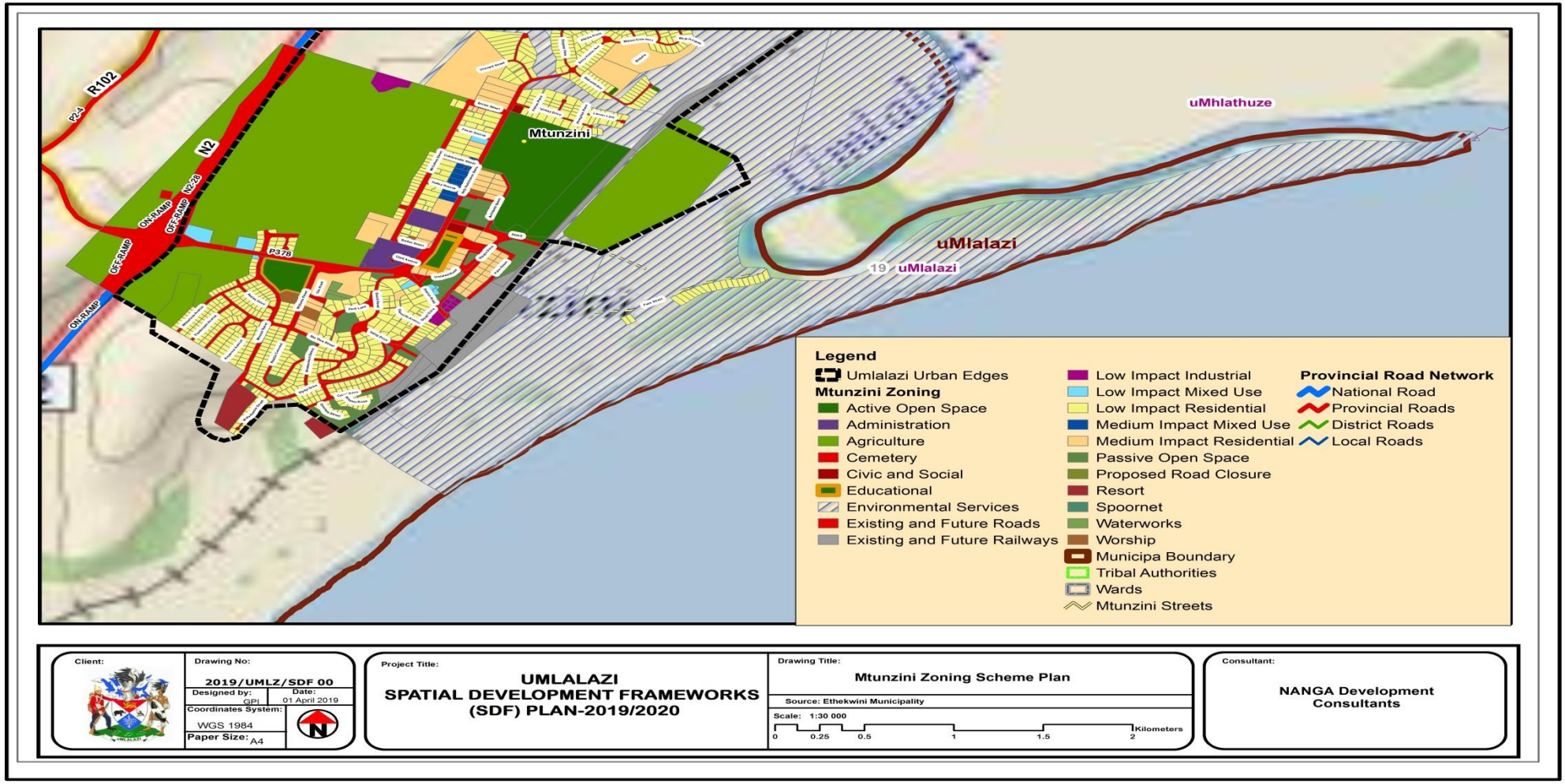
Map 34: Wall to Wall Scheme



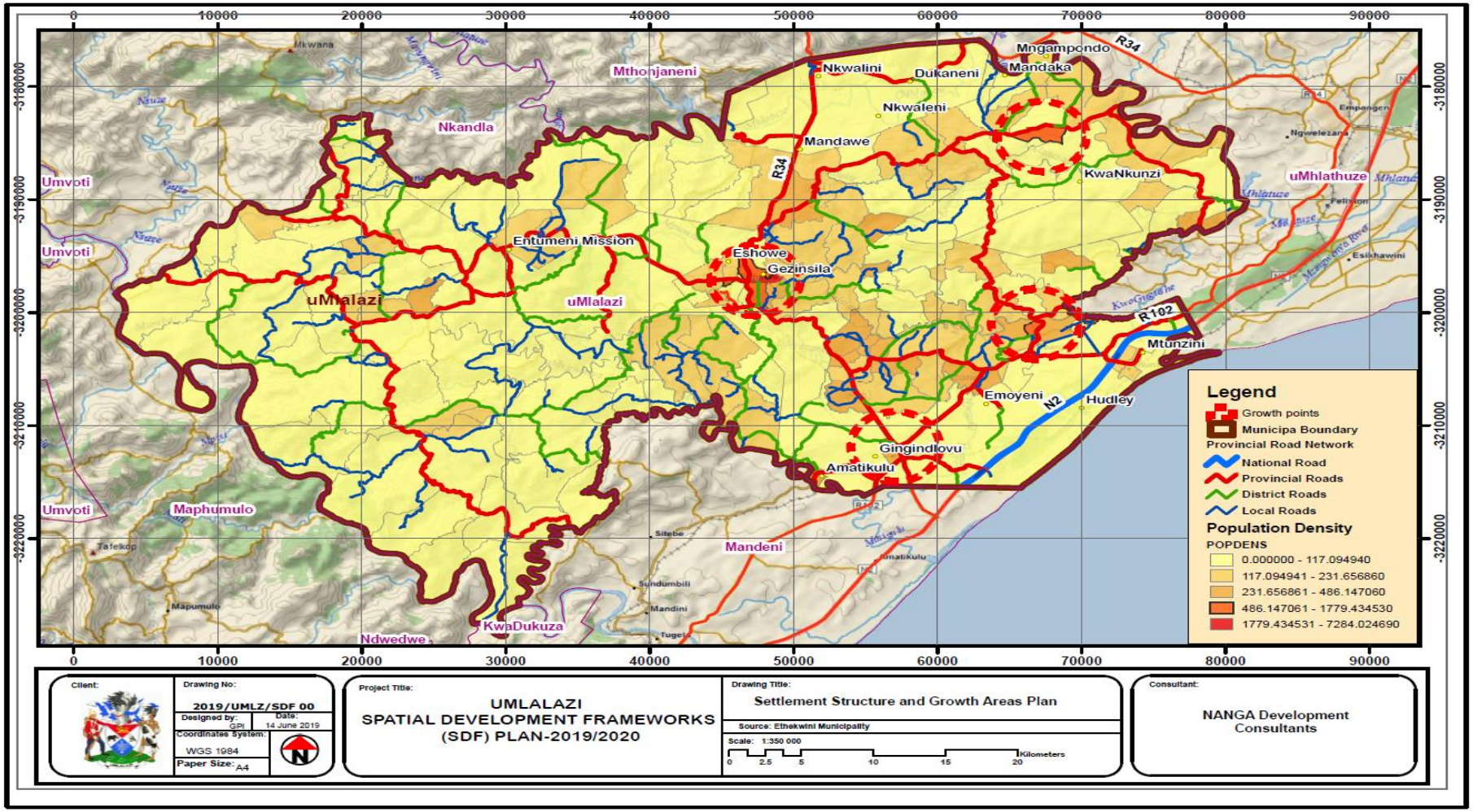
Map 35: Eshowe Zoning Scheme



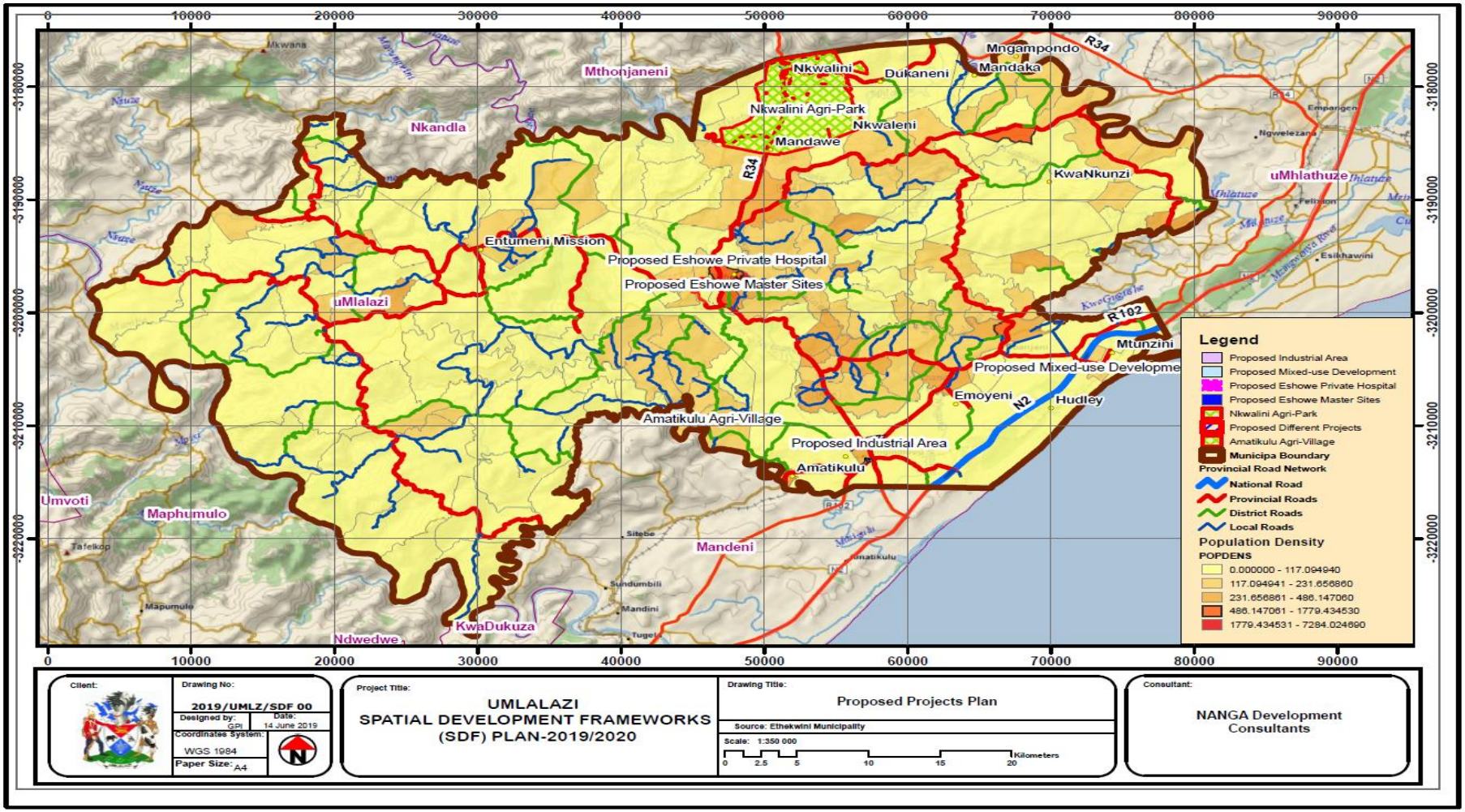
Map 36 Gingindlovu Zoning Scheme



Map 37: Mthunzini Zoning Scheme



Map 38: Settlement Structure and Growth Areas (Draft 2019/20 SDF)



Map 39: Capital Projects (Draft SDF 2019/2020)

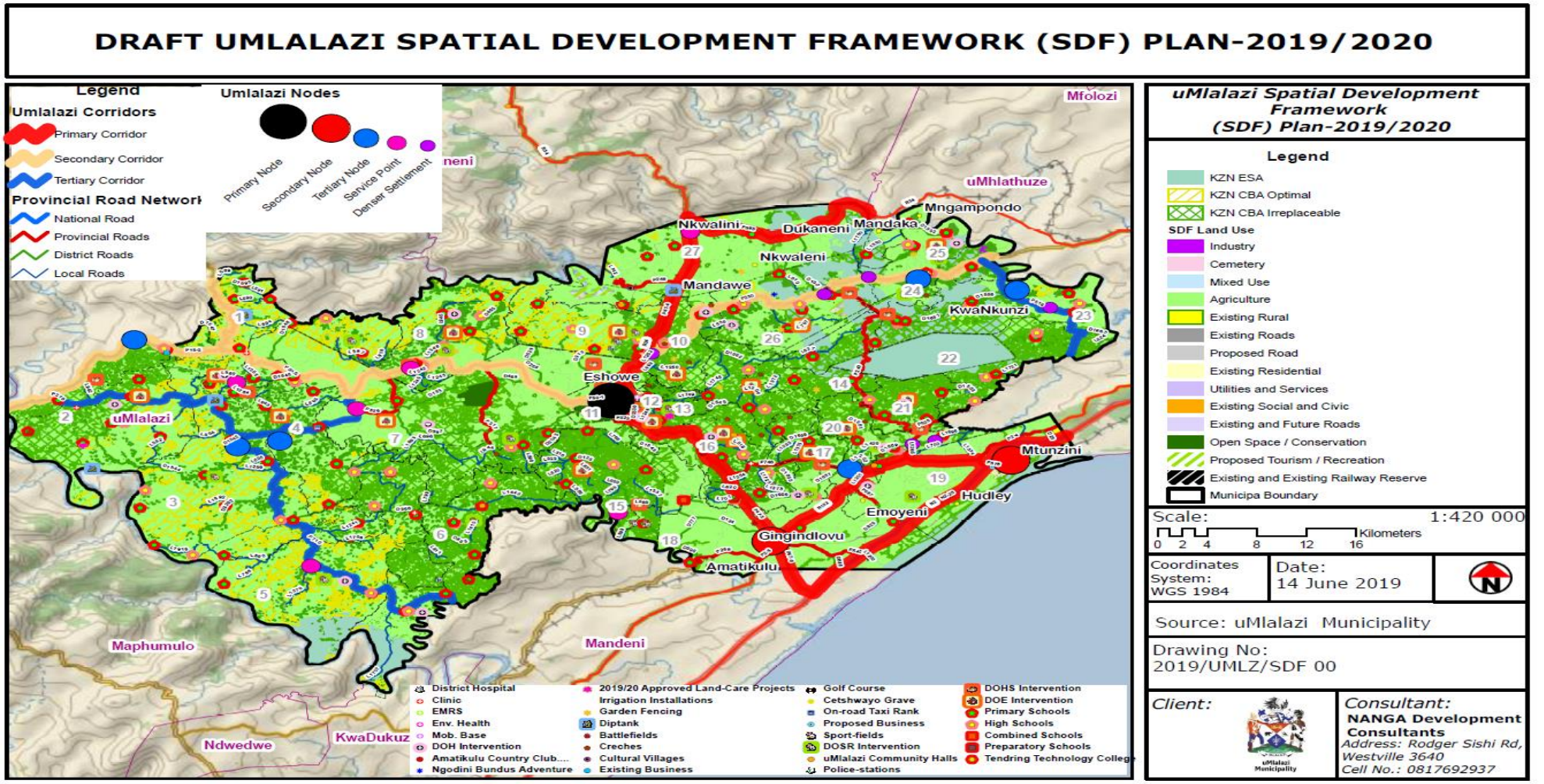


Figure 25: Draft SDF (2019/2020)

SECTION E2: IMPLEMENTATION PLAN

21. Municipal Implementation Plan

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA 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	Install fibre, for adequate capacity	Completed installation of fibre for adequate capacity on IT Systems by 30 June 2020	Date	Installation of fibre for adequate capacity on IT completed by 30 June 2020	N/A	N/A	N/A	N/A	N/A		Corporate Services				ALL
								2 700 000.00	0	0	0	0	0						
	2	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Review ICT Strategy	Reviewed ICT strategy by 30 June 2020	Date	Reviewed ICT strategy by 30 June 2020	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	100% implementation of ICT targets in terms of strategy by 30 June	N/A		Corporate Services				ALL
								0.00	0	0	0	0	0						
Inadequate Kills Development	3	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for Councillors in terms of skills audit	Training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	Number	4 training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	4 training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	4 training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	4 training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	4 training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	N/A		Corporate Services				ALL
								280 000.00	295 120.00	311 060.00	311 060.00	311 060.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	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	Implement and support internship, learnership and in-service training programmes.	Interns appointed in support of internship, learnership and in-service training programmes by 30 December 2019	Number	7 Interns appointed by 31 December 2019 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December 2020 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December 2021 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December 2022 in support of internship, learnership and in-service training programmes	7 Interns appointed by 31 December 2023 in support of internship, learnership and in-service training programmes	N/A		Corporate Services				ALL
								0.00	0.00	0.00	0.00	0.00	0						
	5	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for staff in terms of skills development plan	Training programmes facilitated for Staff in terms of skills audit by 30 June 2020	Number	10 training programmes facilitated for Staff in terms of skills audit by 30 June 2020	10 training programmes facilitated for Staff in terms of skills audit by 30 June 2021	10 training programmes facilitated for Staff in terms of skills audit by 30 June 2022	10 training programmes facilitated for Staff in terms of skills audit by 30 June 2023	10 training programmes facilitated for Staff in terms of skills audit by 30 June 2024	N/A		Corporate Services				ALL
								600 000.00	632 000.00	666 550.00	666 550.00	666 550.00	0						
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 for the roll out of Cyber Cadet services in Ging, Mtz & Sunnydale libraries	Submit application to library services by 31 December 2019 for the roll out of cyber cadet facilities in Ging, Mtz &	Date	Application submitted to library services by 31 December 2019 for the roll out of cyber cadet facilities in Ging, Mtz & Sunnydale libraries	N/A	N/A	N/A	N/A	N/A		Corporate Services				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
						Sunnydale libraries		0.00	0.00	0.00	0.00	0.00	0						
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 Vison and Mission	To conduct an overall assessment and review of all Municipal Bylaws	Conduct assessment and review of all Municipal Bylaws by 30 June 2021	Date	N/A	Completion of assessment and review of all Municipal Bylaws by 30 June 2021	100% implementation of Municipal Bylaws by 30 June 2022	100% implementation of Municipal Bylaws by 30 June 2023	100% implementation of Municipal Bylaws by 30 June 2024	N/A		Municipal Manager				ALL
								0.00	R5,000 000.00				0						
Limited Office Space	**9**	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.	Renovation and/or building of new offices completed to accommodate all executives and Councillors by 30 June 2022	Date	N/A	Approved plan for the renovation and/or building of new Municipal Offices in order to accommodate all executives and councillors by 30 June 2021.	Completed renovation and/or building of new Municipal Offices in order to accommodate new Council Chamber and Councilor Meeting rooms by 30 June 2022. .	N/A	N/A	N/A		Engineering Services				11
								0	R1,500 000.00	R20,000 000.00			0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
	10	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 in terms of maintenance plan line with the relevant Health & Safety Standards.	Compliance with maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2019	Percentage	100% Compliance of maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2020.	100% Compliance of maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2021	100% Compliance of maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2022	100% Compliance of maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2023	100% Compliance of maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2024	N/A		Engineering Services				11
								1 600 000.00	500 000.00	500 000.00	500 000.00	500 000.00	0						
	11	Municipal Transformation and Institutional Development	Human Resource Development	Ensure effective performance of all departments	Performance appraisals cascaded to all employees in a phased in approach	Completed phase 1 performance appraisals cascaded to employees by 30 June 2021	Percentage	N/A	100% of phase 1 performance appraisals cascaded to employees by 30 June 2021	100% of phase 2 performance appraisals cascaded to employees by 30 June 2022	100% of phase 3 performance appraisals cascaded to employees by 30 June 2023	N/A	N/A		Municipal Manager				ALL
								0	0	0	0	0	0						
Service Delivery Backlog	**12**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Reduce backlog of electrification services annually	90% households provided with electrification services by 30 June 2020	Percentage	90% households provided with electrification services by 30 June 2020	92% households provided with electrification services by 30 June 2021	94% households provided with electrification services by 30 June 2022	96% households provided with electrification services by 30 June 2023	98% households provided with electrification services by 30 June 2024	N/A		Engineering Services				ALL
								7 000 000.00	7 000 000.00	8 000 000.00	8 000 000.00	8 000 000.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Service Delivery Backlogs	**13**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Provide affordable Services to Indigent Community by the implementation of the Indigent Policy	4500 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June 2020	Number	4500 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June 2020	4600 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June 2021	4700 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June 2022	4800 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June 2023	4900 households have access to Free basic electricity services in terms of the Indigent Policy by 30 June 2023	N/A		Finance				ALL
								2 873 970.00	3 162 000.00	3 332 750.00	3 332 750.00	3 332 750.00	0						
Service Delivery Backlogs	**14**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	To ensure maintenance and improvement of existing electrical infrastructure.	Spend 100% of the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2020	Percentage	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2020	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2021	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2022	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2023	100% spent on the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2024	N/A		Engineering Services				11, 12

