

# UTHUKELA DISTRICT MUNICIPALITY

## APPROVED IDP REVIEW 2023/2024



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The Office of the Municipal Manager: IDP Unit



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## SECTION A:

# EXECUTIVE SUMMARY

## 1 INTRODUCTION

### 1.1.1 PURPOSE

This document presents the first review of the fifth generation of the Integrated Development Plan (IDP) for uThukela district municipality (UTDM). The IDP is prepared in compliance with the requirements of Chapter 5, particularly Section 25 of Local Government Municipal Systems Act (32 of 2000), which obliges a municipal council to adopt a single, all-inclusive and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. It outlines a development programme for the municipality for the period 2023/2024. The 2023/2024 uThukela IDP Review informs the budget and tries to respond to community needs taking into account the financial constraints in the municipality. The document sets the level of economic growth for the District thereby identifying economic opportunities and areas of investments. It is important to indicate that this document is aligned to the recently adopted uThukela District Development Model.

### 1.1.2 WHO ARE WE

uThukela district municipality (DC23) is one of ten district municipalities in the Province of KwaZulu-Natal. uThukela district municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the uThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. uThukela district municipality has three district municipalities bordering onto it within the Province of KwaZulu -Natal, namely Amajuba, uMzinyathi and uMgungundlovu.

uThukela district municipality consists of three local municipalities namely:

- ⇒ Alfred Duma (KZN238)
- ⇒ Inkosi Langalibalele (KZN237)
- ⇒ Okhahlamba (KZN235)

The size of uThukela district municipality is approximately 11500 km<sup>2</sup>. Alfred Duma is occupying 3 957.63 km<sup>2</sup>, Inkosi Langalibalele 2 958.59 km<sup>2</sup>, Okhahlamba which is occupying 3540.63 km<sup>2</sup>. uThukela district municipality is 75 % rural and most of the areas comprising of traditional areas.

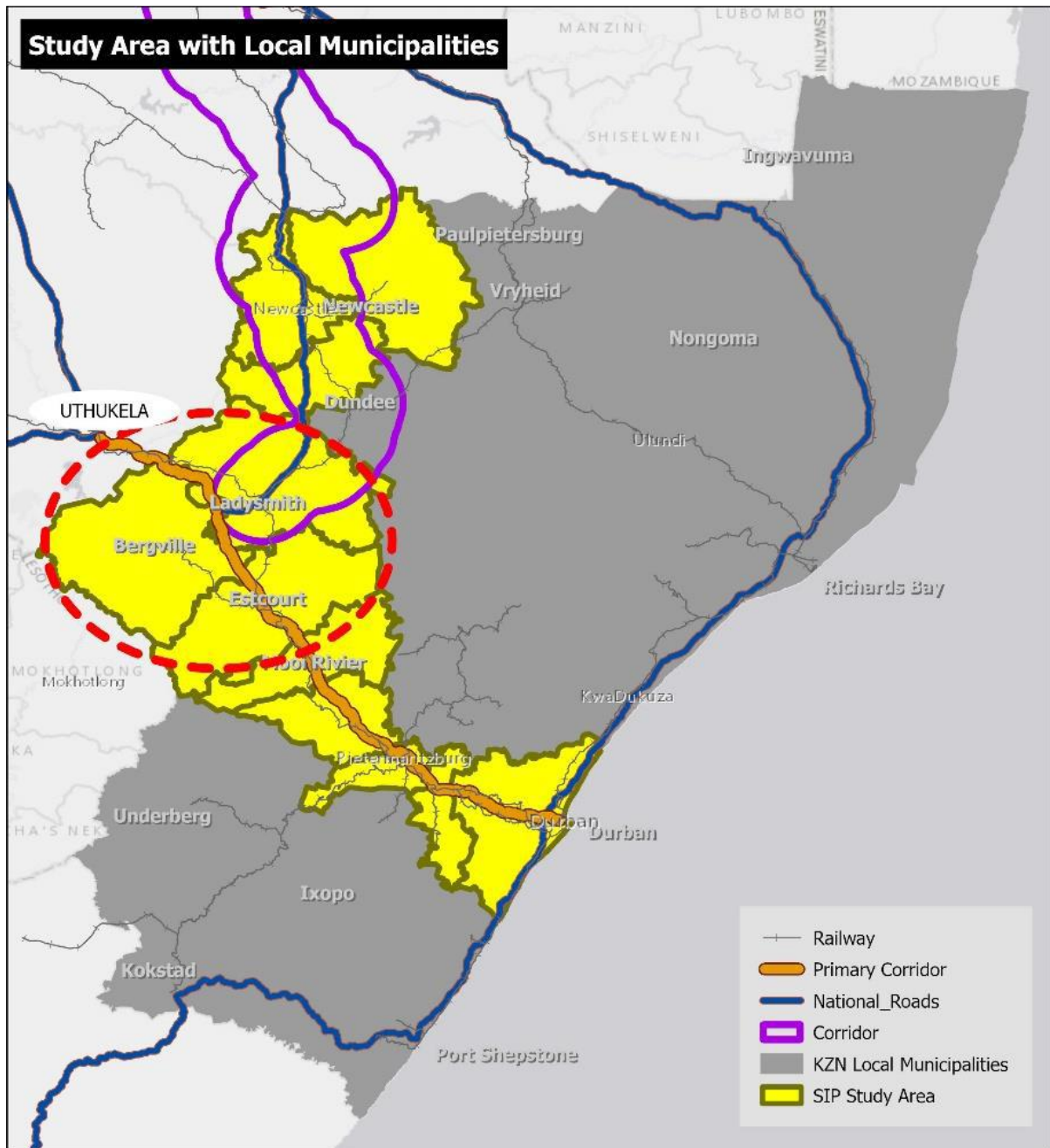
According to the Community survey 2016, the total population in the UTM is estimated at 706,589 people, spread unevenly among the seventy six (76) wards. It must be noted that the Census 2022 is currently taking place and the population figures might change. The 2% growth in population is noticeable from 2001 to 2011 as per the 2011 Statistics SA. Within the district Females are more than male and are occupying 55% in this category whereas male are on 45%. The dependency ratio in uThukela declined from 76.4 to 70.9 between 2001 and 2011. Dependency ratio is highest in the Alfred Duma municipality compared to all other municipalities within uThukela. Okhahlamba and Inkosi Langalibalele municipality also have a high dependency ratio (79% and 72.7% respectively).

Generally, uThukela District experienced a decline in its dependency ratio between 2001 and 2011. However, the ratio is high when compared to the provincial (65.4%) and national (58.7%) averages. The majority of the people that lives in uThukela district municipality are Africans and Coloureds are minority.

*NB: The above statistics information is expected to change once the Statistics SA release the census results that was conducted recently.*

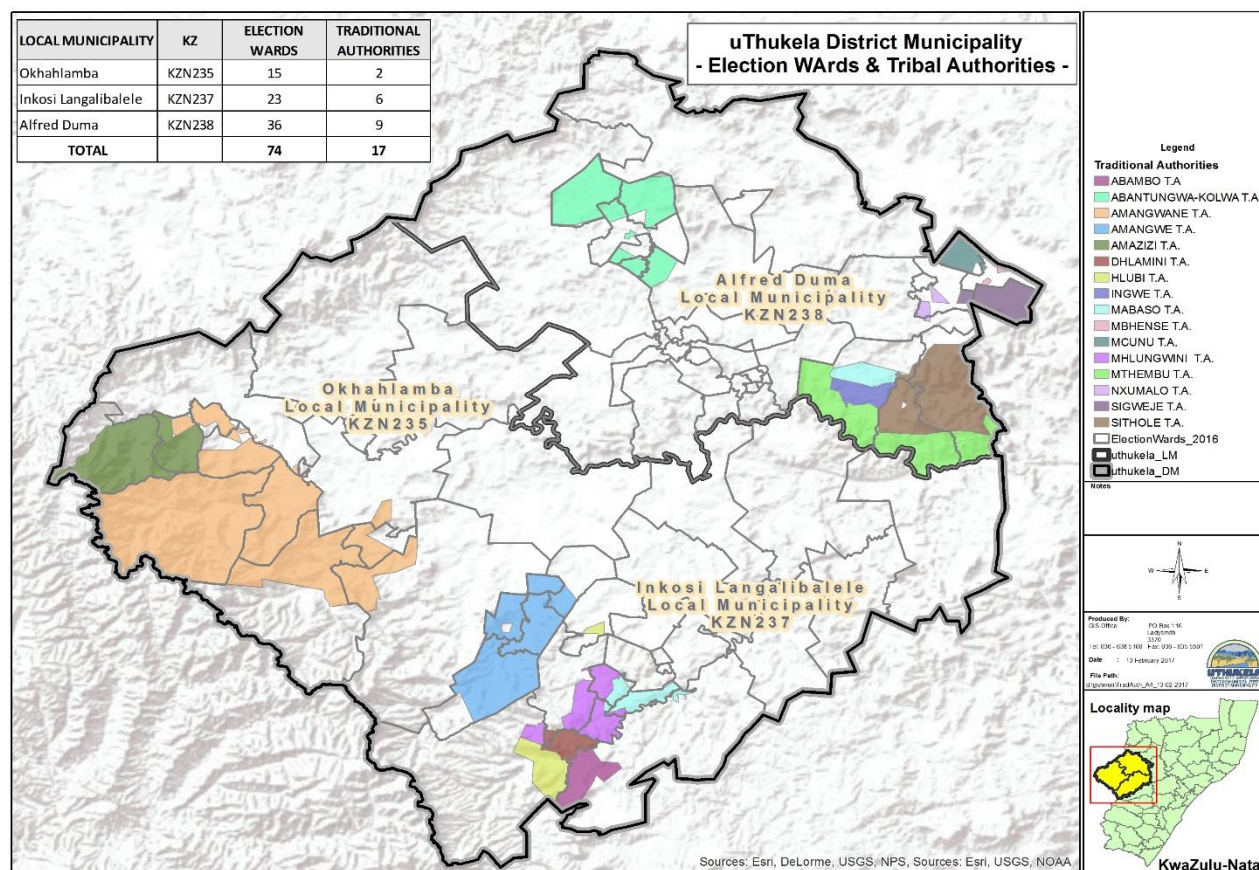
The main tourism hub is the Cathkin Park, which falls within the Cathkin Park node, and another node located near the Royal Natal National Park, called Babangibone Development Node. The Ladysmith town is a significant historical tourism destination and offers a number museums and historical sites while Bergville and Winterton towns are located within the vicinity of the Drakensberg and derive some benefits from the tourism industry. uThukela district municipality has a good climate and abundance of natural resources like Drakensberg mountains. The intrinsic beauty of the area enhances the tourism opportunities in the district. Below are the maps of uThukela district municipality, wards and tribal authorities.

Figure 1: uThukela DM Map



### 1.1.3 WARDS AND TRADITIONAL AUTHORITY

Figure 2: Wards and Tribal Authority Map



### 1.1.4 ECONOMIC PROFILE

Economic development is uneven across the district, with large disparities across local municipalities. Alfred Duma local municipality is dominated by smaller towns being less developed. Outside the urban areas, are areas of rural poverty and some wealthier commercial farming areas especially in Okhahlamba. In terms of employment and GVA, Okhahlamba and Inkosi Langalibalele are primarily agricultural followed by Alfred Duma. Community services consistently dominate in terms of employment in all local municipalities besides Alfred Duma where manufacturing is neck to neck with community services.

Alfred Duma local municipality is the economic hub of uThukela district municipality and dominates the spatial economy of the district. Manufacturing is mostly concentrated in Ladysmith but there are



some limited industrial activities, which are located in Estcourt. Other municipalities have relatively small economies that are dependent on community services. Okhahlamba has a window of opportunity to improve in agriculture and tourism economies.

Major players in the manufacturing sector in Ladysmith are sumitomo rubber products formerly known as Dunlop and the Defy plant. Estcourt has manufactures like Nestle, Eskort meat factory, Clover SA and Narrowtex factory. Okhahlamba has Ukhahlamba Drakensberg World Heritage site and Alfred Duma is linked to the popular Battlefields products. There is an opportunity to exploit economic opportunities in the tourism sector in Okhahlamba and Alfred Duma local municipalities.