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
								1 477 550.00	1 557 330.00	1 641 430.00	1 641 430.00	1 641 430.00	0						
Service Delivery Backlogs	**15**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Ensure the reduction of Electricity losses	Electricity losses remain within the norm of 10% by 30 June 2020	Percentage	Electricity losses remain within the norm of 10% by 30 June 2020	Electricity losses remain within the norm of 10% by 30 June 2021	Electricity losses remain within the norm of 10% by 30 June 2022	Electricity losses remain within the norm of 10% by 30 June 2023	Electricity losses remain within the norm of 10% by 30 June 2024	N/A		Engineering Services				11, 12
								693 360.00	730 800.00	770 260.00	770 260.00	770 260.00	0						
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	Energy saving principles adhered to in line with NERSA guidelines by 30 June 2020	Percentage	100% of energy saving principles adhered to in line with NERSA guidelines by 30 June 2020	100% of energy saving principles adhered to in line with NERSA guidelines by 30 June 2021	100% of energy saving principles adhered to in line with NERSA guidelines by 30 June 2022	100% of energy saving principles adhered to in line with NERSA guidelines by 30 June 2023	100% of energy saving principles adhered to in line with NERSA guidelines by 30 June 2024	N/A		Engineering Services				11, 12
								0.00	0.00	0.00	0.00	0.00	0						
Service Delivery Backlogs	**17**	Basic Service Delivery	Strategic Infrastructure	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress.	Strengthen the stakeholder engagement with Eskom Electrification Projects	Quarterly stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by	Number	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June 2020	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June 2021	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to track	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to	4 Stakeholder engagements held per project on all Eskom Electrification Projects in order to	N/A		Engineering Services				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
						30 June 2020				progress by 30 June 2022	track progress by 30 June 2023	track progress by 30 June 2024							
								0.00	0.00	0.00	0.00	0.00	0						
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 burrow pits during project implementation and road maintenance activities.	Finalized Investigation on registration of Burrow Pits under the municipality to ensure access to those borrow pits during project implementation and road maintenance activities by 30 June	Date	N/A	Finalized investigation on registration of Borrow Pits under the municipality to ensure access to those borrow pits during project implementation and road maintenance activities by 30 June.	N/A	N/A	N/A	N/A		Engineering Services				ALL
								0.00	R1,500 000.00	0.00	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Service Delivery Backlogs	**19**	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	Maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2020	Percentage	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2020	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2021	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2022	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2023	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2024	N/A		Engineering Services				ALL
								12 731 940.00	13 419 460.00	14 144 130.00	14 144 130.00	14 144 130.00	0						
Service Delivery Backlogs	**20**	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Facilitate discussion with DOT to register certain roads as access roads in order to recognise them as Municipal assets	Discussion facilitated with DOT to possibly register certain roads as access roads in order to recognise them as Municipal assets by 31 March 2020	Date	Facilitated discussion with DOT to possibly registration of certain roads as access roads in order to recognise them as Municipal assets by 31 March 2021	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2022	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2023	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2024	100% maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2025	N/A		Engineering Services				ALL
								10 000 000.00	10 540 000.00	11 109 160.00	11 109 160.00	11 109 160.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA 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	Annual maintenance plan developed for Municipal buildings by 31 December 2019	Date	Annual maintenance plan developed for Municipal buildings by 31 December 2019	Annual maintenance plan developed for Municipal buildings by 31 December 2019	Annual maintenance plan developed for Municipal buildings by 31 December 2019	Annual maintenance plan developed for Municipal buildings by 31 December 2019	Annual maintenance plan developed for Municipal buildings by 31 December 2019	N/A		Engineering Services				ALL
								1 600 000.00	500 000.00	500 000.00	500 000.00	500 000.00	0						
Service Delivery Backlogs	22	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Replace Municipal fleet in terms of the fleet maintenance plan	Municipal Fleet replaced in terms of fleet management plan and allocated budget by 30 June	Number	24 Municipal Fleet replaced in terms of fleet management plan and allocated budget 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	N/A		Engineering Services				ALL
								10 010 000.00	R5, 000 000.00	R5, 000 000.00	R5, 000 000.00	R5, 000 000.00	0						
Service Delivery Backlogs	23	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Facilitate process to write off and replace damaged vehicles	Facilitated process to write off and replace damaged vehicles annually by 31 March 2019	Date	Process to write off and replace damaged vehicles facilitated by 31 March 2019	Process to write off and replace damaged vehicles facilitated by 31 March 2019	Process to write off and replace damaged vehicles facilitated by 31 March 2019	Process to write off and replace damaged vehicles facilitated by 31 March 2019	Process to write off and replace damaged vehicles facilitated by 31 March 2019	N/A		Engineering Services				ALL
								0.00	0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Service Delivery Backlogs	**24**	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Facilitate training programmes to train local SMME's through CIDB and SEDA support	Training programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2020	Number	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2020	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2021	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2022	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2023	4 trainings programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2024	N/A		Engineering Services				ALL
								0.00	0	0	0	0	0						
Service Delivery Backlogs	**25**	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Compile annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Completed annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2019	Date	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2019	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2020	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2021	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2022	Annual Plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2023	N/A		Community Services				ALL
								0	0	0.00	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
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 in terms of budget allocated for the financial year	Completed construction of Qhlika, Vuma, Bhekeshowe community halls by 30 June 2020	Date	Completed construction of Qhlika, Vuma, Bhekeshowe community halls by 30 June 2020	N/A	Completed construction of Slambo, Mpumazi community halls by 30 June 2022	Completed construction of Macotshaneni, Bayedle community halls by 30 June 2023	Completed construction of Emanawe community hall by 30 June 2024	N/A		Engineering Services				
								12 416 730.00	0	9 000 000.00	8 500 000	6 000 000.00	0						
Service Delivery Backlogs	**27**	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	Ethafeni, Mtipela/Ntabankulu roads / causeways Constructed in terms of MIG budget allocated for the financial year by 30 June 2020	km	6km of Ethafeni, Mtipela/Ntabankulu, Osbone) road / causeway constructed by 30 June 2020	Xkm of road / causeway constructed by 30 June (Mitchell street, Sunnydale 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)	N/A		Engineering Services				
								17 500 000.00	42 517 650.00	26 337 000.00	13 000 000.00	17 000 000.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Service Delivery Backlogs	**28**	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Ensure that speedhumps, sidewalk are constructed in terms of budget allocated	Constructed Speedhumps, sidewalk in terms of budget allocated by 30 June	Date	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June 2020	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June 2021	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June 2022	Speedhumps, sidewalk constructed in terms of budget allocated by 30 June 2023	N/A	N/A		Engineering Services				11, 12, 18, 19
								413 000.00	700 000.00	810 000.00	1 000 000.00	0	0						
Service Delivery Backlogs	**29**	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct Bus and Hawkers shelters as per MIG budget	Constructed Bus and hawkers shelters by 30 June 2024	Date	N/A	N/A	N/A	Constructed Bus and hawkers shelters by 30 June 2024	N/A	N/A		Engineering Services				ALL
								0,00	0,00	0,00	2 000 000.00	0	0						
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	Facilitate monthly waste awareness programmes	Waste awareness programmes facilitated by 30 June 2020	Number	12 waste awareness programmes facilitated by 30 June 2020	12 waste awareness programmes facilitated by 30 June 2021	12 waste awareness programmes facilitated by 30 June 2022	12 waste awareness programmes facilitated by 30 June 2023	12 waste awareness programmes facilitated by 30 June 2024	N/A		Community Services				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
				sustainable manner				62 710.00	66 160.00	66 160.00	66 160.00	66 160.00	0						
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	Facilitate quarterly Disaster Forum meetings	Quarterly Disaster Forum meetings facilitated by 30 June 2020	Number	4 Disaster Forum meetings facilitated by 30 June 2020	4 Disaster Forum meetings facilitated by 30 June 2021	4 Disaster Forum meetings facilitated by 30 June 2022	4 Disaster Forum meetings facilitated by 30 June 2023	4 Disaster Forum meetings facilitated by 30 June 2024	N/A		Community Services				ALL
								800 000.00	750 000.00	750 000.00	750 000.00	750 000.00	0						
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 in terms of budget allocated for the financial year	Complete construction of sports fields/ sports park in terms of budget allocated for the financial year by 30 June 2020	Date	Completed construction of Basamlilo Sports field and KDS Sports Park in terms of budget allocated for the financial year by 30 June 2020	Completed construction of Mashabase Sports field in terms of budget allocated for the financial year 30 June 2020	Completed construction of KDS Sports Park and rehab of Ging Sports field in terms of budget allocated for the financial year 30 June 2020	Completed construction of Kwandlovu & Manzamnyama Sports field in terms of budget allocated for the financial year 30 June 2020	Completed construction of Ngudwini Sports field in terms of budget allocated for the financial year 30 June 2020	N/A		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	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
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	Reduce backlog of refuse removal services annually	42% households provided with refuse removal services by 30 June 2020	Percentage	42% households provided with refuse removal services by 30 June 2020	44% households provided with refuse removal services by 30 June 2021	46% households provided with refuse removal services by 30 June 2022	48% households provided with refuse removal services by 30 June 2023	50% households provided with refuse removal services by 30 June 2024	N/A		Community Services				ALL
								2 150 220.00	5 678 900.00	5 678 900.00	5 678 900.00	5 678 900.00	0						
	34	Basic Service Delivery	Strategic Infrastructure	Promote equitable access to quality ECD programmes for all children under 6 years	Facilitate the construction of ECD facilities to assist children under 6 years old to receive quality education	ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June 2020	Number	5 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	10 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	N/A		Community Services				ALL
								1 000 000.00	0.00	0.00	0.00	0.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Poverty	**34 (a)**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To develop an investment attraction strategy by 30 June 2021	An adopted investment attraction strategy by 30 June 2021	Date	Consultant appointed and Completed phase 1 of the investment attraction strategy by 30 June 2020	Approved investment attraction strategy by 30 June 2021	Implementation of investment attraction strategy by 30 June	Implementation of investment attraction strategy by 30 June	Implementation of investment attraction strategy by 30 June	N/A		Planning & Economic Development				11
								400 000.00	410 000.00	0	0	0	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	To ensure the promotion of economic development through the development of an agricultural sector plan	Adopted Agricultural Sector Plan by 30 June 2020	Date	Agriculture sector plan developed by 30 June 2020	implementation of agricultural sector plan by 30 June 2021	implementation of agricultural sector plan by 30 June 2022	implementation of agricultural sector plan by 30 June 2023	implementation of agricultural sector plan by 30 June 2024	N/A		Planning & Economic Development				ALL
								R 139 250.00	0	0	0	0	0						
Poverty	**36**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of	To promote youth participation in agricultural & tourism activities from previously disadvantaged communities	Summit facilitated for Youth in agriculture & tourism by 31 December 2019	Number	1 summit facilitated for Youth in agriculture & Tourism by 31 December 2019	Agriculture & Tourism Youth programme initiated by 30 June 2021	Agriculture & Tourism Youth programme supported by 30 June 2021	Agriculture & Tourism Youth programme supported by 30 June 2021	Agriculture & Tourism Youth programme supported by 30 June 2021	N/A		Planning & Economic Development				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
				unemployment				100 000.00	100 000.00	100 000.00	100 000.00	100 000.00	0						
Poverty	**37**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To take advantage of opportunities presented by the Ocean Economy	Submitted application Funding for Aquaculture Development Zone feasibility study by 31 March 2020	Date	Completed Funding application for Aquaculture Development Zone feasibility study submitted by 31 March 2020	Appointment of Consultant to undertake feasibility study by 30 June 2021	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	N/A		Planning & Economic Development				ALL
								0	500 000.00	0.00	0.00	0.00	0						
Inadequate Tourism Development	**40**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote economic development through eco-tourism and heritage tourism.	An approved Coastal Development Plan by 30 June 2021	Date	Appointment of Consultant and Completion of phase 1 of the Coastal Development Plan by 30 June 2020	Finalize and approve Coastal Development Plan by 30 June 2021	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
								500 000.00	500 000.00				0						
Inadequate Tourism Development	**41**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the	To ensure the promotion of economic development through the development of Tourism sector plan	An approved Tourism Sector Plan by 30 June 2020	Date	Approved Tourism sector plan by 30 June 2020	Implementation of Tourism sector plan by 30 June 2021	Implementation of Tourism sector plan by 30 June 2021	Implementation of Tourism sector plan by 30 June 2021	Implementation of Tourism sector plan by 30 June 2021	N/A		Planning & Economic Development				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
				reduction of unemployment				500 000.00	0	0	0	0	0						
	42	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	To promote economic development through industrial development.	Call for Developers for the establishment of Eshowe industrial extension by 31 December 2019	Date	Call for proposals for the establishment of Eshowe industrial extension by 31 December 2019	Monitor the establishment of Eshowe industrial extension	Commission Feasibility Study for the establishment of Industrial Parks by 30 June 2022	Implement feasibility Study for the establishment of Industrial Parks	Monitor the establishment of Eshowe industrial extension	N/A		Planning & Economic Development				ALL
								0	0	500 000.00	0	0	0						
Unemployment	**43**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	Promote creation of job opportunities through. EPWP, CWP and other poverty alleviation programmes	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	Number	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	N/A		Community Services				ALL
								6 274 000.00	3 350 000.00	3 515 000.00	3 515 000.00	3 515 000.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Unemployment	**44**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	Compile annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2020	Date	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2020	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2021	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2022	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2023	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2024	N/A		Community Services				ALL
								0	0	0.00	0	0	0						
Inadequate Local Economic Development	**45**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote the development of SMMEs in particular informal traders	Approved Gingindlovu informal Market Stalls designs by 31 March 2020	Date	Approved Gingindlovu informal Market Stalls designs by 31 March 2020	Completed Gingindlovu informal Market stalls by 30 June 2021	Monitoring of Gingindlovu informal Market Stalls designs by 30 June 2022	Monitoring of Gingindlovu informal Market Stalls designs by 30 June 2023	Monitoring of Gingindlovu informal Market Stalls designs by 30 June 2024	N/A		Planning & Economic Development				18
								100 000.00	R1,000 000.00				0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Inadequate Local Economic Development	**46**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote the development of SMMEs in particular informal traders	Constructed Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2020	Date	Constructed Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2020	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2021	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2022	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2023	Managing of Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2024	N/A		Planning & Economic Development				11
								200 000.00	0				0						
	47	Local Economic and Social Development	Inclusive Economic growth	To develop and support social development initiatives, particularly those focussed on the youth and the vulnerable groups	Facilitate uMlalazi Sports, Arts & Culture Festival	uMlalazi Sports & Arts and Culture festival facilitated by 30 June 2021	Date	N/A	uMlalazi Sports & Arts and Culture for facilitated by 30 June 2021	N/A	N/A	N/A	N/A		Community Services				ALL
								0	R1,500 000.00	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
	48	Local Economic and Social Development	Inclusive Economic growth	Promote active ageing and healthy lifestyles	Facilitate the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area	Programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2020	Number	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2020	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2021	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2022	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2023	4 programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2024	N/A		Community Services				ALL
								0	0	0	0	0	0						
Inadequate own revenue	**49**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure that the Municipality derives maximum value from Municipal Land through Outdoor advertisement	Reviewed Outdoor Advertising Bylaws 30 June 2020	Date	Appointed Consultant and reviewed Outdoor Advertising Bylaws by 30 June 2020	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June 2021	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June 2022	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June 2023	Monitoring of Implementation of Outdoor Advertising Bylaws by 30 June 2024	N/A		Planning & Economic Development				ALL
								200 000.00	0	0	0	0	0						
Inadequate own revenue	**50**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Derive maximum value from Municipal Heritage Sites and other Tourism Facilities	Reviewed Municipal Heritage sites and Tourism facilities MOA by 31 December 2019	Date	Reviewed Municipal Heritage sites and Tourism facilities MOA by 31 December 2019	Reviewed organogram to capacitate Tourism unit by 30 June 2021	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
								0	0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
High outstanding debtors	**51**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure effective processes for the collection of funds due to the municipality in terms of debt collection policy	95% debtors collection rate by 30 June 2020	Percentage	95% debtors collection rate by 30 June 2020	95% debtors collection rate by 30 June 2021	95% debtors collection rate by 30 June 2022	95% debtors collection rate by 30 June 2023	95% debtors collection rate by 30 June 2024	N/A		Finance				ALL
								0	0	0	0	0	0						
Inadequate own revenue	**52**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate the review of the General Valuation Roll in line with the prescripts of legislation	Approved review of valuation roll by 30 June 2020	Date	Approved review of valuation roll by 30 June 2020	Monitoring of annual update of valuation roll by 30 June 2021	Monitoring of annual update of valuation roll by 30 June 2022	Monitoring of annual update of valuation roll by 30 June 2023	Monitoring of annual update of valuation roll by 30 June 2024	N/A		Finance				ALL
								1 255 550.00	269 350.00	283 900.00	283 900.00	283 900.00	0						
Inadequate own revenue	**53**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate a feasibility study on the installation of digital Billboards as a revenue enhancement strategy	Approved feasibility study on the installation of digital Billboards as a revenue enhancement strategy by 31 December 2019	Date	Approved feasibility study on the installation of digital Billboards as a revenue enhancement strategy by 31 December 2019	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	N/A		Office of the MM				ALL
								0.00	0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Inadequate own revenue	**54**	Municipal Financial viability and Management	Strategic Infrastructure	Expansion of the Electricity Business	Facilitate a Feasibility Study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini by 30 June 2020	Approved feasibility study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini by 30 June 2020	Date	Feasibility study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini approved by 30 June 2020	N/A	N/A	N/A	N/A	N/A		Engineering Services				18, 19
								500 000.00	0	0	0	0	0						
	55	Municipal Financial viability and Management	Governance and Policy	Enhance effective internal controls and standard operating procedures	Facilitate an audit on all assets of the Municipality	Approved Audit on assets of the Municipality by 30 December 2020	Date	N/A	Approve audit of assets of the Municipality by 30 December 2020	N/A	N/A	N/A	N/A		Finance				ALL
									R1, 000 000.00	0	0	0	0						
Inadequate performance monitoring	**56**	Municipal Financial Viability and Management	Governance and Policy	To ensure continued sound financial management	Monitor the performance of Service Providers	Quarterly reports submitted to Council on the Performance of Service Providers	Number	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	N/A		Municipal Manager				ALL
								126 516 790.00	130 572 281.00	130 572 281.00	130 572 281.00	130 572 281.00	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
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	Ensure quarterly HIV/AIDS Council (LAC) Meetings are facilitated	No of HIV/AIDS Council (LAC) Meetings facilitated by 30 June 2020	Number	4 HIV/Aids Council (LAC) meetings facilitated by 30 June 2020	4 HIV/Aids Council (LAC) meetings facilitated by 30 June 2021	4 HIV/Aids Council (LAC) meetings facilitated by 30 June 2022	4 HIV/Aids Council (LAC) meetings facilitated by 30 June 2023	4 HIV/Aids Council (LAC) meetings facilitated by 30 June 2024	N/A		Municipal Manager				ALL
								450 000.00	500 000.00	500 000.00	500 000.00	500 000.00	0						
inadequate public participation initiatives	**58**	Good Governance and Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure that all Ward Committees are functional	100% functionality of Ward Committees by 30 June 2020	Percentage	100% functionality of Ward Committees by 30 June 2020	100% functionality of Ward Committees by 30 June 2021	100% functionality of Ward Committees by 30 June 2022	100% functionality of Ward Committees by 30 June 2023	100% functionality of Ward Committees by 30 June 2024	N/A		Municipal Manager				ALL
								3 000 000.00	3 000 000.00	3 000 000.00	3 000 000.00	3 000 000.00	0						
Inadequate implementation of Batho Pele	**59**	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Quarter Batho Pele Forum meetings held by 30 June 2020	Number	4 Batho Pele Forum meetings held by 30 June 2020	4 Batho Pele Forum meetings held by 30 June 2021	4 Batho Pele Forum meetings held by 30 June 2022	4 Batho Pele Forum meetings held by 30 June 2023	4 Batho Pele Forum meetings held by 30 June 2024	N/A		Municipal Manager				ALL
								0	0	0	0	0	0						
Inadequate implementation of Batho Pele	**60**	Good Governance & Public Participation	Strategic Infrastructure	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Approved Service Delivery Improvement Plan (SDIP) by 31 March 2020	Date	Approved SDIP by 31 March 2020	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	N/A		Engineering Services				ALL
								0	0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Inadequate implementation of Batho Pele	**61**	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Attended to 100% of Complaints within 3 working days	Percentage	100% of complaints attended to within 3 days of receipt by 30 June 2020	100% of complaints attended to within 3 days of receipt 30 June 2021	100% of complaints attended to within 3 days of receipt 30 June 2022	100% of complaints attended to within 3 days of receipt 30 June 2023	100% of complaints attended to within 3 days of receipt 30 June 2024	N/A		Municipal Manager				ALL
								70 000.00	70 000.00	70 000.00	70 000.00	70 000.00	0						
Inadequate public participation	**62**	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Facilitate Local Task Team (LTT)meetings to address War Room Issues	Quarterly LTT meetings facilitated to address War Room Issues by 30 June 2020	Number	4 Local Task Team meetings facilitated to address War Room Issues by 30 June 2020	4 Local Task Team meetings facilitated to address War Room Issues by 30 June 2021	4 Local Task Team meetings facilitated to address War Room Issues by 30 June 2022	4 Local Task Team meetings facilitated to address War Room Issues by 30 June 2023	4 Local Task Team meetings facilitated to address War Room Issues by 30 June 2024	N/A		Municipal Manager				ALL
								360 000.00	300 000.00	300 000.00	300 000.00	300 000.00	0						
	63	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Facilitate the sitting of the Standing Rules and Orders Committee meetings	Quarterly Standing Rules and Orders Committee meetings facilitated by 30 June 2020	Number	4 Standing Rules and Orders Committee meetings facilitated by 30 June 2020	4 Standing Rules and Orders Committee meetings facilitated by 30 June 2021	4 Standing Rules and Orders Committee meetings facilitated by 30 June 2022	4 Standing Rules and Orders Committee meetings facilitated by 30 June 2023	4 Standing Rules and Orders Committee meetings facilitated by 30 June 2024	N/A		Corporate Services				ALL
								0.00	0.00	0.00	0.00	0.00	0						
	65	Good Governance and Public Participation	Human and Community Development	To ensure that a functional and effective	Facilitate training for Ward Committee members	Training facilitated for Ward Committee members by 30 June 2020	Date	Training facilitated for Ward Committee members by 30 June 2020	N/A	N/A	N/A	N/A	N/A		Municipal Manager				ALL

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
				Council exists				400 000.00	0	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	Approved Review of delegations of authority by 30 June 2020	Date	Approved review of Delegations of authority by 30 June 2020	N/A	N/A	N/A	N/A	N/A		Corporate Services				ALL
								0.00	0	0	0	0	0						
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	Quarterly Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June 2020	Number	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June 2020	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June 2021	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June 2022	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June 2023	4 Reports submitted to Council on the Implementation of Spatial Planning and Land Use Management Act (SPLUMA) and SPLUMA By-law by 30 June 2024	N/A		Planning & Economic Development				ALL
								R 500 000.00	555 460.00	535 752.26	535 752.26	535 752.26	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
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	Approved Umlalazi Wall to Wall scheme by 30 June 2021	Date	Consultant appointed and completed phase 1 of uMlalazi Wall to wall scheme by 30 June 2020	Approved uMlalazi Wall to wall scheme by 30 June 2021	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
								R1,000 000.00	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 Planning	Ensure the finalization of precinct plans	Approved precinct plans by 30 June 2020	Date	Approved precinct plans by 30 June 2020	Source funding for implementation of precinct plan by 30 June 2021	N/A	N/A	N/A	N/A		Planning & Economic Development				ALL
								315 000.00	0	0	0	0	0						
Fragmented or adhoc planning	**73**	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial Development Planning	Facilitation of township establishments	Established Mtakwende Township by 30 June 2022	Date	Appointed Consultant and completed phase 1 of Mtakwende Township establishment by 30 June 2020	Completed EIA studies of Mtakwende Township establishment by 30 June 2021	Established Mtakwende Township by 30 June 2022	N/A	N/A	N/A		Planning & Economic Development				12
								R500,000.00	0	0	0	0	0						

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	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.	Land Audit conducted by 31 March 2020	Date	Adopted land audit by 31 March 2020	Reviewed land lease agreements by 30 June 2021	Monitoring of land lease agreements by 30 June 2022	Monitoring of land lease agreements by 30 June 2023	Monitoring of land lease agreements by 30 June 2024	N/A		Planning & Economic Development				ALL
								200 000.00	0	0	0	0	0						
	76	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Facilitate Strategic Planning session	Strategic planning session held by 31 December 2019	Number	Strategic planning session held by 31 December 2019	Strategic planning session held by 31 December 2020	Strategic planning session held by 31 December 2021	Strategic planning session held by 31 December 2022	Strategic planning session held by 31 December 2023	N/A		Planning & Economic Development				ALL
								300 000.00	300 000.00	300 000.00	300 000.00	300 000.00	0						
Inadequate public participation	**76**	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Facilitate Clustered IDP Road shows	Clustered IDP roads shows held by 30 June 2020	Number	8 Clustered Roadshows held by 30 June 2020	8 Clustered Roadshows held by 30 June 2021	8 Clustered Roadshows held by 30 June 2022	8 Clustered Roadshows held by 30 June 2023	8 Clustered Roadshows held by 30 June 2024	N/A		Planning & Economic Development				
								400 000.00	420 000.00	450 000.00	480 000.00	500 000.00							

KEY CHALLENGE	REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Budget Year 19/20	Budget Year 20/21	Budget Year 21/22	Budget Year 22/23	Budget Year 23/24	Outside 5 year period	Baseline	Responsible department	MSCOA Project Description	MSCOA Function Description	Funding Source	Ward
Inadequate public participation	**77**	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Complete Ward Based plans	Ward Based Plans completed by 31 May 2020	Number	27 Ward Based Plans approved by 31 May 2020	27 Ward Based Plans approved by 31 May 2021	27 Ward Based Plans approved by 31 May 2022	27 Ward Based Plans approved by 31 May 2023	27 Ward Based Plans approved by 31 May 2024	N/A		Planning & Economic Development				ALL
								158 100.00	166 800.00	166 800.00	166 800.00	166 800.00	0						

Figure 26: Implementation Plan

SECTION F: FINANCIAL PLAN

22. Budget Summary

22.1. Consolidated Overview: 2019/2020 Budget & MTREF.

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 received 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. A critical review was also undertaken of expenditures on noncore and 'nice to have' items.

There has been a closer look at the budget allocation to the Department of Planning and Economic Development which had a director appointed for the first time since its inception in January this year. A closer look into getting the department functional requires the municipality to reduce spending on social services and focus on economic development and people empowerment as well as SMME's. This would stimulate economic growth and create sustainable livelihoods for citzens whilst enhancing future revenue streams for the municipality. Areas needing attention from this department include Tourism, Local Economic Development, Investments attraction, Property Development, Building Inspectorate, Outdoor Advertising and related functions within the department.

The municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Furthermore the municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring a people led government.

The Budget/IDP process occurred according to the budget timetable approved by Council on 30 August 2018. This ensured compliance with the LG: MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP. The Budget and Medium Term Revenue and Expenditure Framework (MTREF) was also prepared taking cognizance of the contents of the Local Government: Municipal Finance Management Act No 56 of 2003. Circulars No. 93 and 94.

The main challenges experienced during the compilation of the 2019/2020 Budget and MTREF can be summarized as follows:

- The ongoing difficulties in the national and local economy;
- Ageing roads and electricity infrastructure;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
- 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.
- 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;

- Wage increases for municipal staff that continues to exceed consumer inflation, as well as the need to fill critical vacancies.
- 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.
- mSCOA reforms with stringent deadlines, compliance requirements and substantial investment requirements.

The following budget principles and guidelines directly informed the compilation of the 2019/2020 Budget and MTREF:

- The 2018/2019 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2019/2020 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk electricity. In addition, tariffs need to address infrastructure backlogs;
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;

In view of the aforementioned, the following table is a consolidated overview of the 2019/2020 Budget and Medium-term Revenue and Expenditure Framework:

Details	Adjustments Budget 2018/2019	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
	(R)	(R)	(R)	(R)
Total Operating Revenue	(492 350 840)	(494 914 820)	(471 733 740)	(503 114 980)
Total operating Expenditure	456 396 020	494 809 660	470 922 920	499 420 560
(Surplus)/Deficit for the year	(35 954 820)	(105 160)	(810 820)	(3 694 420)
Total Capital Expenditure	71 715 460	67 879 000	51 516 250	61 217 000

Table 141: Consolidated Overview of the 2019/2020 MTREF

22.2. 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:

KZN284 uMlalazi - Table A1 Budget Summary							
Description R thousands	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Financial Performance							
Property rates	52 040	53 346	53 346	53 346	56 411	60 187	63 861
Service charges	75 348	77 102	77 102	77 102	85 893	91 586	97 730
Investment revenue	7 791	4 891	4 891	4 891	5 145	5 413	5 694
Transfers recognised - operational	172 281	210 346	210 346	210 346	244 325	203 944	219 954
Other own revenue	52 741	57 917	57 917	57 917	57 070	59 638	62 709
Total Revenue (excluding capital transfers and contributions)	360 201	403 603	403 603	403 603	448 844	420 767	449 948
Employee costs	121 725	121 337	121 337	121 337	143 745	153 766	165 394
Remuneration of councillors	21 658	21 658	21 658	21 658	22 957	24 335	25 795
Depreciation & asset impairment	47 306	54 651	54 651	54 651	52 290	55 114	58 090

KZN284 uMlalazi - Table A1 Budget Summary							
Description R thousands	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Finance charges	343	343	343	343	310	290	270
Materials and bulk purchases	61 042	62 562	62 562	62 562	70 331	75 730	79 696
Transfers and grants	3 901	7 451	7 451	7 451	5 206	5 319	5 558
Other expenditure	150 375	190 195	190 195	190 195	199 971	156 370	164 618
Total Expenditure	406 349	458 196	458 196	458 196	494 810	470 923	499 421
Surplus/(Deficit)	(46 148)	(54 594)	(54 594)	(54 594)	(45 965)	(50 155)	(49 473)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	59 648	60 011	60 011	60 011	46 071	50 966	53 167
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	13 500	5 417	5 417	5 417	105	811	3 694
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	13 500	5 417	5 417	5 417	105	811	3 694
Capital expenditure & funds sources							
Capital expenditure	74 043	71 715	71 715	71 715	67 879	51 516	61 217
Transfers recognised - capital	59 648	57 320	57 320	57 320	44 409	50 966	60 167
Borrowing	–	–	–	–	–	–	–
Internally generated funds	14 395	14 395	14 395	14 395	23 470	550	1 050
Total sources of capital funds	74 043	71 715	71 715	71 715	67 879	51 516	61 217
Financial position							
Total current assets	62 461	118 154	118 154	118 154	89 637	82 128	68 923
Total non current assets	924 599	846 184	846 184	846 184	863 433	860 022	863 323
Total current liabilities	53 496	54 736	54 736	54 736	46 643	46 813	46 983
Total non current liabilities	19 812	21 946	21 946	21 946	21 859	21 516	21 173
Community wealth/Equity	913 752	887 656	887 656	887 656	884 568	873 820	864 090
Cash flows							
Net cash from (used) operating	50 995	54 779	54 779	54 779	40 910	43 001	46 939
Net cash from (used) investing	(72 543)	(71 565)	(71 565)	(71 565)	(67 379)	(51 366)	(61 067)
Net cash from (used) financing	(349)	(349)	(349)	(349)	(343)	(343)	(343)
Cash/cash equivalents at the year end	37 630	82 635	82 635	82 635	55 822	47 114	32 643
Cash backing/surplus reconciliation							
Cash and investments available	37 631	82 636	82 636	82 636	55 823	47 115	32 644
Application of cash and investments	22 585	25 146	25 146	25 146	52 486	41 838	29 197
Balance - surplus (shortfall)	15 046	57 490	57 490	57 490	3 337	5 277	3 447
Asset management							
Asset register summary (WDV)	835 172	835 172	835 172	835 172	853 611	850 190	853 481
Depreciation	47 306	54 651	54 651	54 651	52 290	55 114	58 090
Renewal and Upgrading of Existing Assets	14 600	13 144	13 144	13 144	21 970	–	7 000
Repairs and Maintenance	24 992	28 170	28 170	28 170	31 864	33 908	36 086
Free services							
Cost of Free Basic Services provided	3 175	2 961	2 961	3 000	3 000	3 208	3 422
Revenue cost of free services provided	18 821	19 463	19 463	20 826	20 826	21 743	22 993
Households below minimum service level							
Water:	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–

Table 142: Budget Summary

23. Capital Budget Summary

23.1. Medium-Term Outlook: Capital Revenue

The following table is a breakdown of the funding composition of the 2019/2020 medium-term capital programme:

Vote Description R thousand			2019/20 Medium Term Revenue & Expenditure Framework					
	Budget Year 2018/19	%	Budget Year 2019/20	%	Budget Year +1 2020/21	%	Budget Year +2 2021/22	%
Funded by:								
National Government	57 320	100%	44 409	100%	50 966	100%	60 167	100%
Transfers recognized - capital	57 320	80%	44 409	64%	50 966	99%	60 167	98%
Internally generated funds	14 395	20%	24 670	36%	550	1%	1 050	2%
Total Capital Funding	**71 715**	100%	**69 079**	**100%**	**51 516**	100%	**61 217**	100%

Table 143: Medium-Term Outlook: Capital Revenue

Capital grants and receipts equates to 65% of the total funding source for the 2019/2020 financial year.