## 1.2 LONG TERM VISION AND MISSION STATEMENT

The UTDM long-term development vision was developed within the framework of the national and provincial vision statements as outlined in the National Development Plan (NDP) and the Provincial Growth and Development Strategy (PGDS). It reflects a joint commitment by the local leadership, municipal administration and the local communities to make uThukela district municipality a better place and improve the quality of life for those who work and/or live within the jurisdiction of uThukela. uThukela district municipality had a strategic planning session from the 27 May 2023 where it defined its strategy, or direction, and making decisions on allocating its resources to pursue the strategy and to control mechanisms for guiding the implementation of the strategy.

The uThukela District municipality long-term Vision reads:

### LONG TERM VISION

“By 2030 uThukela will be a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic development”

### MISSION STATEMENT

We promote a customer-centred, people driven environment with emphasis on consultation, integrity, accountability, economic growth, effectiveness and efficiency

## 1.3 HOW THE IDP WAS DEVELOPED

The uThukela district municipality IDP review for 2023/2024 is prepared in accordance with the requirements of the Municipal Systems Act and the related regulations, which stipulate the following:

Section 25 (1) of the Municipal Systems Act (2000)

*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, 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 legislation.*

The 2023/2024 IDP Review of uThukela district municipality is anticipated to serve as a strategic guide for government department's investment and development generally. It is based on the issues expressed by all stakeholders and is informed by the national and provincial development obligations. Its objectives are as follows:

- ✓ To involve communities and other key concerned and affected parties in municipal matters, predominantly continuous integrated development process.
- ✓ To inform budgets and service delivery programs of various government departments and service organizations.
- ✓ To position the district municipality to make a meaningful contribution towards meeting the provincial development targets and priorities.
- ✓ To guide decision making in respect of service delivery and investment.
- ✓ To play a coordinating role on activities of several service delivery
- ✓ To ensure that the needs of the community are addressed in the IDP.

The following table presents the activity programme of the uThukela district municipality IDP review for 2023/2024 financial year.

MONTH	IDP REVIEW	BUDGET
<b>July &amp; Aug 2023</b>	<ul style="list-style-type: none"> <li>Drafting of the IDP framework and Process plan</li> <li>Alignment of IDP and budget process plans</li> <li>Submission of the draft Process and Framework Plan to COGTA</li> <li>Advertisement of the IDP framework and process plan</li> <li>1<sup>st</sup> IDP Supporting Structure Committee Meeting</li> <li>1<sup>st</sup> IDP Steering Committee Meeting</li> <li>Adoption of IDP Framework and Process Plan</li> <li>Submission of the adopted Process plan to COGTA</li> </ul>	<p>Drafting of the Budget Process plan</p> <p>Alignment of Budget process plan with IDP process plan</p> <p>Annual Financial reports to Council</p> <p>Finance to provide incomes allocation (DORA)</p>
<b>Sept 2023</b>	<ul style="list-style-type: none"> <li>Review Municipal Vision</li> <li>Review Objectives and Strategies</li> <li>Identify outstanding Sector Plans</li> <li>Integrate sector plans.</li> <li>IDP input into provincial adjustment budgets</li> </ul>	Addressing the policy issues
<b>Oct 2023</b>	<ul style="list-style-type: none"> <li>Review of Spatial Development Framework</li> <li>Projects identification and prioritization</li> <li>Develop KPI's targets, timeframes etc. where impacted upon by reprioritization.</li> <li>Align with draft budget estimates</li> </ul>	Departments submit their budgets as per allocation
<b>Nov 2023</b>	<ul style="list-style-type: none"> <li>Municipal alignment meeting</li> <li>Alignment meeting between DM &amp; Province to revised 3 year MTEF</li> <li>Alignment between DM, LMS and SDF</li> <li>Alignment meeting with family of municipalities</li> <li>SDF Alignment between the bordering district municipalities</li> </ul>	Auditor General to complete audit within 3 months of receiving financial statements
<b>Dec 2023</b>	<ul style="list-style-type: none"> <li>IDP best practice conference</li> </ul>	
<b>Jan 2024</b>	<ul style="list-style-type: none"> <li>IDP Representative Forum</li> <li>Adoption of the SDF</li> </ul>	<p>Mayor to table the adjusted budget</p> <p>Mayor to table annual report to Council</p>

<b>Feb 2024</b>	<ul style="list-style-type: none"> <li>▪ Updating of municipal CIP and MTEF based on Draft DORA allocations</li> <li>▪ Meeting COGTA and municipalities on IDP Review assessments</li> <li>▪ Updating of municipal CIP and MTEF based on Draft DORA allocations</li> <li>▪ IDP Coordinating committee meeting(IDP Managers)</li> <li>▪ Needs analysis meetings</li> <li>▪ Strategic planning workshop</li> </ul>	MM of the DM to notify LM's of capital allocations 120 days before start of budget year
<b>Mar 2024</b>	<ul style="list-style-type: none"> <li>• Adoption of the Draft IDP</li> <li>• Submission of the Draft IDP to COGTA</li> </ul>	<p>Mayor tables the budget to Council at least 90 days before the start of the budget year</p> <p>Council to consider the report</p>
<b>April 2024</b>	<ul style="list-style-type: none"> <li>• Decentralized IDP assessment forums</li> <li>• IDP/Budget Road shows</li> </ul>	<p>IDP/Budget roadshows</p> <p>Mayor to get views of local community on budget between 30-90 days of budget approval.MM to table the report</p> <p>Acc. Officer to publicize</p> <p>Gazetting of Dora allocations</p>
<b>May 2024</b>	<ul style="list-style-type: none"> <li>• IDP feedback session</li> <li>• Advertise IDP for 21 days for public participation and incorporate comments where possible including comments raised in the analysis.</li> <li>• Exco approval, recommend to Council</li> <li>• Council Approval of the IDP</li> </ul>	Approval of the budget by the end of May 2024
<b>June 2024</b>	<ul style="list-style-type: none"> <li>• Submission of the adopted IDP to the MEC</li> <li>• Advertise the Adopted IDP in the local newspaper within 14 days of the approval</li> </ul>	

### 1.3.1 PUBLIC PARTICIPATION

The public participation for the development of the 2023/2024 IDP was in two folds:

- The first public participation was the collection of needs where the community raised their needs to be considered by the municipality. This programme started on the 01 February 2023 at Etabhane community hall under Okhahlamba local municipality and is continuous in nature. It aimed at improving the communication between the municipality and the community. It also informs the budget that is why it took place before the preparation of the budget. The following summarizes the needs raised during these meetings in the family of local municipalities.