The following table is a breakdown of the capital transfers and grants:

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
Capital Transfers and Grants						
National Government:	**59 648**	**57 320**	**57 320**	**44 409**	**50 966**	**53 167**
Municipal Infrastructure Grant (MIG)	48 108	48 108	48 108	38 361	40 389	43 337
Equitable Share	11 540	9 212	9 212	6 048	10 577	9 830
Total Capital Transfers and Grants	**59 648**	**57 320**	**57 320**	**44 409**	**50 966**	**53 167**

Table 144: Capital Transfers and Grants

23.2. Departmental Requests: Capital Items

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	6 013 000
Storm Water	1 700 000
Vehicle	10 670 000
Total	**29 518 000**

Table 145: Departmental Requests

23.3. Budget for New Vehicles

Description	Quantity	Amount
Community Services		
Sedan	4	1 160 000.00
Single Cab	5	2 430 000.00
Tractor	2	900 000.00
Truck	1	650 000.00
Corporate Services		
Single Cab	1	270 000.00
Engineering Services		
Cherry Picker Truck	1	800 000.00
Double Cab	1	450 000.00
Single Cab	4	1 600 000.00
Truck	1	1 100 000.00
Finance		
Sedan	1	280 000.00
Municipal Manager		
Sedan	1	270 000.00
Single Cab	1	310 000.00
Planning and Development		
Single Cab	1	450 000.00
Grand Total	**25**	**10 670 000.00**

Table 146: Budget for vehicles

23.4. Expenditure on capital assets

DESCRIPTION	AMOUNT	%
Infrastructure		
Rural	7 500 000	11%
Urban	17 613 000	26%
Electricity	1 500 000	2%
Community Asset		0%
Rural	13 961 000	21%
Urban	11 100 000	16%
Other Assets	16 205 000	24%
Total	**67 879 000**	100%

Table 147: Expenditure on Capital Assets

23.5. Capital Expenditure on the Renewal of Assets

Description	Budget Year 2019/2020	Budget Year 2019/2021	Budget Year 2019/2022
Total capital budget	67 879 000	51 516 250	61 217 000
Total Capital Expenditure on renewal of existing assets	23 470 000	550 000	8 050 000
Renewal and upgrading of existing assets as percentage of the total capital budget	**35%**	**0%**	**13%**

Table 148: Capital Expenditure on the renewal of assets

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.

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
Opening balance	**50 156 395**	**52 229 695**	**40 659 695**	**50 159 695**
Less: Capital budget commitments	(7 626 700)	(21 970 000)	-	(7 000 000)
Plus: Interest earned on CCR short term deposit	3 500 000	3 000 000	2 500 000	3 500 000
Plus: **Contribution from operating account**	**4 700 000**	**5 400 000**	**5 500 000**	**5 600 000**
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
Closing balance of the Capital Replacement Reserve				
	52 229 695	**40 659 695**	**50 159 695**	**54 059 695**

Table 149: Budgeted Transactions within the Capital Replacement Reserve (CRR

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.

23.6. 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 deficit for the 2019/2020 and the next two years is projected as follows:

2019/2020 - R 105 160
2020/2021 - R 810 820
2021/2022 - R 3 694 420

Description R thousand	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
ASSETS								
Current assets								
Cash		37 630	82 635	82 635	82 635	55 822	47 114	32 643
Call investment deposits	1	–	–	–	–	–	–	–
Consumer debtors	1	17 200	27 000	27 000	27 000	25 000	26 000	27 000
Other debtors		4 811	5 200	5 200	5 200	5 500	5 600	5 700
Current portion of long-term receivables		19	19	19	19	15	14	130
Inventory	2	2 801	3 300	3 300	3 300	3 300	3 400	3 450
Total current assets		**62 461**	**118 154**	**118 154**	**118 154**	**89 637**	**82 128**	**68 923**
Non-current assets								
Long-term receivables		1 461	700	700	700	710	720	730

Description R thousand	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Investments		1	1	1	1	1	1	1
Investment property		16 257	17 879	17 879	17 879	19 229	19 729	20 229
Investment in Associate								
Property, plant and equipment	3	895 360	816 812	816 812	816 812	832 401	828 803	831 930
Biological								
Intangible		1 209	482	482	482	782	458	122
Other non-current assets		10 311	10 311	10 311	10 311	10 311	10 311	10 311
Total Non Current assets		**924 599**	**846 184**	**846 184**	**846 184**	**863 433**	**860 022**	**863 323**
TOTAL ASSETS		**987 060**	**964 338**	**964 338**	**964 338**	**953 071**	**942 150**	**932 246**
LIABILITIES								
Current liabilities								
Bank overdraft	1							
Borrowing	4	343	343	343	343	343	343	343
Consumer deposits		2 080	2 400	2 400	2 400	2 500	2 520	2 540
Trade and other payables	4	45 793	45 793	45 793	45 793	37 300	37 400	37 500
Provisions		5 280	6 200	6 200	6 200	6 500	6 550	6 600
Total current liabilities		**53 496**	**54 736**	**54 736**	**54 736**	**46 643**	**46 813**	**46 983**
Non current liabilities								
Borrowing		3 212	3 212	3 212	3 212	2 859	2 516	2 173
Provisions		16 600	18 734	18 734	18 734	19 000	19 000	19 000
Total non current liabilities		**19 812**	**21 946**	**21 946**	**21 946**	**21 859**	**21 516**	**21 173**
TOTAL LIABILITIES		**73 308**	**76 682**	**76 682**	**76 682**	**68 502**	**68 329**	**68 156**
NET ASSETS	5	**913 752**	**887 656**	**887 656**	**887 656**	**884 568**	**873 820**	**864 090**
COMMUNITY WEALTH/EQUITY								
Accumulated Surplus/(Deficit)		903 080	876 984	876 984	876 984	873 396	862 148	851 918
Reserves	4	10 672	10 672	10 672	10 672	11 172	11 672	12 172
TOTAL COMMUNITY WEALTH/EQUITY	5	**913 752**	**887 656**	**887 656**	**887 656**	**884 568**	**873 820**	**864 090**

Table 150: Financial Position of the Municipality

23.7. Capital Expenditure

The following table indicates budgeted capital expenditure by vote

Vote Description R thousand	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure - Vote								
Multi-year expenditure to be appropriated	2							
Vote 1 - Executive and council		–	–	–	–	640	–	–
Vote 2 - Finance and administration		2 740	2 620	2 620	2 620	3 715	320	3 640
Vote 3 - Internal audit		–	–	–	–	–	–	–
Vote 4 - Community and social services		16 365	12 561	12 561	12 561	17 567	574	10 390

Vote Description R thousand	Ref	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	1	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 5 - Sport and recreation		23 462	21 235	21 235	21 235	11 314	4 172	8 000
Vote 6 - Public safety		220	220	220	220	1 480	300	–
Vote 7 - Housing		–	–	–	–	–	–	–
Vote 8 - Planning and development		300	300	300	300	380	–	–
Vote 9 - Road transport		24 766	28 590	28 590	28 590	27 433	43 771	35 757
Vote 10 - Waste management		1 320	1 320	1 320	1 320	650	330	680
Vote 11 - Energy sources		1 870	1 870	1 870	1 870	3 000	2 050	2 750
Vote 12 - Other		–	–	–	–	–	–	–
Vote 13 - Waste water management		3 000	3 000	3 000	3 000	1 700	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**74 043**	**71 715**	**71 715**	**71 715**	**67 879**	**51 516**	**61 217**
Single-year expenditure to be appropriated	2							
Total Capital Expenditure - Vote		**74 043**	**71 715**	**71 715**	**71 715**	**67 879**	**51 516**	**61 217**
Capital Expenditure - Functional								
Governance and administration		**2 740**	**2 620**	**2 620**	**2 620**	**4 355**	**320**	**3 640**
Executive and council		–	–	–	–	640	–	–
Finance and administration		2 740	2 620	2 620	2 620	3 715	320	3 640
Internal audit		–	–	–	–	–	–	–
Community and public safety		**40 047**	**34 016**	**34 016**	**34 016**	**30 361**	**5 046**	**18 390**
Community and social services		16 365	12 561	12 561	12 561	17 567	574	10 390
Sport and recreation		23 462	21 235	21 235	21 235	11 314	4 172	8 000
Public safety		220	220	220	220	1 480	300	–
Housing								
Health								
Economic and environmental services		**25 066**	**28 890**	**28 890**	**28 890**	**27 813**	**43 771**	**35 757**
Planning and development		300	300	300	300	380	–	–
Road transport		24 766	28 590	28 590	28 590	27 433	43 771	35 757
Environmental protection								
Trading services		**6 190**	**6 190**	**6 190**	**6 190**	**5 350**	**2 380**	**3 430**
Energy sources		1 870	1 870	1 870	1 870	3 000	2 050	2 750
Water management								
Waste water management		3 000	3 000	3 000	3 000	1 700	–	–
Waste management		1 320	1 320	1 320	1 320	650	330	680
Other								
Total Capital Expenditure - Functional	3	**74 043**	**71 715**	**71 715**	**71 715**	**67 879**	**51 516**	**61 217**
Funded by:								
National Government		59 648	57 320	57 320	57 320	44 409	50 966	60 167
Provincial Government								
District Municipality								
Other transfers and grants								
Transfers recognised - capital	4	**59 648**	**57 320**	**57 320**	**57 320**	**44 409**	**50 966**	**60 167**
Borrowing	6							
Internally generated funds		14 395	14 395	14 395	14 395	23 470	550	1 050
Total Capital Funding	7	**74 043**	**71 715**	**71 715**	**71 715**	**67 879**	**51 516**	**61 217**

Table 151: Budgeted Capital Expenditure by Vote

24. Operating Revenue Framework

24.1. Summary of Revenue Classified by Main Revenue Source

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	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source							
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	74 045	79 097	84 567
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	244 325	203 944	219 954
Other revenue	2 134	7 310	7 310	7 310	2 220	2 336	2 457
Gains on disposal of PPE	1 500	1 500	1 500	1 500	1 200	850	850
Total Revenue (excluding capital transfers and contributions)	**360 201**	**403 603**	**403 603**	**403 603**	**448 844**	**420 767**	**449 948**

Table 152: 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	142 304 310	151 772 780	161 590 860
Percentage of total revenue including transfers	28.75%	32.17%	32.12%
Revenue from property rates	56 410 880	60 187 100	63 860 860
Revenue from grants and transfers	244 324 840	203 943 750	219 954 000
Year-on-year grant growth	2.2%	-16.5%	7.9%

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

24.2. 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
RECEIPTS:						
Operating Transfers and Grants						
National Government:	**166 820**	**172 148**	**172 148**	**193 399**	**198 434**	**214 135**
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
Provincial Government:	**5 461**	**38 198**	**38 198**	**50 926**	**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	44 997		
COGTA: Municipal Spatial Development Framework Grant		1 000	1 000	593		
COGTA: Community Centre Grant				100		
Total Operating Transfers and Grants	**172 281**	**210 346**	**210 346**	**244 325**	**203 944**	**219 954**

Table 153: Operating Grants and Subsidies

24.3. Tariffs

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the municipality.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the projected inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increase of Eskom's bulk tariff is above the mentioned inflation target. Given that this tariff increase is determined by external agencies, the impact it has on the municipality's electricity tariffs are largely outside the control of the municipality. Discounting the impact of this price increase in lower consumer tariffs will erode the future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a municipality are

informed by items such as the cost of remuneration, bulk purchases of electricity, petrol, diesel, chemicals, cement, etc. The current challenge facing the municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by their operational efficiency gains or service level reductions. Within this framework the municipality has undertaken the tariff setting process relating to service charges as follows:

Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process.

National Treasury's MFMA Circular No.51 deals, inter alia with the implementation of the Municipal Property Rates Act, with the regulations issued by the Department of Co-operative Governance. These regulations came into effect on 1 July 2009 and prescribe the rate ratio to residential properties to be 0.25:1. The implementation of these regulations was done in the previous budget process and the Property Rates Policy of the Municipality has been amended accordingly.

The following stipulations are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rate-able value (Section 17 (h) of the MPRA). In addition to this rebate, a further R85 000 reduction on the market value of a property will be granted in terms of the municipality's own Property Rates Policy;
- 100 per cent rebate will be granted to registered indigents in terms of the Indigent Policy;
- For pensioners, physically and mentally disabled persons, a rebate will be granted to owners of rate-able property as follows:

  <u>40 per cent rebate</u>

  (i) A single person receiving a total income of **R7 150** per month or less
  (ii) A married couple receiving a joint monthly income of **R8 920** per month or less

  <u>20 per cent rebate</u>

  (i) A single person receiving a total income of **R7 151** per month or more
  (ii) A married couple receiving a joint monthly income of **R8 921** per month or more

In this regard the following stipulations are relevant:

- The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependents without income;
- The applicant must submit proof of his/her age and identity and, in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of health, also proof of the annual income from a social pension;
- The applicant's account must be paid in full, or if not, an arrangement to the debt should be in place; and
- The property must be categorized as residential.

The council at its meeting held on 29 May 2012, resolved to grant a **20%** discount to ratepayers that makes a single rates payment at the end of September of each year.

The following additional settlement rebates are proposed in terms of section 15 of the Municipal Property Rates Act, read together with Clause 9 of the rates policy were also approved by Council as its meeting held on 30 May 2017:

For agricultural properties/farms, a **40%** rebate on the amount payable for property rates is proposed due to the severe drought that has affected the farming community in South Africa. Farming forms a big part of the Local economy of the uMlalazi Municipality and productivity has been severely affected as a result of this drought situation.

For commercial and industrial properties, a **30%** rebate is proposed due to the fact that there was an excessive increase in property values with the implementation of the third round of valuations. In terms of the normal business practices, any increase in property rates payable by the landlords, such recovered from tenants and unaffordable increase in the property rates charges can lead to closure of business which in turn will result in a negative effect of the economy of the uMlalazi Municipality.

Theses rebates are not automatic, but are conditional upon the annual rates payable being settled by no later than 30 September of each year.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2019/2020 financial year contained below:

Category	2018/2019 (c/R)	2019/2020 (c/R)	% increase
Residential property	1.1168	1.1838	6
Commercial and Industrial property	1.3959	1.4797	6
Mining	2.2335	2.3675	6
Vacant Land	2.2335	2.3675	6
State and Education	1.3959	1.4797	6
Public Benefit Organisation	0.2792	0.2959	6
Agricultural property	0.2792	0.2959	6
Public service infrastructure	0.2792	0.2959	6

Table 154: Proposed Rates Increase for 2019/2020

The differential rating idea came about upon studying different rating methods applied across the country. The workshops conducted by COGTA have indicated that this is the best international practice. Emphasis is made on the fact that internationally, businesses contribute a little bit more to the coffers of the Municipality because they are able to pass the on the burden of rates to their consumers whereas the residential consumers are not in this position. Further to this, any expenditure incurred is tax deductible for businesses whereas for residential customers it is not the case. When calculating the different randages, the effect on each customer's account has been taken into account; even though different randages were applied, the overall result is the reduction in the randage, even for businesses.

A punitive tariff has been introduced for all vacant undeveloped properties within the boundaries of the Municipality. The main reason for this is to encourage all owners of these properties to develop as soon as possible. Council loses revenue on all undeveloped land.

Sale of Electricity and Impact of Tariff Increase

NERSA has announced the revised bulk electricity pricing structure. A **15.63** per cent increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2019.

Considering the Eskom increases, the consumer tariff had to be increased by **13.07** per cent to offset the additional bulk purchase cost from 1 July 2019. It should be noted that given the low tariff increase, it is expected that it will have a negative impact on the municipality's revenue from electricity.

The inadequate electricity bulk capacity and the impact on service delivery and development remains a challenge for the municipality. Most of the reticulation network was designed or strengthened in the early 1980's with an expected 20-25 year life expectancy. The upgrading of the municipality's electricity network has therefore become a strategic priority, especially the substations and transmission lines.

Waste Removal and Impact of Tariff Increases

Currently solid waste removal is subsidized with an allocation from the equitable share grant of **R5 056 090.** Without this subsidy, the solid waste removal service will operate at a deficit. The main contributors to the high operational cost are cost of remuneration, bin liners, repairs and maintenance on vehicles, increases in fuel and solid waste contracts.

The municipality have implemented and monitor a recycling program in the community, to ensure that this service can be rendered in a sustainable manner over the medium to long term.

The waste removal tariffs are increased by **6** percent.

25. 3.4 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):

25.1. 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
Expenditure By Type						
Employee related costs	121 725	121 337	121 337	143 745	153 766	165 394
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	52 290	55 114	58 090
Finance charges	343	343	343	310	290	270
Bulk purchases	50 729	51 484	51 484	59 531	64 353	67 713
Other materials	10 313	11 077	11 077	10 800	11 376	11 984
Contracted services	68 076	107 418	107 418	117 535	70 663	75 621
Transfers and subsidies	3 901	7 451	7 451	5 206	5 319	5 558
Other expenditure	35 502	35 979	35 979	36 234	38 119	39 981
Total Expenditure	**406 349**	**458 196**	**458 196**	**494 810**	**470 923**	**499 421**

Table 155: Summary of operating expenditure

Employee Related Costs

The budget allocation for employee related costs for 2019/2020 financial years totals R166 702 070 including remuneration of Councillors which equals to **33.7** percent of the total operating expenditure. The employee related costs are growing by **35.9** per cent from 2018/2019 (original budget) to 2021/2022.