## UTHUKELA DISTRICT MUNICIPALITY 2023/2024 NEEDS ANALYSIS REPORT

### OKHAHLAMBA LOCAL MUNICIPALITY

#### eTABHANE COMMUNITY HALL, WARD 04, 10h00 (01/02/2023)

- Request for water in Emkhomazini, kwaMaye, eZibomvu, kwaMaye, Dukuza, eMkhomazane, Tabhane and Mahona,
- Request for toilets in Dukuza Gangadweni, Danyana and Emkhomazane,
- Attend to illegal connections because it decreases the pressure in the flow of water.
- Request for boreholes in Gangadweni, Ezibomvu, Dukuza, Emkhomazane near the Insebenzwenhle P School and Danyana,
- Request that water in water tankers to be clean and delivered on time.
- Request for boreholes
- Expedite the water projects and schemes because water is in demand.
- Request for Jojo tanks in Tabhane.
- Request for lightning conductors
- Please attend to a borehole that sometimes have worms coming out in Dukuza near the shop.
- Please attend to the borehole that are not functional

#### OTHER CASES

- Request for the bridge in the Gangadweni area
- Request to fix the roads in Gangadweni
- Request for Network tower.
- Request for RDP houses in eMakhosaneni
- Request for assistance in community projects, NGO and cooperatives to create job opportunities.
- Request for electricity in eTabhana
- Request to fix the road in eZibomvini.
- Ndumiso Xaba (079 353 0738) needs assistance in opening up a company that will deal with manufacturing pampers.



**SANDLWANE COMMUNITY HALL, 14h00, ward 05, 01/02/2023**

- Request for Taps at Manzana, eMaswazini, eMabhlesini and kwaMaye areas
- Request for VIP toilets in Nkosane area
- Request for water in Gushed area
- Request for Proper purification of water the residents are drinking polluted water

**OTHER CONCERNS**

- Request for Hall at ward 5 at Nkosana area
- Request for Lighting conductors
- Please create Jobs for youth
- Request for a Bridge at Sandlwana and Mabhlesini(learners and educators struggles when is raining)
- Request for a Creche at eMaswazini
- Request for a clinic at Sandlwana
- Request for a support with sewing machine
- Request for electricity
- Request for a Tar roads
- Request for RDP houses
- Contractors who are working in the ward must employ community members from the ward to create job opportunities
- Request for Home Affairs to come closer to provide identification documents

**SPECIAL CASES**

- Makhosazane Nhlangothi 082 390 2470 her house structure is not in a good condition she request for the RDP house.
- Mthetho Artwell Mlambo 076 043 5713 needs assistance since he has the skill of building houses but doesn't have a certificate
- The following need assistance in starting a business of commercial farming (chickens) some already have the business but need proper facilities to sustain the business: Spha 079 474 4712, Nosipho Hlatshwayo, Nondumiso Hlophe 072 4467804 and Xolile Ndlovu in Manzane area
- Gcwalisile Hlongwane 072 741 7624 -request for employment.
- Nompilo Nhlangothi 071 270 1399 - request for employment
- Nobuhle Dlamini 067 386 7894 - request for VIP toilet
- Zinhle Hlatshwayo 072 022 8382/ 071 374 5645 needs assistance on her crop farming (beans) she has the seeds, fertilizer now she needs the necessary equipment that can assist with plantation, she also has a garden but doesn't have fence to protect her plants the neighbourhood animals destroy her plantation
- Ntombizethu Dlamini – Request for RDP house because the existing structure can collapse anytime.
- Zwane Thulisile 066 536 1703- request for a job she has a learner ship level 4

- Khululiwe Mzinyane 079 757 3861 has a matric certificate she is an orphan and is the eldest, she cannot provide for her younger siblings and sometimes sleeps without food can she be assisted with any type of employment to provide for her siblings.

#### **EYETHU COMMUNITY HALL Ward 08, 10h00, (02/02/2023)**

- There is a shortage of water because the water reservoir is small and cannot supply all the nearby wards with water.
- Request to change the dilapidated water infrastructure.
- Request to fix the existing boreholes in the area.
- Please attend to the illegal connections
- Request for toilets.
- Please fix the taps.
- Request for toilets in the following areas: Kwadotikazi, Emoyeni, Bhalekisi, Emathangini, Olivershoek, Ogade, Emadwaleni
- Request for water in the following areas: Dabani, KwaDoyikazi, Emathangini, Olivershoek, Ogade, Emadwaleni
- Request for boreholes in the following areas: Bhalikisi near the Ntumbane School, Emathangini, Olivershoek, Ogade, Emadwaleni
- Request for the municipality to create water awareness campaign.
- Request for the municipality to respond swiftly on burst pipes.

#### **OTHER CASES**

- Request for assistance in farming.
- Please fix the main road and access roads are in a bad condition.
- Request for electricity in the areas that does not have in ward 8.
- Request for RDP houses.
- Request for the Apollo lights
- Request for Creation of leisure park and sports grounds
- Assistance with registration of cooperatives mama Mvula (082 4727 045)
- Request for a clinic in Oliver shook.
- Request to build an old, aged home.

**SHIYABAZALI SPORT GROUND, Ward 09, 14h00 (02/02/2023)**

- Please attend to water leakages in the areas surrounding Shiyabazali.
- Request to change the dilapidated water infrastructure.
- The request for the municipality to improve the functioning of municipal call centre
- Request for water in Rooi City, Zwelisha, N dofaya, Enkambeni, Mangwane, ivasuku, E-reserve, Emcijeni, Thamela, Shiyabazali, Emaplazini, Vehakop, emasumpa, Engubhela and Nqubela
- Request for boreholes in Zwelisha, N dofaya, Enkambeni, Mangwane, ivasuku, E-reserve, Emcijeni, Thamela, Shiyabazali, Emaplazini, Vehakop, Emasumpa, Engubhela and Nqubela
- Request for toilets in Zwelisha, N dofaya, Enkambeni, Mangwane, ivasuku, E-reserve, Emcijeni, Thamela, Shiyabazali, Emaplazini, vehakop, Emasumpa, Engubhela and Nqubela
- The community must be informed if there will be water cuts.
- Request for Jojo Tanks in strategic places.
- Request for lightning conductors.