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:

Employee related costs	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2020/2021
Basic Salaries and Wages	79 732 630	94 538 670	101 155 030	108 234 480
Pension and UIF Contributions	13 647 310	16 178 920	17 311 490	18 523 240
Medical Aid Contributions	5 632 990	6 574 200	6 696 310	6 821 040
Overtime	4 676 050	3 009 740	3 235 420	3 461 920
Performance Bonus	694 670	588 050	629 250	673 300
Motor Vehicle Allowance	4 143 420	4 821 820	5 159 330	5 520 490
Cellphone Allowance	1 198 120	1 426 800	1 526 640	1 633 570
Housing Allowances	1 242 500	1 547 550	1 655 940	1 771 860
Other benefits and allowances	8 482 700	10 880 900	11 642 530	12 457 370
Annual leave	1 070 430	3 038 090	3 501 540	4 956 620
Long service awards	196 490	487 630	554 170	592 980
Post-retirement benefit obligations	619 960	652 490	698 150	747 040
TOTAL	**121 337 270**	**143 744 860**	**153 765 800**	**165 393 910**

Table 156: Employee related costs

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	1 585 570	1 696 550	1 815 300
Group Life Insurance	1 324 240	1 506 600	1 612 060	1 681 220
Staff Bonuses	6 002 470	7 303 220	7 814 430	8 405 070
	8 482 700	10 880 900	11 642 530	12 457 370

Table 157: Benefits and Allowances

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 **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 15.63 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	4 118 250	4 340 110	4 573 970
Total	**11 077 390**	**10 799 570**	**11 376 250**	**11 983 610**

Table 158: Other material

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 **R117 535 370** for the two outer years it has been limited to an increase of **(39.9)** per cent and an increase of **7.0** 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	355 820	375 030	395 280
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	2 176 000	2 285 850	2 401 230
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	6 584 640	6 801 160	6 968 590
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	10 531 670	11 063 480	11 604 650
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	50 000	52 700	55 550
* Research and Advisory	2 245 500	5 335 500	3 192 470	3 784 790
Valuer And Assessors	800 090	1 255 550	269 350	283 900
Land And Quantity Surveyors	300 000	900 000	948 600	999 820
Town Planner	200 000	1 385 000	920 790	958 150
Legal Advice And Litigation	900 000	1 495 000	1 575 730	1 660 820
Collection	470 000	479 400	505 290	532 570
Artists And Performers	182 470	72 600	82 000	91 400
Catering Services	1 814 200	1 212 460	1 264 180	1 344 570
Graphic Designers	42 120	50 000	52 700	55 550
Maintenance Of Buildings And Facilities	839 850	3 045 720	2 043 290	2 646 000
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	15 828 960
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	223 330	251 980	285 480
Rural Housing Project	31 737 370	44 901 840	-	-
	107 418 470	**117 535 370**	**70 663 180**	**75 621 480**

Table 159: Contracted Services

Research and Advisory

Description	Budget Year 2019/2020
Coastal Development Plan	500 000
Competency Testing	38 250
Electricity Supply MTZ and Ging Feasibility Study	500 000
Tourism Plan	500 000
Agricultural Plan	139 250
Forensic Investigation	300 000
Gateway Entrance Designs	100 000
Investment Attraction Strategy	400 000
Land Audit	200 000
Municipality Spatial Development Framework	593 000
Office Plans	150 000
Outdoor Adverting	500 000
Nodal Development Pan	315 000
Wall To Wall Scheme	1 000 000
Ward Base Plans	100 000
Total	**5 335 500**

Table 160: Research and advisory

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 Crèche's, Community Halls And Peace Centres	807 216	440 000	458 120	460 000
Fencing Of Communal gardens and SMME support	1 200 000	2 330 750	2 340 830	2 456 640
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	-	-	-
Households (Groceries , Temporally Shelters And Food Parcels)	4 379 000	1 630 600	1 682 400	1 751 400
Social Welfare Grant In Aid	158 488	150 370	150 370	167 050
Total	**7 451 100**	**5 205 530**	**5 318 950**	**5 557 540**

Table 161: Transfers and subsidies

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	1 710 100	1 812 080	1 860 970
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	2 300 620	2 424 860	2 555 800
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 Licences (Radio and Television)	-21 570	-22 000	-23 190	-24 440
Communication Postage/Stamps/Franking 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	1 080 000	1 138 320	1 199 800
Honoraria (Voluntarily Workers)	86 000	168 100	184 050	213 320
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	2 489 120	2 603 730	2 724 430
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	663 470	715 650	738 890
Travel and Subsistence Domestic Accommodation	2 519 600	1 871 040	1 972 070	2 078 570
Travel and Subsistence Domestic Food and Beverage (Served)	26 340	34 620	35 680	36 800

Description	Adjustments Budget 2018/19	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
Travel and Subsistence Domestic Incidental Cost	20 020	15 840	16 690	17 590
Travel and Subsistence Domestic Transport without Operator Car Rental	138 090	135 140	142 440	150 130
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	1 542 570	1 599 170	1 672 280
Vehicle Tracking	313 610	319 880	337 160	355 360
Workmen's Compensation Fund	920 540	800 000	843 200	888 740
Seating Allowance for Traditional Leaders	109 800	112 000	118 040	124 420
Hire Charges	1 001 100	567 310	600 480	635 600
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
Signage	51 270	52 300	55 120	58 100
Laundry Services	3 000	6 060	6 390	6 730
Indigent Relief	1 750 480	2 000 000	2 108 000	2 221 830
TOTAL	**35 978 610**	**36 234 040**	**38 119 270**	**39 981 490**

Table 162: General Expenses

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
Total Repairs and Maintenance Expenditure	28 169 650	31 864 450	33 907 980	36 086 250
Repairs and maintenance as a percentage of PPE	3.3%	3.5%	3.6%	3.7%
Benchmark	8%	8%	8%	8%

Table 163: 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 the ongoing health of the municipality's infrastructure.

Communications

It should be noted that R 1400 000 has be allocated towards commination. In terms of the MUNIMEC resolution, municipalities must provide 1% of their operational budget towards communication. The budget of R1400 000 translate to 0.5% of the operational budget. This is half of the target and the municipality will strive to meet the target in future.

Hereunder is a table reflecting the budget for communications:

Description	Amount
Gifts and Promotional Items	500 000
Graphic Designers	50 000
Municipal Newsletters	150 000
Radio and TV Transmissions	500 000
Hire Charges	200 000
Total	**1 400 000**

Table 164: Budget for Communications

26. Capital Projects

26.1. Department of Transport

Activity	Location	Ward No	Road Number	Output (km)	Project Status	Budget (R)
New Gravel Road	Mombeni	Ward 6	D356	2	Tender Document Preparation	1 500 000
New Gravel Road	Matimovu	Ward 4	Matimovu Road	1	Tender Document Preparation	996 000
New Gravel Road	KwaJazi	Ward 21	L3335	1,6	Tender Document Preparation	1 150 000
Betterment & Regravelling	Mpumase	Ward 13	D1548	2,7	Tender Document Preparation	2 000 000
Betterment & Regravelling	Nogobhoza	Ward 15	D1549	4	Tender Document Preparation	2 000 000
Betterment & Regravelling	Izikoshi	Ward 17	D1551	4	Tender Document Preparation	2 400 000
Betterment & Regravelling	Endlovini	Ward 21	D1553	4,5	Tender Document Preparation	2 000 000
Betterment & Regravelling	Bhadi	Ward 1	D1659	2,7	Tender Document Preparation	2 000 000
Betterment & Regravelling	Ngudwini	Ward 6	D356	3,5	Tender Document Preparation	2 000 000
Betterment & Regravelling	Kholweni	Ward 8	L1246	3	Tender Document Preparation	1 600 000
Betterment & Regravelling	Mamba	Ward 1	L1255	3,5	Tender Document Preparation	2 000 000
Betterment & Regravelling	Obanjeni	Ward 20	L1374	4	Tender Document Preparation	2 400 000
Betterment & Regravelling	Habeni	Ward 25	L1697	3	Tender Document Preparation	1 600 000
Betterment & Regravelling	Mombeni	Ward 6	L1707	5	Tender Document Preparation	2 000 000
Betterment & Regravelling	Emombeni	Ward 6	L3273	3,5	Tender Document Preparation	2 000 000
Betterment & Regravelling	Makhilimba	Ward 14	L623	3	Tender Document Preparation	1 800 000
Betterment & Regravelling	Makhilimba	Ward 11	L628	4	Tender Document Preparation	2 000 000
Betterment & Regravelling	Obanjeni	Ward 21	P525	5	Tender Document Preparation	2 000 000

26.2. KCDM: Sanitation Projects (Operational Projects)

PROJECT NAME	PROJECT DESCRIPTION	FUNDING SOURCE	BUDGET 2019/2020	BUDGET 2020/2021	BUDGET 2021/2022
Construction of VIP Sanitation	Umlalazi (284-11&12) - VIP Sanitation Project	MIG	-	6 925 322	6 408 076
Total			**-**	**6 925 322**	**6 408 076**

26.3. KCDM: Water Projects (Capital Projects)

PROJECT NAME	PROJECT DESCRIPTION	FUNDING SOURCE	BUDGET 2019/2020	BUDGET 2020/2021	BUDGET 2021/2022
Bulk Water Supply	Kwahlokohloko SSA 1	RBIG	76 519 000	60 000 000	32 316 000
Bulk Water Supply	Eshowe SSA 1	RBIG	-	-	15 000 000
Bulk Water Supply	Kwahlokohloko SSA 1	MIG	-	25 000 000	25 000 000
Reticulation Water Supply	Kwahlokohloko S/A SSA5	MIG	18 990 000	-	15 000 000
Reticulation Water Supply	Eshowe SSA 1	MIG	400 000	10 000 000	10 000 000
Reticulation Water Supply	Mpungose Phase 1D-Reticulation	MIG	-	-	2 000 000
Bulk water Infrastructure Maintenance	Eshowe Sewer Upgrade	MIG	22 000 000	6 000 000	12 000 000
Bulk water Infrastructure Maintenance	Refurbushment of Eshowe Water Works Offices	Internal	600 000	-	-
Gingindlovu Water & Waste Schemes Upgrade	Slow Sand Filter Installation Eshowe	Internal	4 900 000	3 090 000	200 000
Mthunzini Water & Waste Schemes Upgrade	Mthunzini Sewer Upgrage	MIG	2 031 658	12 000 000	18 000 000
Total			**125 440 658**	**116 090 000**	**129 516 000**

26.4. KCDM: District Wide Operational Programs

PROJECT NAME	FUNDING SOURCE	BUDGET 2019/2020	BUDGET 2020/2021	BUDGET 2021/2022
Youth Programmes	Internal	600 000	620 000	650 000
HIV/AIDS	Internal	525 000	637 500	667 500
District Disability Programme	Internal	488 300	400 000	523 250
Arts & Culture	Internal	1 050 000	1 065 000	1 090 000
SALGA Games	Internal	3 000 000	3 080 000	3 150 000
District Marathon	Internal	500 000	500 000	530 000
District Elimination Games	Internal	500 000	400 000	500 000
Sports Development	Internal	2 267 000	1 145 000	1 145 000
TOTAL COMMUNITY SERVICES		**8 930 300**	**7 847 500**	**8 255 750**
Drought Relief	Internal	50 003 593	51 477 879	52 329 506
Risk Based Monitoring	Internal	3 200 000	5 450 000	5 600 000
Audit Process Development	Internal	500 000	550 000	600 000
S78 Implementation	Internal	600 000	700 000	750 000
Survival Water Borehole	Internal	2 350 000	2 600 000	2 950 000
Raw Water Abstraction Fees	Internal	1 000 000	1 100 000	1 170 000
TOTAL TECHNICAL SERVICES		**57 653 593**	**61 877 879**	**63 399 506**
Youth Programmes	Internal	600 000	620 000	650 000
HIV/AIDS	Internal	525 000	637 500	667 500
District Disability Programme	Internal	488 300	400 000	523 250
Arts & Culture	Internal	1 050 000	1 065 000	1 090 000
SALGA Games	Internal	3 000 000	3 080 000	3 150 000
District Marathon	Internal	500 000	500 000	530 000

PROJECT NAME	FUNDING SOURCE	BUDGET 2019/2020	BUDGET 2020/2021	BUDGET 2021/2022
District Elimination Games	Internal	500 000	400 000	500 000
Sports Development	Internal	2 267 000	1 145 000	1 145 000
TOTAL COMMUNITY SERVICES		**8 930 300**	**7 847 500**	**8 255 750**
Last Dance	Internal	1 150 000	850 000	850 000
Artisan Development	Internal	600 000	800 000	900 000
Kings Experience	Internal	585 000	605 000	625 000
Artisan Development	Internal	600 000	850 000	870 000
Black Industrialist	Internal	392 500	510 000	520 000
Environmental Management Framework	Internal	550 000	625 000	640 000
Farmer Support & Development	Internal	565 000	495 000	495 000
Film Office	Internal	1 262 000	470 000	570 000
Forest Dependant Livelihood	Internal	550 000	1 150 000	1 250 000
SMME Support & Development	Internal	990 000	840 000	910 000
TOTAL PLANNING AND ECONOMIC DEVELOPMENT		**7 244 500**	**7 195 000**	**7 630 000**
Events	Internal	620 000	525 500	525 500
IDP Road Shows	Internal	2 980 000	3 285 000	2 890 000
State of the District Address	Internal	720 000	830 000	850 000
TOTAL EXECUTIVE AND COUNCIL		**4 320 000**	**4 640 500**	**4 265 500**

26.5. KCDM: District wide Capital Projects

PROJECT NAME	PROJECT DESCRIPTION	FUNDING SOURCE	BUDGET 2019/2020	BUDGET 2020/2021	BUDGET 2021/2022
Bulk water Infrastructure Maintenance	Tanker Reduction Strategy	WSIG	27 000 000	25 000 000	20 000 000
Bulk water Infrastructure Maintenance	WC/WDM Strategy Implementation	WSIG	40 000 000	30 000 000	30 000 000
Reticulation Water Supply	Smart Meter Installation	WSIG	23 000 000	20 000 000	25 000 000
Bulk water Infrastructure Maintenance	Survival Water Borehole	Internal	1 000 000	1 000 000	1 000 000
Reticulation Water Supply	Water & Waste Water Scheme Upgrade	MIG	5 000 000	10 000 000	20 000 000
Bulk water Infrastructure Maintenance	Health & Safety Plants	Internal	1 500 000	500 000	700 000
Bulk water Infrastructure Maintenance	Procurement of testing Equipment	Internal	900 000	400 000	300 000
TOTAL TECHNICAL SERVICES			**98 400 000**	**86 900 000**	**97 000 000**

26.6. KCDM: Planned Projects for 2019/2020

WARD	PROJECT NAME	DESCRIPTION	STATUS	Estimated Budget	Completion Date
-	Smart Meter Installation	Tender for NRW Improvement through procurement of prepaid meters	Tender - BSC	R25 000 000.00	June 2020
19 & 20	Mthunzini Sewer	Decommissioning of septic tanks, installation of sewer reticulation, building of new sewer plant, EIA, Topog,	Design	R2 031 658.00	June 2020
11 &12	Eshowe Sewer	Construction of WTW, replacement of existing AC pipeline reticulation, EIA, Topog, etc	Design	R 4 000 000.00	June 2020
-	Tanker Reduction Strategy (MWIG)	Implementation of springs, boreholes and extensions through the district	Planning	R27 000 000	June 2021

26.7. KCDM: Planned Projects for 2020/2021

LM	WARD	PROJECT NAME	DESCRIPTION	STATUS	Estimated Budget	Completion Date
uMlalazi LM	9,10,14,20,21,26	Kwahlokohloko SSA 1: Bulk and Reticulation: Phase 2,3 & 4	Expansion of Phobane WTW, construction of Pump-stations, reservoirs, and pipelines including reticulation	Planning & Design	R 25,000,000	June-2021
Entire District	-	Water and sewer plants refurbishment	Refurbishment of water and sewer plants to improve operational capacity	Planning	R 5,000,000	June 2021
Entire District	-	Tanker Reduction Strategy (MWIG)	Implementation of springs, boreholes and extensions through the district	Planning	R27 000 000	June 2021

26.8. KCDM: Projects at implementation (2018/19 – 2019/20)

WARD	PROJECT NAME	DESCRIPTION	STATUS	Estimated Budget	Completion Date
3 & 4 (Ntamoyenkunzi. Part Mpaphala, Khangelani, Kwa Gasa, Mbizane, Buthanani, Shushu, Ntamoyenkunzi, Matshamhlophe, Nhlalamnyango)	Middledrift SSA 5	Tender for the construction of reticulation within sub supply area (ssa) 5 of middledrift phase 2	96%	R 139 635 764	May 2019
9 & 27	Kwahlokohloko SSA 1	Mechanical & Electrical Phase 1C	5%	R 120 223 353	Dec 2021
22 & 23 Oyemeni, Phongola, Lubisane, Gugushe, Ohhaheni, Makhehle (partial), Makholokholo (partial), Nteneshane, Hlobane, Macekane, Sabe 1 & 2	Kwa-Hlokohloko SSA 5	Bulk Water Supply, construction of 4 reservoirs & a pumpstation	44%	R 52 909 909.00	March 2020
Nka : Part 14 and 7 uMla: Part 2: Izinyosi, Bongela, Nkunzempunga, Mfomfolozi, Mbileni, Nyimbithwa, Mvuzane	Middledrift SSA 2	Construction Of Middeldrift Ssa2 Rising Main, Reservoir And Reticulation	0%	R43 579 788	June 2021
3 Ntamoyenkunzi. Part Mpaphala, Khangelani, Kwa Gasa, Mbizane	Middledrift SSA 5	Construction of Reticulation within sub supply area (SSA) 5 of Middledrift phase 2	0%	R37 341 824	June 2021
7, 11, 12 Eshowe town, KDS, Mpushini	Eshowe Sewer upgrade	Replacement and upgrade of sewer pipelines and pumpstation	0,5%	R39 023 129	March 2020
19,20 Mthunzini town	Mthunzini sewer upgrade	Planning and design for the upgrade of bulk sewer infrastructure	30%	R9 800 000	June 2020

26.9. KCDM: Multiyear Ongoing Projects

Project Name	Ward	Start	End	Estimated Cost	Expenditure to date	% Progress	Sub-Wards	2019/20	2020/21	2021/22
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	-	R6,925,322	R6,408,076
Eshowe Sewer	11 &12	Feb-18	June 2020	R36 00 000	-	0%	KDS	R 22,000,000	R 6 000 000	R12,000,000
Mthunzini Sewer	19 & 20	Jul-2018		R 198 000 000	R 2,500,000	30%	Mthunzini town	R2,031,000	R12,000,000	R18,000,000
Eshowe SSA 1	Portions 9,11, 12 &13	Jul 2013	Jun 2021	R 474 520 967	R 180 927 033	80%	Eshowe Town, KDS Kwa-Mfana, Nyanini, Berea, Thawini, Ntenjane, Emncongweni Sqwanjan Izindophi	-	-	R 15 000 000
Middledrift SSA 5	Partial 1, 2,3 & 4	01 May 2013	30 Jun 2019	R 208 304 337	R 102 305 042	49%	Izinsundu, Ntamoyenkunzi. Part Mpaphala, Khangelani, Kwa Gasa, Mbizane, Buthanani, Shushu, Ntamoyenkunzi, Matshamhlophe,Nhlalamnyango	R 39,073,824	R 10,000,000	R 10,000,000
Kwa-Hlokohloko SSA1 Bulk and Ret		June-10	June-25	R 1,5bn	R 190 485 862	45%	Mandawe (partial), Mbizo 2, Ncemaneni, Zigagayi, Emaqeleni, Isiphezi, Kwa-Mpofu, Kwa-Hlokohloko / Thintumkaba, Eziqwaqweni (Ward 26), Mhlathuzana Mtilombo Mbizo 1	R 76,519,000	R 85,000,000	R 57,316,000
KwaHlokohloko 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,	R 18,990,000	-	R15,000,000