**OTHER CASES**

- Request for Municipal LED office to intervene in the small emerging business around Shiyabazali.
- The municipality is requested to help the poor and old people with food parcels.
- Request to fix the main road and access roads in ward 09.
- Request for a bridge in Rooi City.
- Request for the RDP project.
- Request for electricity.
- Request for youth development schemes and projects to decrease youth unemployment.

**LANGKLOOF COMMUNITY HALL, Ward 10,10h00, 03/02/23**

- Request for water
- Request to purified the water
- Request for water taps in eStebhisini area
- Request for water in ePlazini
- Request for spring protection
- Request to fix the boreholes in Langkloof
- Request for lightning conductors in schools or public spaces.
- Request for JOJO tanks

**OTHER CONCERNS**

- Request for Tar roads
- Request for job opportunities

- Request for the youth of ward 10 to get opportunities on available learnership
- Request for electricity

#### **SPECIAL CASES**

- Nobantu Miya emasimini-request for electricity, takes care of her grandchildren and has no income her life is struggle

#### **INKOSI LANGALIBALELE LOCAL MUNICIPALITY**

##### **MDWEBU COMMUNITY HALL, WARD 14, 10H00 (08/02/2023)**

- Request for toilets in Mdwebu, Maye, eMkhasaneni, eMasimini, Ndofaya, Othini and Ntabamhlophe
- Request for a borehole and fix the non-functional bore holes.
- Please explore the spring protection programme in Mdwebu.
- Request for chemical to be used in the VIP toilets.
- Request for Jojo tanks to be positioned in strategic places
- Request for uThukela youth office to assist this community on regular basis
- Request to ensure that the water that is delivered by the water tankers is a drinkable state
- Request for lightning conductors.
- Request for the municipality to conduct awareness campaign for weather and water losses.
- Request for water tankers in schools.
- The municipality is requested to fix the non-functional borehole that is in ward 14, at eNdonda

#### **OTHER CASES**

- Request for RDP houses in the area of eMdwebu
- Request for the municipality to fix the access roads.
- Request for the municipality to assist and guide on the community's co-operatives that exist.
- Request for electricity in the areas that does not have.
- Please create of job opportunities in the area

## ALFRED DUMA LOCAL MUNICIPALITY

### SAHLUMBE COMMUNITY HALL, WARD 37,10H00, 09/02/2023

- Request for taps at Mtebhelu area and eManseleni (Estezi)
- Request for VIP toilets at Emanseleni Estezi and Emanseleni (Ehlabeni)
- Request for proper purification of water the residents are drinking polluted water
- Request for water at Emanseleni (Emahlabeni area) , (Estezi area) and Mtebhelu area
- Request for the municipality to deal with illegal connections
- Request for the municipality to swiftly attend to the Burst pipes
- The community is requesting the municipality to communicate with them if they will be no water.

### OTHER CONCERNS

- Request for Lighting conductors
- Request for Job creation
- Request for the municipality to empower the youth
- Request for the municipality to construct the bridge in Hlonyane because it was destroyed by floods
- Request for electricity since some other households don't have electricity
- Request for Tarred roads in Emanseleni ( Estezi)
- Request for the Department of Home Affairs to make effort to visit this area to assist the community with identification documents
- Request for RDP houses
- Request for the relevant departments to cut or trim trees along the roads
- Request for the relevant sector to assist with Network because connection is very weak

**ROCK CLIFF COMMUNITY HALL, WARD 32, 10/02/2023**

- Request for water at Eqandanana in 2000 area and Asykraal(eSibindi)
- Request for boreholes in Qhimkhowa , Eqandanda and Asykraal (eSibindi)
- Request for toilets at eSkoko
- Request for water tanks for funerals.
- Request for Jojo tanks in the strategic locations.
- Request for the municipality to fix water pumps in the area
- Request for toilets.
- The municipality is requested to explore the possibility of spring protection.

**OTHER CONCERNS**

- Request for Tar roads throughout the ward
- Request for toilets in the new RDP houses in Rock Cliff
- Request for a creche
- Request for the youth of ward 32 to get opportunities on available learnership, apprenticeship , fitting and turning , electrical engineering , mechanical engineering , chemical engineering , sports and recreation they some have the qualifications but no experience some need the skills they only have a matric certificate
- Request for youth centre
- Request for RDP houses
- Request for support in their garden projects at Skoko area (eMathuneni)- fencing, borehole and a tractor
- Request for electricity in some houses at Skoko
- Request for street lights
- Request for the municipality to provide information on how to upgrade their matric
- Request for lightning conductors
- Request to fence the graveyards
- Request to improve the sports field and provide proper equipment
- The DOE must assist with renovations of Siphimfundo High School
- Request for a donation of the truck to assist with the delivery of bricks that are created by the community of Skoko.

**SPECIAL CASES**

- Request for the RDP house for a family in this ward because the existing structure is not in a good condition.



- The second public participation took place from the 9<sup>th</sup> April 2023 where the municipality presented both draft IDP and a draft Budget to the community to tell them of what has been budgeted based on the first consultation. By doing so, the municipality is trying to strengthen the communication between them and the community. The following table shows the areas that were visited by the municipality as well as the summarized comments and inputs raised by the communities. The process of consultation for 2023/2024 IDP and Budget was unfolded as follows:

MUNICIPALITY	WARD	DATE	TIME	STAKEHOLDERS		VENUE
Alfred Duma LM	Ward 29	10/05/23	10H00	Community		KwaNkosi S Court
UThukela District Municipality	Ward 20	10/05/23	17H00	Business Chamber, Rate Payers Association		UTDM Disas No. 17 Prog
Okhahlamba LM	Ward 13	18/05/23	10H00	Community		Green Point Hall
Inkosi Langalibalele LM	Ward 5	18/05/23	14H00	Community		Geza Comm
UThukela District Municipality	Ward 20	19/05/23	09H00	Traditional Leadership		UTDM Disas No. 17 Prog

### Summary of comments raised by the communities

#### ALFRED DUMA LOCAL MUNICIPALITY

##### KWANKOSI SITHOLE TRIBAL COURT, WARD 29, 10H00, 10/05/2023

- Request for water tankers in Oqungwini, Enhlambamasoka, Kwaludimbi, Ecengesi Emnyovini, Phuphuma, Kwa S, Entengeni and Ehlonyana
- Request for toilets in Ehlonyana, Kwa S, Entengeni, Emnyovini, Kwaludimbi, Enhlambamasoka, Phuphuma, Ecengesi Kwagcinalishona
- Request for boreholes.
- The municipality is requested to protect the springs in the area.
- Upgrade the current water scheme in the area.
- The municipality must upgrade the current water reservoirs to meet the current demand of water.
- The municipality must attend to leaks.
- Upgrade of the old infrastructure is essential.