Project Name	Ward	Start	End	Estimated Cost	Expenditure to date	% Progress	Sub-Wards	2019/20	2020/21	2021/22
							Macekane, Sabe 1 & 2			
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	R34,670,273	R 17,000,000	R 15 000 000

26.10. Department of Education

The projects for the Department of Education are attached on **Annexure 2**

26.11. Department of Agriculture

Project Name	Activity	Budget	Ward	Inkosi	No of beneficiaries
Qedindlala Garden	Install Irrigation	R 100 000,00	15	Khoza	14
Siyathuthuka Garden	Install Irrigation	R 100 000,00	15	Khoza	17
Mvuzane Garden	Install Irrigation	R 200 000,00	1	Biyela	20
Mhlathuze Garden	Install Irrigation	R 200 000,00	8	Dube	
Ekuphileni Garden	Fencing	R 50 000,00		Mpungose	18
Ekukhumbuzeni Garden	Fencing	**R 75 000,00**	14	Mpungose	9
Zizameleni Garden	Fencing	**R 100 000,00**	10	kwakhoza	9
Phila ni Garden	Fencing	**R 50 000,00**	4	Ntuli	20
Mpaphala Diptank	Rehabilitation Of Diptank	**R 300 000,00**	1	Biyela	Community
Nonsila Diptank	New Diptank	**R 400 000,00**	1	Biyela	Community

26.12. Department Of Agriculture: CASP Projects

Project Name	Activity	Budget	Ward	Inkosi
Maqhogo	Supply, deliver & erect fencing	R 600 000,00	4	Ntuli
Mhlalwini	Supply, deliver & erect fencing	R 750 000,00	25	Mzimela
Masisukume	Supply,deliver & install tunnels	R 1 250 000,00	2	Ntuli

26.13. Department of Agriculture: Tractor Service

LOCAL MUNICIPALITY	NUMBER OF TRACTORS	OPERATIONAL	NON-OPERATIONAL	STATUS QUO ON REPAIRS
UMLALAZI	07	03	4	Service Provider invited for quotations

26.14. Department of Human Settlements

PROJECT NAME	PROJECT TYPE	PROJECT STATUS	UNITS	COMMENTS
Ogagwini	Rural	Prefeasibility	1 000	Undertaking preliminary studies. Stage 1 application pack submitted to the department.
Shange	Rural	Prefeasibility	1 000	Undertaking preliminary studies.
Mpushini Park	Urban	Prefeasibility	± 3 000	Undertaking planning studies . Stage 1 application pack submitted to the department.
Mzimela	Rural	Prefeasibility	1 000	Undertaking preliminary studies.
Gingindlovu Phase 2 Extension	Urban	Feasibility	500	Undertaking preliminary studies. Stage 1 application pack submitted to the department.
Nzuza	Rural	Prefeasibility	1000	To undertake feasibility studies

PROJECT NAME	PROJECT TYPE	PROJECT STATUS	UNITS	COMMENTS
Sunnydale EXT Phase 2	Urban	Planning	212	Installation of services to begin
Mvuzane	Rural	Planning	1 000	Stage 2 Submitted to the department.
KwaKhoza	Rural	Planning	1 000	Stage 2 Submitted to the department.
Kholweni	Rural	Planning	1 000	Stage 2 Submitted to the department.
KwaMondi	Rural	Planning	1 000	Undertaking planning studies
Ndlangubo	Rural	Planning	1 000	Stage 2 Submitted to the department.

26.15. Department of Rural Development and Land Reform: Land Acquisition

FARM NAME	Ward	EXTENT IN HA	COMMODITY	ASKING PRICE
Legalela Farms	19	599	Sugarcane	R 36 m

26.16. DRDLR: Rural Infrastructure Projects

NAME OF PROJECT	Ward	CATEGORY	STATUS	TOTAL BUDGET
Mbongolwane Grazing Camp	4	AVMP	Planning	R10 000 000.00

26.17. DRDLR: Rural Enterprise and Industrial Development

Progress per project against plans	Project Stage (Planning, Procurement, Execution, Closure)	Budget per project
Umlalazi Goats Agri-business	Execution	R 1 730,652.00
Mamba one-stop IT centre	Complete	R 13 000 000.00
Umlalazi Arts & Craft	execution	R 700 000.00
TOTAL		**R15 430 652.00**

26.18. DRDLR: Job Creation

Project Name	Description Of Project	Budget 2019/2020	IOP Indicator From Provincial Targets	Status	Expenditure Month
Masters Arts & Craft (Ward 20)	**1 Ton Bakkie, Desktop Computer & Printer, Office Chairs And Table.**	**600 000**	**Existing Non-Agric Enterprise**	**Preparing Memo For Approval.**	**September 2019**
Qalekhaya Primary Cooperative (Ward 13)	**5 Ton Truck, Diesel, Insurance Costs, Driver Salary**	**700 000**	**Existing Non-Agric Enterprise**	**Preparing Memo For Approval.**	**September 2019**
Jobs/Unemployed Graduates/NARYSEC	Job Creation	200 000	Job Creation	Planning Stage	March 2020
Skills Development	Skills Development	200 000	Skills Development	Planning Stage	March 2020
KZN Red Meat	Custom Feeding Facilities, Animal Feed, Medication, Auctions, Training, Job Creation.	8 200 000	-	No Status	March 2020
Technical Training	Skills Development	1 400 000	-	No Status	March 2020
KZN Rural Development CFI	Pre-Establishment Workshop, Mentorship, Re-Registration, Establishment Of Satellite Offices, Employment Of Admin Officers, Office Equipment, CFI Establishment.	10 000 000	Job Creation	CBDA SLA For Approval	March 2020
KZN Technical Skills	Artificial Insemination, Plant/Crop Production, Use Of Mechanization, Disease Control, Soil Analysis, Pest Control, Animal Husbandry (Dehorning), Branding Etc.	2 114 400	Skills Development	On Route For Approval	March 2020
KZN Red Meat Development Programme	Equipment & Machinery, Production Inputs, Infrastructure, Training, Sales, Office Set-Up, Personnel And Logistics.	6 780 000	Existing Agric Enterprise, Skills Development And Job Creation.	RMDP SLA For Approval	March 2020
Uthungulu Earth Dams	Stock Water Dam	54 276	Infrastructure Projects Facilitated	Retention	-
NARYSEC/SOYD Stipend	-	7 279 800	Skills Training	Implementa tION Stage Stage	-
NEFIC 2: Portions 62, 80, 36, 12 Of Nkwalini Settlement No. 12785 (Ward 27)	**-**	**10 976 250**	**Number Of Farms Supported Through The Land Development Support Programme**	**Planning Stage**	**Quarter 3**

26.19. ESKOM

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 Mandeni line est.	Design stage		The project will be triggered by Amatikulu commitment to co-generate and will be initiated as a DIRECT CUSTOMER project.
5	Amatikulu 132 kV Switch station	Conceptual stage	2023	2024
6	Kwa Mbonambi 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)	Finalized	2013	Completed in 2014
10	Mandeni-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.

26.20. Eskom Electrification Projects - Progress 2017/18

ESKOM ELECTRIFICATION PROJECTS - PROGRESS 2017/18						
WARD	PROJECT NAME	COMPANY	Connections	Contractor	% COMPLETE	PROGRESS
1	Izinyosi (Part of Entumeni #3)	Eskom	248	KEV Accurate	80%	Waiting for Extension as Task order was expired on April.
3	Slambo # 2	Eskom	258	MG contracting	40.80%	2nd Contractor appointed & kick off meeting 21/2/2019
5	Ngudwini / Saron Shahinya	Eskom	786	Prime Electr contract.	98%	Project almost complete - only 27 left & far away from services

26.21. Eskom Electrification Projects - Progress 2018/19

ESKOM ELECTRIFICATION PROJECTS - PROGRESS 2018/19						
WARD	PROJECT NAME	COMPANY	Connections	Contractor	% COMPLETE	PROGRESS
17	Mabhokweni #3	Eskom	177		30%	Eskom scheduled project for 2018/19 - Contractor busy MV structures
14,20, 21	Manyameni/Oyemeni #1	Eskom	264	Ilithalesizwe Electr	5%	Eskom to schedule project for 2019/20 - kick of meeting took place on 7/3/2019
5 & 6	Ngudwini / Shahinya # 2	Eskom	150		2%	Eskom & munics visited site for polygon on 17/5/2019
1 & 8	Ntumeni / Vuma #3	Eskom	77		1%	Wait appointment of contractor

26.22. Eskom Electrification Projects - Progress 2019/20

ESKOM ELECTRIFICATION PROJECTS - PROGRESS 2019/20						
WARD	PROJECT NAME	COMPANY	Funding	Connections	% COMPLETE	PROGRESS
5 & 6	Ngudwini / Shahinya #2	Eskom	R 3 867 416.90	150		Received funding allocation for project 15/4/209 & surveyer appointed
	Entumeni / Vuma #3	Eskom	R 3 469 043.87	77		Signed changed control form
3	Mbizane	Eskom		157		Submitted to Eskom to include into program - no funding allocation for 2019/20
9	Mbiza No. 1 & 2	Eskom		367		Submitted to Eskom to include into program - no funding allocation for 2019/20
	Ngedlesi #2	Eskom				Submitted to Eskom to include into program - no funding allocation for 2019/20
	Kwadeda	Eskom				Submitted to Eskom to include into program - no funding allocation for 2019/20
15	Various areas	Eskom		174	8%	Prepare design - premarketing complete
10	Mthilombo	Eskom		40		Submitted to Eskom to include into program - no funding allocation for 2019/20
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 - no funding allocation for 2019/20
2	Mankumbu - phase 2	Eskom		29		On Eskom 2020 / 21 plan - Designs are will be done this financial year (2019/20).
2	Mankumbu - phase 2	Eskom		28		On Eskom 2020 / 21 plan - Designs are will be done this financial year (2019/20).

26.23. Schedule 5b - uMlalazi Municipality - Progress 2018/19

SCHEDULE 5B - UMLALAZI MUNICIPALITY - PROGRES 2018/19						
WARD	PROJECT NAME	COMPANY	Funding	Connections	%	PROGRESS
4	Masundwini	Umlalazi Munics	R 11 183 825,50	180	98%	Contractor on site - busy construction & waiting outage dates
5	Masundwini	Umlalazi Munics		287	98%	Contractor on site - busy construction & waiting outage dates

26.24. Schedule 5b - uMlalazi Municipality - Progress 2019/20

SCHEDULE 5B - UMLALAZI MUNICIPALITY - PROGRES 2019/20						
WARD	PROJECT NAME	COMPANY	Funding	Connections	% COMPLETE	PROGRESS
25	Mkhuphulangwenya	Eskom	R 6 405 089.40	282	60%	Eskom approved design & project preparations - contractor Shanti's commenced

26.25. Municipal Infrastructure Grant Projects

DESCRIPTION	Ward	Budget Year 2019/2020	Budget Year 2020/2021	Budget Year 2021/2022
HALLS AND OFFICES				
BAYEDLE HALL (WARD 16)	**16**			
EMANDAWE HALL (WARD 27)	**27**			
MACOTSHANENI COMMUNITY HALL (WARD 2)	**2**			
MPUMAZI COMMUNITY HALL (WARD 14)	**14**			3 500 000
QHILIKA COMMUNITY HALL (WARD 25)	**25**	5 229 870		
SLAMBO COMMUNITY HALL (WARD 3)	**3**			5 500 000
VARIOUS COMMUNITY HALLS (IDP ROADSHOWS)				
VUMA COMMUNITY HALL (WARD 8)	**8**	5 686 860		
ROADS AND CAUSEWAYS				
ENDAYENI TO NGEDLEZI ROAD (WARD 4)	**4**	-		-
ESIPHEZI ROAD & CAUSEWAY (WARD 9)	**9**			5 500 000
ETHAFENI ROAD (WARD 18)	**18**	500 000	5 000 000	-
EYETHENI ROAD (WARD 21)	**21**			
EZISULULWINI ROAD (WARD 4)	**4**			4 402 250
GINGINDLOVU STORMWATER	**18**			
IZINGWENYA ROAD (WARD 15)	**15**	-	4 500 000	-
KANGELA ROAD REHABILITATION PAHSE 3 (WARD 11)	**11**			
KANGELA ROAD REHABILITATION - PHASE 3 (WARD 11)	**11**	-	11 108 900	3 891 100
KWABHONGA ROAD (WARD 26)	**26**	-	4 500 000	-
KWAGALAGALA ROAD (WARD 13)	**13**	-	-	-
KWAMFANA MAIN ROAD AND CAUSEWAY (WARD 13)	**13**			4 200 000
MAKHEHLE ROAD (WARD 24)	**24**	-		3 000 000
MBANGAYIYA CAUSEWAY AND ROAD (WARD 14)	**14**	-	-	-
MBHABHA CAUSEWAY	**2**			
MBONGOLWANE ROAD AND CAUSEWAY (WARD 04)	**4**		3 502 400	
MTHINTOMBI ROAD (WARD 22)	**22**	-	-	-
MTIPELA/ NTABANKULU ROAD (WARD 3)	**3**	7 000 000	8 256 350	1 743 650
NGQATHU CAUSEWAY (WARD 6)	**6**			3 600 000
OFASIMBA ROAD (WAR 25)	**25**			
REHABILITATION OF ROAD - PHASE 2 (WARD 19)	**19**	10 000 000	5 000 000	-
REHABILITATION OF URBAN ROADS		-		-
VEKEZA ROAD (WARD 17)	**17**	-		
YIMBA PEDESTRIAN BRIDGE (WARD 19)	**19**			
SPORTS FIELDS				
BASAMLILO SPORTSFIELD (WARD 27)	**27**	444 270		
KDS SPORTS PARK PHASE 2 WARD 12	**12**			
KING DINIZULU SPORTS PARK - PHASE 1 (WARD 12)	**12**	9 500 000		5 000 000
KWABULAWAYO SPORTSFIELD - PHASE 2 (WARD 24)	**24**	-	-	-
KWANDLOVU SPORTSFIELD (WARD 2)	**2**			
MANZAMNYAMA SPORTFIELD (WARD 22)	**22**			
MASHABASE SPORTSFIELD (WARD 1)	**1**		3 521 600	
NGUDWINI SPORTSFIELD (WARD 5)	**5**			
REHABILITATION OF GINGINDLOVU SPORTS FIELD (WARD 18)	**18**			3 000 000
SKEBHENI SPORT FACILITY				
Sub total		**38 361 000**	**45 389 250**	**43 337 000**
PMU ADMIN		**2 019 000**	**2 126 000**	**2 250 000**
TOTAL		**40 380 000**	**47 515 250**	**45 587 000**

26.26. Local Economic Development Projects

NO	COMMUNITY GARDENS	PROJECT	WARD
1.	Mawusheni	Fencing material	7
2.	Masibonakale	Fencing material	9
3.	Zamokuhle	Fencing material	6
4.	Qediphanga	Fencing material	26
5.	Ibhunsthe	Fencing material	23
6.	Mkhishwane	Fencing material	3
7.	Mkhungaze	Fencing material	14
8.	Makhosazane and Brothers	Irrigation System	24

Project Name	Activity	Budget	No of beneficiaries	Jobs created	Ward
Ifalethu	Fencing	R 65 000.00	8 (1M,7F)		27
Ehlathini	Fencing	R46 700	22 (1M, 21F)	6	26
Barachac	Irrigation	R158 000	3 (1M, 2F)	10	27
Savukamphendle	Irrigation	R172 195.25	16 (6M,10F)	10	6
Sivelakude	Irrigation	R299 000	23 (4M, 19F)	3	14
Zithokozise	Fencing	R65 00.00	10	07	14
Ingungumbane	Scooping	R 326 980	Community		27

26.27. Private Developments (SPLUMA Applications of Catalytic Projects)

Ward	DEVELOPMENT	APPLICANT	PROGRESS
11	Atrium Mall Development (Old Eshowe Mall additions and alterations)	Angus McDonald	Under Construction
11	Proposed Eshowe Private Hospital	PHULUKISA MEDICAL INVESTMENTS PROPRIETARY LIMITED,	Application Stage
18	Proposed R 66 Mixed Use Development	McGormick (PTY) LTC	Phase 1 Complete
19	Proposed ERF 167 Mixed Use Development (Mthunzini)	AJ Property Holdings trading as Firerock 8 (PTY) LTD	Application Stage
8	Installation of a 0.45m Optical Telescope At KwaNtoza Mountain (UNIZULU)	University of Zululand	Pre Application Stage
15	Amatikulu Agri-Village	Amatikulu Mill (Tongaat Hullet)	On Hold
11	Eshowe Gardens Mixed Use Development	uMshini KaDlungwane (PTY) LTD	Application Stage
11/19	Eshowe & Gingindlovu Industrial Area Sites Development	uMlalazi Municipality	Pre Tender Stage
19	Mthunzini Park Development.	Municipality/Private Developer	Pre Application Stage

SECTION G: ANNAUAL OPERATIONAL PLAN (SDBIP)

27. Service Delivery Budget Implementation Plan

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Slow internet connections	**TL 1**	**1**	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Install fibre, for adequate capacity	Completed installation of fibre for adequate capacity on IT Systems by 30 June 2020	Date	30 June	0	0	0	30 June	2 700 000.00		Corporate Services	ALL
	TL 2	**2**	Municipal Transformation and Institutional Development	Governance and Policy	Improvement of IT systems for better municipal functions	Review ICT Strategy	Reviewed ICT strategy by 30 June 2020	Date	30 June	0	0	0	30 June	0		Corporate Services	ALL
Inadequate Kills Development	**TL 3**	**3**	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for Councillors in terms of skills audit	Training programmes facilitated for Councillors in terms of skills audit by 30 June 2020	Number	4	1	1	1	1	280 000.00		Corporate Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
	TL 4	**4**	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Implement and support internship, learnership and in-service training programmes.	Interns appointed in support of internship, learnership and in-service training programmes by 30 December 2019	Number	7	0	7	0	0	0		Corporate Services	ALL
	TL 5	**5**	Municipal Transformation and Institutional Development	Human Resource Development	To develop the institution and to facilitate institutional transformation	Facilitate training programmes for staff in terms of skills development plan	Training programmes facilitated for Staff in terms of skills audit by 30 June 2020	Number	10	0	5	0	5	600 000.00		Corporate Services	ALL
Inadequate accessibility to edicational facilities	**TL 6**	**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 for the roll out of Cyber Cadet services in Ging, Mtz &	Submit application to library services by 31 December 2019 for the roll out of cyber cadet facilities in	Date	31 December	0	31 Dec	0	0	0		Corporate Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
						Sunnydale libraries	Ging, Mtz & Sunnydale libraries										
	TL 7	**10**	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 in terms of maintenance plan line with the relevant Health & Safety Standards.	Compliance with maintenance of Municipal offices in terms of Health & Safety requirement by 30 June 2019	Percentage	100%	100%	100%	100%	100%	1 600 000.00		Engineering Services	11
Service Delivery Backlog	**TL 8**	**12**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Reduce backlog of electrification services annually	90% households provided with electrification services by 30 June 2020	Percentage	90%	90%	90%	90%	90%	7 000 000.00		Engineering Services	ALL
Service Delivery Backlogs	**TL 9**	**13**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a	Provide affordable Services to Indigent Community by the implementati	4500 households have access to Free basic electricity services in terms of the	Number	4500	4500	4500	4500	4500	2 873 970.00		Finance	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
					sustainable manner	on of the Indigent Policy	Indigent Policy by 30 June 2020										
Service Delivery Backlogs	**TL 10**	**14**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	To ensure maintenance and improvement of existing electrical infrastructure.	Spend 100% of the budget allocated towards the maintenance and improvement of existing electrical infrastructure in terms of the maintenance plan by 30 June 2020	Percentage	100%	100%	100%	100%	100%	1 477 550.00		Engineering Services	11, 12
Service Delivery Backlogs	**TL 11**	**15**	Basic Service Delivery	Strategic Infrastructure	To ensure provision of basic services by all communities in a sustainable manner	Ensure the reduction of Electricity losses	Electricity losses remain within the norm of 10% by 30 June 2020	Percentage	10%	10%	10%	10%	10%	10 154 190.00		Engineering Services	11, 12

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	**TL 12**	**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	Energy saving principles adhered to in line with NERSA guidelines by 30 June 2020	Percentage	100%	100%	100%	100%	100%	0		Engineering Services	11, 12
Service Delivery Backlogs	**TL 13**	**17**	Basic Service Delivery	Strategic Infrastructure	Strengthen the stakeholders engagement in Eskom Electrification Projects in order to track progress.	Strengthen the stakeholder engagement with Eskom Electrification Projects	Quarterly stakeholder engagements held per project on all Eskom Electrification Projects in order to track progress by 30 June 2020	Number	4	1	1	1	1	0		Engineering Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	**TL 14**	**19**	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	Maintenance of road infrastructure undertaken in terms of annual Road Maintenance plan based on budget available by 30 June 2020	Percentage	100%	100%	100%	100%	100%	10 000 000.00		Engineering Services	ALL
Service Delivery Backlogs	**TL 15**	**20**	Basic Service Delivery	Strategic Infrastructure	To ensure provision and maintenance of municipal roads, access roads, causeways and stormwater	Facilitate discussion with DOT to register certain roads as access roads in order to recognise them as Municipal assets	Discussion facilitated with DOT to possibly register certain roads as access roads in order to recognise them as Municipal assets by 31 March 2020	Date	31 March	0	0	31 March	0	0		Engineering Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	**TL 16**	**21**	Basic Service Delivery	Strategic Infrastructure	To ensure maintenance of all municipal buildings.	To develop a Maintenance Plan for Municipal Buildings	Annual maintenance plan developed for Municipal buildings by 31 December 2019	Date	31 December	0	31 Dec	0	0	3 045 720.00		Engineering Services	ALL
Service Delivery Backlogs	**TL 17**	**22**	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Replace Municipal fleet in terms of the fleet maintenance plan	Municipal Fleet replaced in terms of fleet management plan and allocated budget by 30 June	Number	24	0	10	10	4	10 670 000.00		Engineering Services	ALL
Service Delivery Backlogs	**TL 18**	**23**	Basic Service Delivery	Governance and Policy	To increase the accessibility of municipal vehicles	Facilitate process to write off and replace damaged vehicles	Facilitated process to write off and replace damaged vehicles annually by 31 March 2019	Date	31 March	0	0	31 March	0	0		Engineering Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	**TL 19**	**24**	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Facilitate training programmes to train local SMME's through CIDB and SEDA support	Training programmes facilitated to train local SMME's through CIDB and SEDA support by 30 June 2020	Number	4	1	0	1	1	0		Engineering Services	ALL
Service Delivery Backlogs	**TL 20**	**25**	Basic Service Delivery	Inclusive Economic growth	To ensure and monitor proper implementation of Municipal Infrastructure Projects	Compile annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Completed annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 December 2019	Date	31 December	0	31 Dec	0	0	0		Community Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	**TL 21**	**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 in terms of budget allocated for the financial year	Completed construction of Qhlika, Vuma, community halls by 30 June 2020	Date	30 June	0	0	0	30 June	10 916 730.00		Engineering Services	25, 8, 26,3, 14, 2, 16, 27
Service Delivery Backlogs	**TL 22**	**27**	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads, access roads and causeways	Construct road / causeways in terms of MIG budget allocated for the financial year	Mtipela/Ntabankulu roads / causeways Constructed in terms of MIG budget allocated for the financial year by 30 June 2020	km	6km	0	0	0	6km	7 000 000.00		Engineering Services	6, 11, 18, 3, 15, 17, 24, 26, 4, 9, 21, 13, 04, 4, 25, 2,
Service Delivery Backlogs	**TL 23**	**28**	Basic service delivery	Strategic Infrastructure	Ensure the provision and maintenance of municipal roads,	Ensure speedhumps, sidewalk constructed in terms of budget allocated	Constructed Speedhumps, sidewalk in terms of budget allocated by 30 June	Date	30 June	0	0	0	30 June	413 000.00		Engineering Services	11, 12, 18, 19

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
					access roads and causeways												
Service Delivery Backlogs	**TL 24**	**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	Facilitate monthly waste awareness programmes	Waste awareness programmes facilitated by 30 June 2020	Number	12 waste awareness programmes facilitated by 30 June 2020	3	3	3	3	62 710.00		Community Services	ALL
Natural Disasters	**TL 25**	**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	Facilitate quarterly Disaster Forum meetings	Quarterly Disaster Forum meetings facilitated by 30 June 2020	Number	4 Disaster Forum meetings facilitated by 30 June 2020	1	1	1	1	800 000.00		Community Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Service Delivery Backlogs	**TL 26**	**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 in terms of budget allocated for the financial year	Complete construction of sports park in terms of budget allocated for the financial year by 30 June 2020	Date	30 June	0	0	0	30 June	9 000 000.00		Engineering Services	2, 22, 5, 1, 27, 12, 18
Service Delivery Backlogs	**TL 27**	**33**	Basic Service Delivery	Environmental Sustainability	To provide and maintain infrastructure and services to all, with emphasis on rural communities, in a sustainable manner	Reduce backlog of refuse removal services annually	42% households provided with refuse removal services by 30 June 2020	Percentage	42%	42%	42%	42%	42%	6 921 600.00		Community Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
	TL 28	**34**	Basic Service Delivery	Strategic Infrastructure	Promote equitable access to quality ECD programmes for all children under 6 years	Facilitate the construction of ECD facilities to assist children under 6 years old to receive quality education	ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June 2020	Number	5 ECD facilities constructed to assist children under 6 years old to receive quality education by 30 June	0	0	0	5	1 000 000.00		Community Services	ALL
Poverty	**TL 29**	**34 (a)**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To develop an investment attraction strategy by 30 June 2021	Consultant appointed and Completed phase 1 of the investment attraction strategy by 30 June 2020	Date	30 June	0	0	0	30 June	400 000.00		Planning & Economic Development	11
Poverty	**TL 30**	**35**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of	To ensure the promotion of economic development through the development of an agricultural sector plan	Adopted Agricultural Sector Plan by 30 June 2020	Date	30 June	0	0	0	30 June	R 139 250.00		Planning & Economic Development	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
					unemployment												
Poverty	**TL 31**	**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 & tourism activities from previously disadvantaged communities	Summit facilitated for Youth in agriculture & tourism by 31 December 2019	Date	31 December	0	31 Dec	0	0	100 000.00		Planning & Economic Development	ALL
Poverty	**TL 32**	**37**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To take advantage of opportunities presented by the Ocean Economy	Submitted application Funding for Aquaculture Development Zone feasibility study by 31 March 2020	Date	31 March	0	0	31 March	0	0		Planning & Economic Development	ALL
Inadequate Tourism Development	**TL 33**	**40**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the	To promote economic development through eco-tourism and heritage tourism.	Appointment of Consultant and Completion of phase 1 of the Coastal	Date	30 June	0	0	0	30 June	500 000.00		Planning & Economic Development	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
					reduction of unemployment		Development Plan by 30 June 2020										
Inadequate Tourism Development	**TL 34**	**41**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To ensure the promotion of economic development through the development of Tourism sector plan	An approved Tourism Sector Plan by 30 June 2020	Date	30 June	0	0	0	30 June	500 000.00		Planning & Economic Development	ALL
	TL 35	**42**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	To promote economic development through industrial development.	Call for Developers for the establishment of Eshowe industrial extension by 31 December 2019	Date	31 December	0	31 Dec	0	0	0		Planning & Economic Development	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Unemployment	**TL 36**	**43**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	Promote creation of job opportunities through. EPWP, CWP and other poverty alleviation programmes	650 Job opportunities created through EPWP, CWP and other poverty alleviation programmes by 30 June	Number	650	160	160	160	170	6 584 640.00		Community Services	ALL
Unemployment	**TL 37**	**44**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment.	Compile annual plan to improve the Municipality's EPWP contribution through labour intensive infrastructure projects	Annual plan completed to improve the Municipality's EPWP contribution through labour intensive infrastructure projects by 31 March 2020	Date	31 March	0	0	31 March	0	0		Community Services	ALL
Inadequate Local Economic	**TL 38**	**45**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy	To promote the development of SMMEs in particular	Approved Gingindlovu informal Market Stalls designs by	Date	31 March	0	0	31 March	0	100 000.00		Planning & Economic Development	18

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Development					and the reduction of unemployment	informal traders	31 March 2020										
Inadequate Local Economic Development	**TL 39**	**46**	Local Economic and Social Development	Inclusive Economic growth	To contribute towards the growth of the local economy and the reduction of unemployment	To promote the development of SMMEs in particular informal traders	Constructed Eshowe Taxi Rank informal traders Ablution facilities by 30 June 2020	Date	30 June	0	0	0	30 June	200 000.00		Planning & Economic Development	11
	TL 41	**48**	Local Economic and Social Development	Inclusive Economic growth	Promote active ageing and healthy lifestyles	Facilitate the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area	Programmes facilitated the promotion of active ageing and healthy lifestyles for Senior Citizens in the Municipal area by 30 June 2020	Number	4	1	1	1	1	500 000.00		Community Services	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Inadequate own revenue	**TL 42**	**49**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure that the Municipality derives maximum value from Municipal Land through Outdoor advertisement	Reviewed Outdoor Advertising Bylaws 30 June 2020	Date	30 June	0	0	0	30 June	200 000.00		Planning & Economic Development	11, 12, 18, 19
Inadequate own revenue	**TL 43**	**50**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Derive maximum value from Municipal Heritage Sites and other Tourism Facilities	Reviewed Municipal Heritage sites and Tourism facilities MOA by 31 December 2019	Date	31 December	0	31 Dec	0	0	0		Planning & Economic Development	ALL
High outstanding debtors	**TL 44**	**51**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Ensure effective processes for the collection of funds due to the municipality in terms of debt collection policy	95% debtors collection rate by 30 June 2020	Percentage	95%	95%	95%	95%	95%	0		Finance	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Inadequate own revenue	**TL 45**	**52**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate the review of the General Valuation Roll in line with the prescripts of legislation	Approved review of valuation roll by 30 June 2020	Date	30 June	0	0	0	30 June	1 255 550.00		Finance	ALL
Inadequate own revenue	**TL 46**	**53**	Municipal Financial viability and Management	Proper financial management	To ensure Revenue enhancement	Facilitate a feasibility study on the installation of digital Billboards as a revenue enhancement strategy	Approved feasibility study on the installation of digital Billboards as a revenue enhancement strategy by 31 December 2019	Date	31 December	0	31 Dec	0	0	0		Office of the MM	ALL
Inadequate own revenue	**TL 47**	**54**	Municipal Financial viability and Management	Strategic Infrastructure	Expansion of the Electricity Business	Facilitate a Feasibility Study to take over distribution of electricity from Eskom in Gingindlovu and Mthunzini by 30 June 2020	Approved feasibility study to take over distribution of electricity from Eskom in Gingindlovu and	Date	30 June	0	0	0	30 June	500 000.00		Engineering Services	18, 19

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
							Mthunzini by 30 June 2020										
Inadequate performance monitoring	**TL 48**	**56**	Municipal Financial Viability and Management	Governance and Policy	To ensure continued sound financial management	Monitor the performance of Service Providers	Quarterly reports submitted to Council on the Performance of Service Providers	Number	4	1	1	1	1	126 516 790.00		Municipal Manager	ALL
inadequate participation in HIV/Aids programs	**TL 49**	**57**	Good Governance and Public Participation	Human and Community Development	Mitigate the Impact of HIV/Aids in the Municipality area	Ensure quarterly HIV/AIDS Council (LAC) Meetings are facilitated	No of HIV/AIDS Council (LAC) Meetings facilitated by 30 June 2020	Number	4	1	1	1	1	200 000.00		Municipal Manager	ALL
inadequate public participation initiatives	**TL 50**	**58**	Good Governance and Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure that all Ward Committees are functional	100% functionality of Ward Committees by 30 June 2020	Percentage	100%	100%	100%	100%	100%	3 000 000.00		Municipal Manager	ALL
Inadequate implementation of	**TL 51**	**59**	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy	Ensure the continuous Implementation and monitoring of Batho Pele in	Quarter Batho Pele Forum meetings held by 30 June 2020	Number	4	1	1	1	1	0		Municipal Manager	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Batho Pele					and social cohesion	the Municipality											
Inadequate implementation of Batho Pele	**TL 52**	**60**	Good Governance & Public Participation	Strategic Infrastructure	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Approved Service Delivery Improvement Plan (SDIP) by 31 March 2020	Date	31 March	0	0	31 March	0	0		Engineering Services	ALL
Inadequate implementation of Batho Pele	**TL 53**	**61**	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Ensure the continuous Implementation and monitoring of Batho Pele in the Municipality	Attended to 100% of Complaints within 3 working days	Percentage	100%	100%	100%	100%	100%	70 000.00		Municipal Manager	ALL
Inadequate public participation	**TL 54**	**62**	Good Governance & Public Participation	Governance and Policy	To promote a culture of participatory democracy and social cohesion	Facilitate Local Task Team (LTT)meetings to address War Room Issues	Quarterly LTT meetings facilitated to address War Room Issues by 30 June 2020	Number	4	1	1	1	1	160 000.00		Municipal Manager	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
	TL 55	**63**	Good Governance and Public Participation	Governance and Policy	To ensure that a functional and effective Council exists	Facilitate the sitting of the Standing Rules and Orders Committee meetings	Quarterly Standing Rules and Orders Committee meetings facilitated by 30 June 2020	Number	4	1	1	1	1	0		Corporate Services	ALL
	TL 56	**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	Training facilitated for Ward Committee members by 30 June 2020	Date	30 June	0	0	0	30 June	400 000.00		Municipal Manager	ALL
	TL 57	**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	Approved Review of delegations of authority by 30 June 2020	Date	30 June	0	0	0	30 June	0		Corporate Services	ALL
Fragmented or adhoc planning	**TL 58**	**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	Quarterly Reports submitted to Council on the Implementation of Spatial Planning and Land Use	Number	4	1	1	1	1	R 500 000.00		Planning & Economic Development	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
							Management Act (SPLUMA) and SPLUMA By-law by 30 June 2020										
Fragmented or adhoc planning	**TL 59**	**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	Consultant appointed and completed phase 1 of uMlalazi Wall to wall scheme by 30 June 2020	Date	30 June	0	0	0	30 June	R1,000 000.00		Planning & Economic Development	ALL
Fragmented or adhoc planning	**TL 60**	**69**	Cross Cutting	Environmental Sustainability	To ensure effective land use management and coordinated Spatial Development Planning	Ensure the finalization of precinct plans	Approved precinct plans by 30 June 2020	Date	30 June	0	0	0	30 June	315 000.00		Planning & Economic Development	ALL
Fragmented or adhoc planning	**TL 61**	**73**	Cross Cutting	Strategic Infrastructure	To ensure effective land use management and coordinated Spatial	Facilitation of township establishments	Appointed Consultant and completed phase 1 of Mtakwende Township	Date	30 June	0	0	0	30 June	R500,000.00			

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
					Development Planning		establishment by 30 June 2020										
Fragmented or adhoc planning	**TL 62**	**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.	Land Audit conducted by 31 March 2020	Date	31 March	0	0	31 March	0	200 000.00			
	TL 63	**76**	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Facilitate Strategic Planning session	Strategic planning session held by 31 December 2019	Number	31 December	0	31 Dec	0	0	300 000.00		Planning & Economic Development	ALL

KEY CHALLENGE		REF	Key Performance Area (KPA)	Goal	Strategic Objective	Strategies/Intervention	Key Performance Indicator	Unit of Measurement	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Baseline	Responsible department	Ward
Inadequate public participation	**TL 64**	**76**	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Facilitate Clustered IDP Road shows	Clustered IDP roads shows held by 30 June 2020	Number	8	0	4	0	4	400 000.00		Planning & Economic Development	
Inadequate public participation	**TL 65**	**77**	Good Governance and Public Participation	Governance and Policy	To develop a credible and implementable IDP	Complete Ward Based plans	Ward Based Plans completed by 31 May 2020	Number	27	0	0	0	27	158 100.00		Planning & Economic Development	ALL

Table 165: Municipal SDBIP

SECTION H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

27.1. 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.

27.1.1. 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

27.1.2. 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.