#### OTHER CASES

- Request of RDP houses
- Creation of job opportunities
- Upliftment of youth through skills development programmes and sports and recreation.
- The relevant municipality must fix the access roads

- Request for Community hall in the area
- Request for assistance with lightning conductors

## **RATE PAYERS AND THE BUSINESS CHAMBER**

### **DISASTER CENTRE PROGRESS ROAD, 17H00, 10/05/2023**

- The municipality must attend to the issue of sewer spillage
- The municipality must consider changing the water and sanitation infrastructure
- The municipality must upgrade the sewer treatment plants in the district
- The municipality must improve the functionality of the call centre in response on calls of water and sewer incidents.
- Water leakages must be prioritised since it was identified as one of the major factors of water losses
- The municipality must consider in changing its fleets for the smooth operation
- The municipality must explore new methods and ideas to ensure proper revenue collection.
- The municipality must improve the capacity of water reservoirs.
- The municipality must explore alternative power sources in case there is load shedding.

## **OKHAHLAMBA LOCAL MUNICIPALITY**

### **GREENPOINT COMMUNITY HALL, WARD 13, 10H00, 18/05/2023**

- Request for water in ward 13
- Request for toilets
- The municipality must attend to illegal connections.
- Request for new bore holes and fix those that are not functional
- The municipality is requested to clean water tankers because the water tankers sometimes comes with undrinkable water that leads to water borne diseases.
- Request for bore holes
- The community requested that water projects and schemes to be fast tracked because water is in demand.
- Requested for JOJO tanks.
- The municipality is requested to do the spring protection.

### **OTHER CASES**

- The community needs assistance in fixing the access roads and a bridge to cross the river.
- There's a high demand of RDP houses
- Request for lightning conductors
- Request for Apollo lights

## **INKOSI LANGALIBALELE LOCAL MUNICIPALITY**

### **GEZA COMMUNITY HALL, 14h00, WARD 05, 18/05/2023**

- Taps are needed which means there's a high need for water
- A need for VIP toilets
- Proper purification of water the residents are drinking polluted water.
- Water tankers are in demand
- There's a need for JOJO tanks
- Upgrade the current water scheme
- Sort out the issue of illegal connections
- Increase the capacity of water reservoir's

#### **OTHER CONCERNS**

- Request for Lighting conductors
- Request for Job creation especially for youth
- Request for electricity since some households do not have electricity
- Request for RDP houses
- Request for Apollo lights
- Request is that ocal communities must get job opportunities if there is contractor in the area
- The municipality must assist community with regards identification documents
- Request for assistance with co-operatives

## **TRADITIONAL LEADERSHIP (AMAKHOSI)**

### **DISASTER CENTRE PROGRESS ROAD, 10H00, 19/05/2023**

**INKOSI SITHOLE** alluded on the following issues affecting the vicinity of Mhlumayo;

- Some areas around Mhlumayo do not have water.
- Request for boreholes.
- The municipality is requested the water to deal with illegal connections to improve the water situation.
- The municipality is also requested to upgrade the reservoir and also assist with the water pumps.
- Request for the municipality to deal with sewer spillages in Dalikosi.
- Request for toilets in those households without the toilets.

**INKOSI KUNENE** indicated the following issues affecting the vicinity of Sgweje;

- Request for meeting with Amakhosi and Izinduna in the vicinity of Limehill complex to discuss the burden that is caused by the placement of the new communities in the area.  
There is a water crisis

**INKOSI NKWANYANA** stipulated on the following issues affecting his area;

- He is also emphasising the issues raised by Inkosi Kunene.
- Request for the additional of boreholes

**INKOSI MABASO** pointed out the following issues affecting his are;

- The municipality is required to explore spring protection in areas such as Kwashuzi since there is a lot of water
- Communities must be educated how the municipality is operating and also be educated about the critical of paying for water

**INKOSI HADEBE** postulated on the following issues affecting his area;

- There is a water crisis
- It is suggested that councillors must call a meeting and invite Amakhosi to deal with the improperly placing of people in their areas
- The municipality must deal with illegal connections

### 1.3.2 SECTOR DEPARTMENTS INVOLVEMENTS

Participation of Sector Departments in Municipal IDP's is still a challenge. The introduction of One Plan One Budget (DDM) by the Government of the day may assist in ensuring that all spheres of government are planning together since we are servicing the same community. This will enforce all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through discussions with communities. In the review of the 2023/2024 IDP, KZN COGTA had a series of alignments between sector departments and municipalities in the province. The alignment of Sector departments with the uThukela family of municipalities took place on the 11 November 2022, and the level of participation was reasonable.

The other approach that was used by the family of uThukela municipalities in the review of the IDP 2023/2024 financial year was to involve sector departments through a "one on one" strategy because the municipality strongly believes that "IDP is a plan for all Government" so therefore, all sector departments must be part of the IDP process. It is crucial for them to partake in the process because their planned projects and programmes must be in the municipal IDP's. The "one on one" strategy was effective in our district. The following were departments that believe that IDP is not only for municipalities but is a plan for all Government and that is why they took part.

- ✓ Department of Human Settlement
- ✓ Department of Agriculture, Land Reform and Rural Development
- ✓ Department of Transport
- ✓ Department of Rural Development
- ✓ Department of Co-Operative Governance and Traditional Affairs (COGTA)
- ✓ ESKOM
- ✓ Department of Health
- ✓ Department of Economic Development and Tourism
- ✓ Department of Environmental Affairs
- ✓ Statistics SA.
- ✓ Department of Arts and Culture
- ✓ Department of Education
- ✓ Department of Water and Sanitation
- ✓ Department of Public Works and Department of Social Development

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### 1.3.3 ALIGNMENT WITH THE FAMILY OF MUNICIPALITIES

Strategic meetings were held involving the district and family of municipalities with the primary impartial of aligning this IDP with those of the local municipalities. The local municipalities in our family of municipalities are also invited into our strategic planning session and the district partake to theirs to ensure alignment. The primary aim of having the session with the family of municipalities was to align our programmes with local municipalities. uThukela is also utilising the IDP Supporting Committee that is comprises of all the IDP Managers and COGTA and the objective of the Committee is to ensure that the IDP's of the family are talking to each other and is coordinated at the district level but meetings are rotated among the municipalities of the family. The alignment started at the initial stages where all the IDP managers met to discuss the process to be followed in the first review of the fifth generation IDP. The process was instrumental in ensuring that the 2023/2024 IDP review is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2023/2024 financial year, as listed in this IDP, emanated from the discussions held with family of municipalities.



#### 1.3.4 MEC COMMENTS ON THE 2022/2023 IDP

It is important to note that the uThukela's IDP for 2022/2023 was submitted to the MEC for KZN COGTA, where it was assessed as to comply with section 32(1) (a) of the Municipal Systems Act, Act No.32 of 2000.. The following comments were raised:

The following table summarizes the comments from the 2022/2023 IDP Review and how the Draft 2023/2024 IDP review addresses, the issues raised:

KPA	ISSUE RAISED	2023/2024 IDP RESPONSE
Municipal Transformation & Institutional development	<p>It was identified that for the municipality to further enhance this KPA, work should be channelled towards reducing the vacancy rate.</p> <p>It is encouraged that the municipality to reflect the percentage of the employees living with disabilities.</p>	<p>The municipality did fill the General Managers positions that were vacant and recently have advertised the GM: social services and it is anticipated to be filled before end of June 2023. The 23/24 IDP review also indicates some positions that will be advertised to reduce the vacancy rate.</p> <p>The youth desk has indicated that they will be appointing 270 employees living with disabilities in the EPWP. This programme will be jointly done by Uthukela and the DOT. The</p>
Local economic development	The municipality is encouraged to ensure the implementation of the strategy by allocating budget and through appropriate partnerships with stakeholders	<p>-The municipality is trying to improve on revenue collection so that it will be possible to allocate budget from their own basket</p> <p>-UEDA is playing a crucial role in ensuring that the municipality is partnered with appropriate stakeholders</p>
Basic service delivery	The municipality is encouraged to improve the information on the Water Service Authority (WSA), the Water Service Development Plan (WSDP) and the water and sanitation infrastructure	The recently approved WSDP that was approved in November 2022 contains with the latest information and the IDP 23/24 is talking about the water and

	<p>that will be upgraded, replaced and decommissioned.</p> <p>It has been requested that in terms of the access to community facilities, the municipality must improve the IDP by providing a summary of information, with supporting maps indicating the status, backlog, needs, priorities, relating to cemeteries.</p>	<p>sanitation infrastructure that needs to be replaced and decommissioned .</p> <p>The draft 23/24 IDP is addressing that aspect</p>
Financial viability & management	<p>The municipality needs to disclose the increase/decrease of the indigent support over the period of 3 years</p> <p>The Operations and Maintenance Plan was not attached. It was also not indicated if the Operations and Maintenance Plan is supported with a budget.</p>	<p>This is considered in the 2023/2024 financial year</p> <p>The O&amp;M Plan will be attached in the 23/24 IDP and will be supported by the realistic budget.</p>
Good governance & Public participation	<p>The District is encouraged to continue pursue different approaches in communication with sector departments</p>	<p>The 2023/2024 IDP indicates that the municipality will continue with their approach until the sector departments are all on board and the introduction of the DDM is also yielding positive results in participation of sector departments</p>
Cross cutting issues	<p>The District must conduct a comprehensive disaster risk assessment and spatially map all the disaster risk in the district area</p>	<p>The IDP indicates the conducting of disaster risk assessment in the 2023/2024 financial year.</p>

#### 1.3.5 INTERVENTION IN TERMS OF SECTION 139(1) (B) OF THE CONSTITUTION

It is important to state that on the 21 August 2018, the KZN Provincial Executive Council resolved to intervene in terms of section 139(1) (b) of the Constitution at uThukela district municipality.

Some of the other things that informed the above decisions was the failure of municipal council and administration to rescue the municipality from financial distress, governance and organisational challenges, which are negatively affecting service delivery.

The Administrator was appointed by the MEC and was introduced to Council. He developed a Recovery plan that was adopted by Council. The recovery plan is having timeframes as well as the responsible person, and the progress is presented to Council. Substantial strides have been made to address the issues that were raised in the Recovery Plan.

## 1.4 KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

**A challenge** is something new and difficult which requires great effort and determination. The new government's first challenge is the economy. Considering the current economic climate and global recession, substantial strides have been made to address the key development challenges in the municipality. There is however, some distance to go towards addressing the following challenges.

### Municipal Transformation & Organizational Development Key Challenges

#### MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

##### KEY CHALLENGE

- ◆ Shortage of skilled staff to perform certain functions
- ◆ Poor condition of municipal buildings and other facilities versus budget constraints
- ◆ Low staff morale
- ◆ Systems and procedures

### Basic Service Delivery & Infrastructure Key Challenges

#### BASIC SERVICE DELIVERY AND INFRASTRUCTURE

##### KEY CHALLENGE

- ◆ Service Backlog (water and sanitation)
- ◆ Ageing Infrastructure
- ◆ Poor infrastructure maintenance strategies,
- ◆ Expenditure on infrastructure grants
- ◆ Failure to complete projects on time
- ◆ Water Quality
- ◆ Water losses
- ◆ Vandalism of infrastructure

### Local Economic Development & Social Development Key Challenges

#### LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

##### CHALLENGE

- ◆ Lack of coordination of LED initiatives
- ◆ High level of unemployment
- ◆ Lack of economic diversity and competitiveness of small towns
- ◆ Increased incidents of HIV/AIDS prevalence
- ◆ Agriculture and tourism potential not fully exploited
- ◆ Economic stagnation and Poor Economic infrastructure
- ◆ Alignment with provincial and national economic development initiatives
- ◆ High Poverty rate
- ◆ Lack of Marketing of the District as a Tourism destination and Investment destination