27.1.3. 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

27.1.4. 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

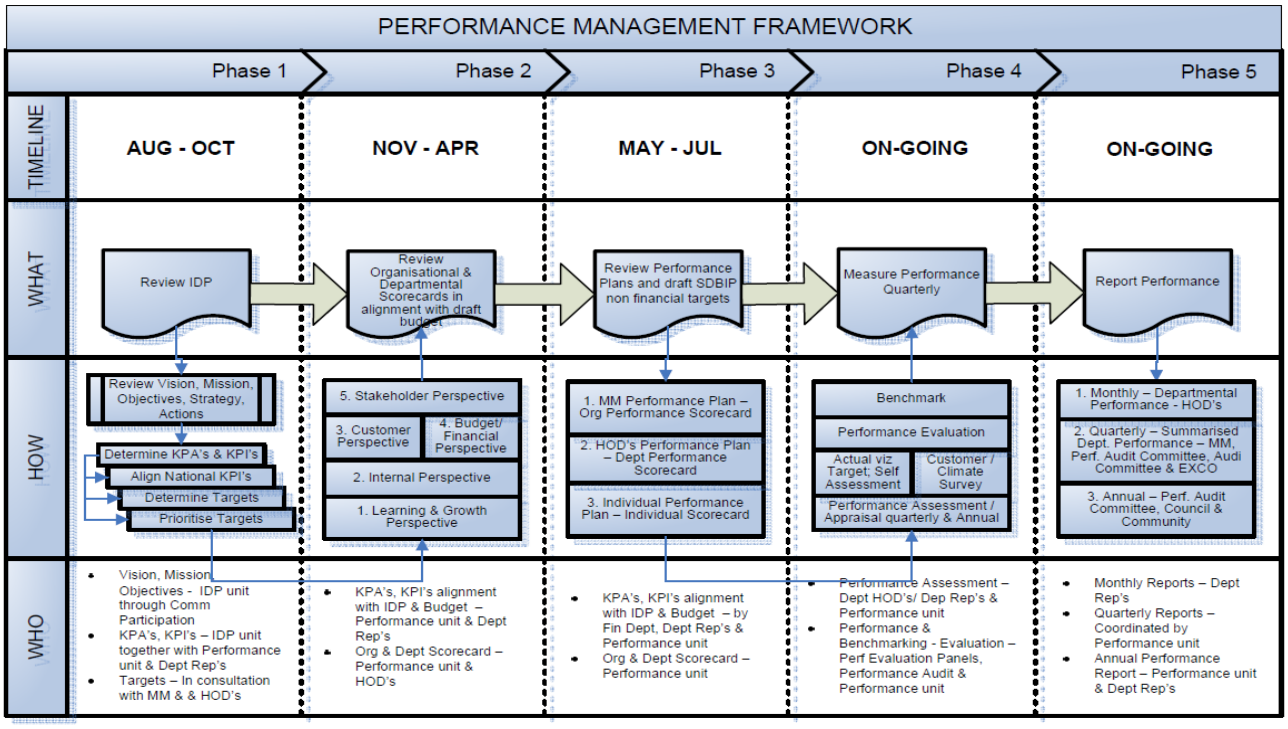


Figure 27: Summary of Performance Management Framework

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;

27.1.5. Performance and Supporting Information

Previous Year Audited Performance

The Municipality utilizes a web based Performance Management System which contains the Top Layer SDBIP and the Departmental SDBIP. The departmental SDBIP monitors the performances of staff reporting to the Municipal Manager and directorates. The Top Layer SDBIP also known as the Organizational scorecard monitors the high level performance of the organization and is reported to Council on a quarterly basis. The departmental SDBIP is monitored by the Portfolio Committees. The Performance Agreements of the Municipal Manager and Directorates contain all targets reflected on the system, hence they are assessed on the performances of their staff.

This following report represents the year-end performance results for 2017/2018. The results are assessed using the following rating scale: -

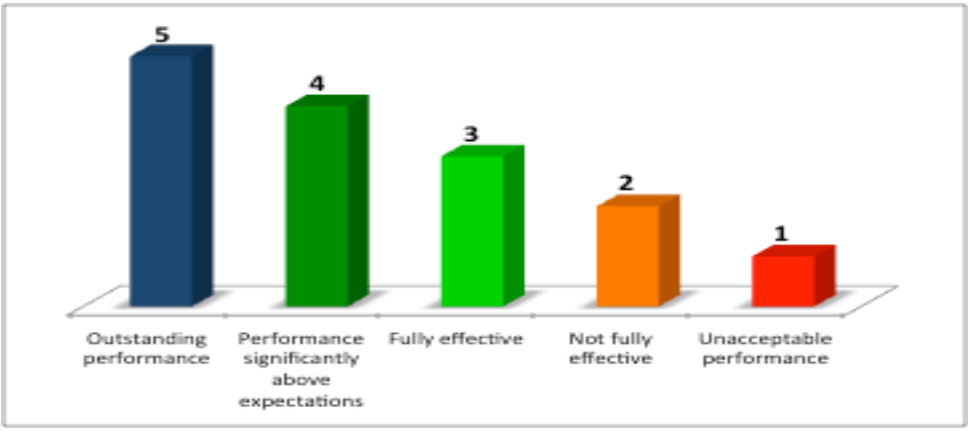


Figure 28: Year-end performance ratings

Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Table 166: Rating Description

At the end of the 2017/2018 year under review 73% of the targets were achieved. Areas for improvement are shown in the Graph/table below. This was a 6% improvement compared to the 2016/2017 financial year and higher than the previous financial years listed below. In areas where targets were not achieved, measures have been taken to improve such targets. Performance Monitoring underpins the Municipality's IDP in terms of reviewing progress regularly in achieving our priorities and delivering value for money. Early investigation of variances enables remedial action to be taken where appropriate. A dashboard which summarizes performance for the municipality's scorecard is illustrated in Graph and table as follows:-

ANNUAL PERFORMANCE COMPARISON OF uMLALAZI MUNICIPALITY OVER 6 YEARS						
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Annual Overall Performance	**63%**	**69%**	**72%**	**70%**	**67%**	**73%**
KEY PERFORMANCE AREAS						
Municipal Transformation & Organisational Development	94%	63%	76%	63%	59%	67%
Basic Service Delivery & Infrastructure Development	42%	79%	80%	73%	45%	80%
Local Economic Development	72%	75%	75%	75%	86%	33%
Financial Viability & Financial Management	63%	65%	50%	60%	67%	100%
Good Governance & Public Participation	45%	64%	56%	87%	64%	75%
Cross Cutting Issues	-	-	75%	25%	100%	100%

Table 167: Comparative Target Achievement Information

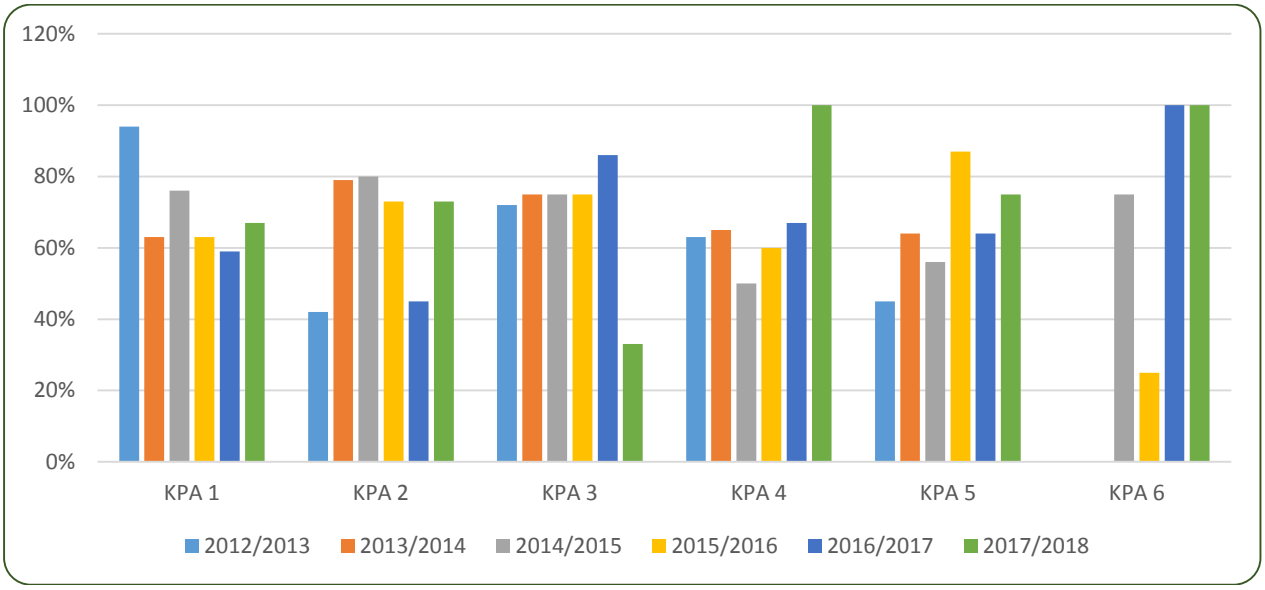
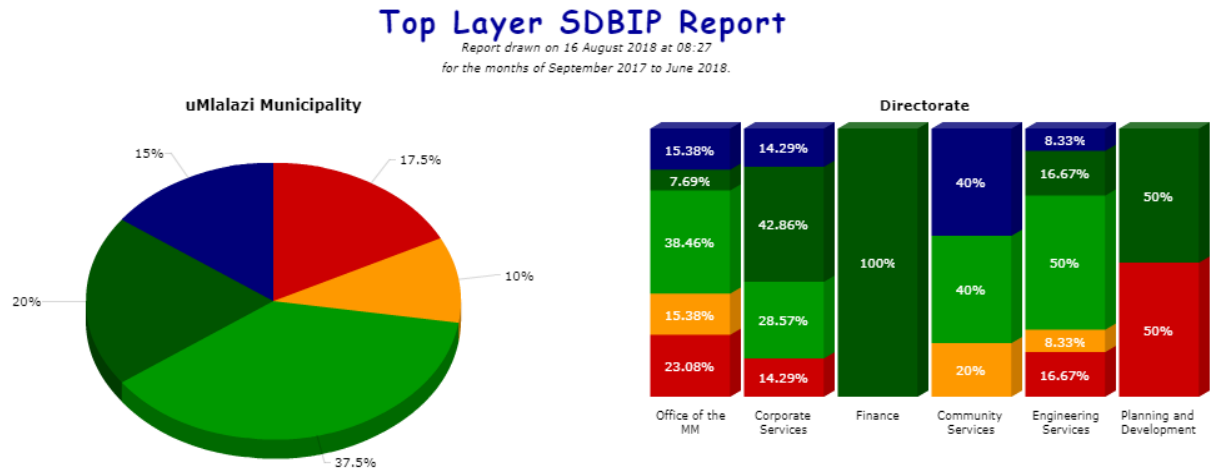


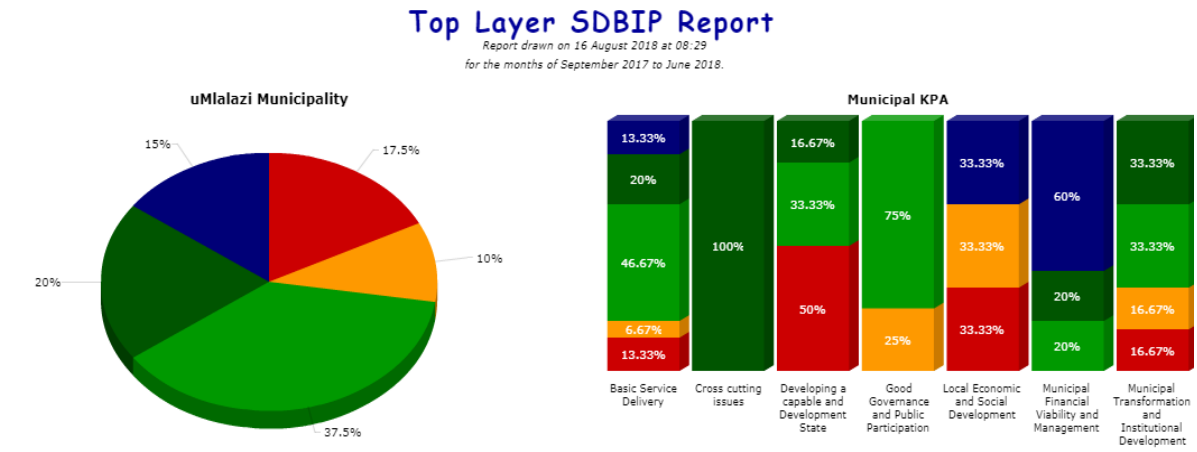
Figure 29: Comparative Target Achievement Information

Summary of Performance in terms of the Top Layer SDBIP for 2017/2018



	uMlalazi Municipality	Directorate					
		Office of the MM	Corporate Services	Finance	Community Services	Engineering Services	Planning and Development
KPI Not Met	7 (17.5%)	3 (23.1%)	1 (14.3%)	-	-	2 (16.7%)	1 (50%)
KPI Almost Met	4 (10%)	2 (15.4%)	-	-	1 (20%)	1 (8.3%)	-
KPI Met	15 (37.5%)	5 (38.5%)	2 (28.6%)	-	2 (40%)	6 (50%)	-
KPI Well Met	8 (20%)	1 (7.7%)	3 (42.9%)	1 (100%)	-	2 (16.7%)	1 (50%)
KPI Extremely Well Met	6 (15%)	2 (15.4%)	1 (14.3%)	-	2 (40%)	1 (8.3%)	-
Total:	40	13	7	1	5	12	2

Figure 30: Target Achievement per Department



	uMlalazi Municipality	Municipal KPA						
		Basic Service Delivery	*Cross cutting issues*	*Developing a capable and Development State*	*Good Governance and Public Participation*	*Local Economic and Social Development*	*Municipal Financial Viability and Management*	*Municipal Transformation and Institutional Development*
KPI Not Met	7 (17.5%)	2 (13.3%)	-	3 (50%)	-	1 (33.3%)	-	1 (16.7%)
KPI Almost Met	4 (10%)	1 (6.7%)	-	-	1 (25%)	1 (33.3%)	-	1 (16.7%)
KPI Met	15 (37.5%)	7 (46.7%)	-	2 (33.3%)	3 (75%)	-	1 (20%)	2 (33.3%)
KPI Well Met	8 (20%)	3 (20%)	1 (100%)	1 (16.7%)	-	-	1 (20%)	2 (33.3%)
KPI Extremely Well Met	6 (15%)	2 (13.3%)	-	-	-	1 (33.3%)	3 (60%)	-
Total:	40	15	1	6	4	3	5	6

Figure 31: Target Achievement per KPA

The following are the poor performance areas and planned measures taken for improvement:-

Ref	Directorate	IDP Ref	Municipal KPA	KPI	Baseline	Year-To-Date As At June 2018			Measures Taken for Improvement
						Target	Actual	R	
TL8	Office of the MM	E5.2-12	Good Governance and Public Participation	Ensure Ward Committees are 100% functional by 30 June 2018	2	100%	85%	O	Continuous training is provided to Councillors through the Public Participation Office. There is major improvement from the beginning of the Financial year due to interventions by the Unit.
TL13	Office of the MM	E5.2-18a	Municipal Transformation and Institutional Development	Critical vacancies of MM & 5 HODs to be filled by 30 September	0	6	5	O	The process for the appointment of the Director Planning and Development has commenced.
TL27	Corporate Services	E5.2-18	Municipal Transformation and Institutional Development	Ensure all job descriptions for employees are submitted to the Job Evaluation Committee by 31 December	New	100%	0%	R	The process is being accelerated. Job descriptions were submitted to uMhlathuze Municipality and Job Evaluation Committee were to evaluate job descriptions on 18 July 2018, however; the meeting was postponed until further notice.
TL62	Engineering Services	E5.2-52	Basic Service Delivery	Spend 90% on Sidewalks budget by 30 June	New	90%	66.20%	R	These are small projects earmarked for developing SMMEs. The SMMEs were underquoting which led to them being unable to complete the

Ref	Directorate	IDP Ref	Municipal KPA	KPI	Baseline	Year-To-Date As At June 2018			Measures Taken for Improvement
						Target	Actual	R	
TL63	Engineering Services	E5.2-53	Basic Service Delivery	Spend 90% on Speed humps budget by 30 June	New	90%	76%	O	project therefore the expenditure was below target. Discussions were held with LED department to arrange training for the SMMEs where CIDB, SEDA and NHBRC will train the SMMEs to assist when they quote in future.
TL72	Planning & Development	E5.2-74	Local Economic & Social Development	Ensure 90% of the budget allocated towards Local Economic Development is spent by 30 April	98%	90%	66%	R	The project on the fencing of KDS Taxi Rank was not done due to land ownership disputes. A meeting was held with all relevant stakeholders and the problem us now resolved and budget is included in 2018/2019 and the SCM process commenced.
TL102	Engineering Services	E5.2-98	Basic Service Delivery	Ensure the Construction of Emvutshini Sports field by 30 April	New	1	0	R	The project was delayed due to strike by Contractor's employees. The project is currently in progress and will be completed in 2018/2019 FY – budget has been allocated to continue.
TL103	Community Services	E5.2-102	Local Economic & Social Development	Create 650 temporary job opportunities through EPWP projects and other operational projects by 30 June	745	650	612	O	The number of jobs will increase in 2018/2019. The Director has commenced with a new programme where youth will be appointed through EPWP to obtain information from households with the intention of compiling an Indigent Register within all 27 Wards.
TL111	Office of the MM	E5.2-106	Developing a capable and Development State	Hold quarterly Batho Pele Forum meetings commencing in Quarter 2	New	3	2	R	The Municipal Manager has appointed a new champion and progress will be made in 2018/2019
TL113	Office of the MM	E5.2-108	Developing a capable and Development State	Compile a Service Delivery Improvement Plan by 31 March 2018	New	1	0	R	The Municipal Manager has appointed a new champion and progress will be made in 2018/2019
TL114	Office of the MM	E5.2-109	Developing a capable and Development State	Undertake 1 Batho Pele campaign per department (5 departments) by 31 December 2017	New	5	0	R	The Municipal Manager has appointed a new champion and progress will be made in 2018/2019

Table 168: poor performance areas and planned measures taken for improvement

SECTION I: ANNEXURES

ANNEXURES	DOCUMENT
Annexure 1	SUMMARY OF PROJECTS PER WARD
Annexure 2	DEPARTMENT OF EDUCATION PROJECTS
Annexure 3	SPATIAL DEVELOPMENT FRAMEWORK
Annexure 4	HOUSING SECTOR PLAN
Annexure 5	DISASTER MANAGEMENT PLANS
Annexure 6	LED STRATEGY
Annexure 7	ORGANOGRAM
Annexure 8	INDIGENT REGISTER