### Financial Viability & Financial Management Key Challenges

#### FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

##### CHALLENGE

- ◆ Financial difficulties to fund projects and programmes
- ◆ Non-available of financial reserves
- ◆ high indigent rate,
- ◆ tariffs not covering water cost,
- ◆ Grant dependency
- ◆ Illegal connections
- ◆ Inconsistent of billing of consumers
- ◆ Revenue
- ◆ Inadequate funding for the continued provision of infrastructure for free basic services

### Good Governance & Public Participation Key Challenges

#### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

##### KEY CHALLENGE

- ◆ Failure in addressing the 15 identified risks
- ◆ Legal compliance
- ◆ Welfare dependency on grants
- ◆ Increased incidents of HIV/AIDS and communicable diseases
- ◆ High levels of crime and risk
- ◆ Lack of cooperation from sector departments

### Cross Cutting Issues Key Challenges

#### CROSS-CUTTING ISSUES

##### KEY CHALLENGE

- ◆ Lack of environmental education in general
- ◆ Deeply rural, agrarian and poverty stricken communities
- ◆ Disasters due to climate change
- ◆ Lack of environmental planning tools to govern natural environment
- ◆ Lack of resources to mitigate and prevent incidents of disasters
- ◆ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion this poses greatest threats to identified Critical Biodiversity Areas (CBAs);

## 1.5 WHAT THE UTHUKELA DISTRICT MUNICIPALITY IS DOING TO UNLOCK THE KEY CHALLENGES

To unlock the challenges, the municipality is committed to pay more attention on the following in the 2023/2024 financial year:

**Good governance and public participation:** The municipality is committed in conducting its public affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation and responsiveness to the need of the people. Consultation with stakeholders is a continuous process within uThukela district municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

**Municipal transformation and organisational development:** The municipality is committed in establishing effective systems that will enable them to deliver services effectively and efficiency and this include amongst other things the retaining and attracting qualified, experienced and dedicated staff.

**Basic service delivery and infrastructure development:** It is the duty of the local government to provide basic services to communities. uThukela district municipality as one of the sphere of government is committed to deliver the services to all the community of uThukela and also to play a coordinating in services that do not fall within its mandate. The water and sanitation which is the main core function of is also taken into cognisance.

**Local economic development:** The municipality has a responsibility to create a conducive atmosphere for investment. As such, the municipality is committed to work with other government agencies and departments to deliver state of the art economic infrastructure that will facilitate development of effective service and industrial sectors. The initiation of the Agri-Park and RASET programme is also meant to play a significant role in uplifting the rural economy of uThukela district and its family of municipalities. In addition to that, the uThukela district municipality has the uThukela Development agency in place that is assisting in uplifting the economy of the District. The agency is up and running.

**Municipal financial viability and management:** uThukela district municipality will make certain that is able to generate sufficient funds to be able to deliver services and facilitate development. Most importantly, the municipality will ensure that public funds are managed and utilized in an accountable manner. The municipality will continue in ensuring that the community is consulted adequately in the budget preparations and the budget is informed by the needs from the community. The municipality will adhere and implement the Recovery plan (since most of the issues emanated from this KPA) that was approved Municipal Council.

**Spatial integration and environmental sustainability:** The focus will be on development of systems and procedures for effective land use management and environmental management. The review of the SDF and incorporate all the comments that were made during the 2022/2023 IDP/SDF assessments. The municipality will continue in ensuring that the SDF is in line with SPLUMA.

## **1.6 WHAT TO EXPECT FROM THE DISTRICT, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS**

UThukela is part of the Global Economy and is striving to become competitive, not only locally or nationally but also internationally. The emphasis will be on retaining industry and commercial activities in Ladysmith and Estcourt. The District Municipality will strive to spread the economic activities to the previously disadvantaged areas of the region. The natural beauty of uThukela should be enriched through marketing and maintenance of the existing infrastructure. The regional Development that will applied to UThukela District is the establishment of the Industrial Park that aims to concentrate in one area, and a number of high technology industrial firms that will provide jobs and skills which will eventually generate enough income and demand to sustain economic growth. The District Development agency, RASET programme and Agri-Park is playing a significant role in uplifting the economy of the District. uThukela district municipality will strive to ensure that all the needs that were raised by communities during the consultations are all addressed especially those that are related in reducing the water and sanitation backlogs.

## **1.7 HOW PROGRESS WILL BE MEASURED**

The uThukela district municipality has an Operational Performance Management System (OPMS) to monitor the implementation of the IDP and to provide for corrective measures where there is insufficient progress. The OPMS indicates targets for each municipal department, those targets that have to be achieved per quarter. The targets are set as per Key Performance Area (KPA) and these are assessed after every quarter. This system is what the municipality is using to measure its progress through SDBIP, Quarterly performance reviews, Performance contracts which include performance plans for all section 57 employees and annual report.



## **SECTION B**

# **PLANNING AND DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND IMPERATIVES**

## 2 PLANNING AND DEVELOPMENT PRINCIPLES

The following are the planning and development principles that the uThukela district municipality consulted while reviewing the 2023/2024 IDP document:

### 2.1.1 NSDP PRINCIPLES

The NSDP Principles stipulate the following:

- Development / investment must only happen in locations that are sustainable;
- Basic services (water, sanitation, access and energy) must be provided to all households;
- Development / investment should be focused on localities of economic growth and/or economic potential;
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes;

### 2.1.2 CRDC PRINCIPLES

The CRDC Principles stipulate the following:

- Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner;
- Land development procedures must include provisions that accommodate access to secure tenure;
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized;

### 2.1.3 BREAKING NEW GROUND – HUMAN SETTLEMENTS

The Breaking New Ground Human Settlement Principles stipulates:

- Low-income housing must be provided in close proximity to areas of opportunity

#### 2.1.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

The role of local government in spatial planning has been revitalised through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA). The intention of this national legislation is to introduce the norms and standards for spatial planning and to specify the relationship between spatial planning and land use management. This intends to create uniformity and consistency on the manner in which both spatial planning and land use management is practiced within the whole country. Chapter 4 of SPLUMA stipulate the need to prepare Spatial Development Frameworks (SDFs) by all municipalities including the Districts. Part D (19) stipulates that the regional spatial development framework must cover the following minimum issues:

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2 (see box insert);
- (b) give effect to national and provincial policies, priorities, plans and planning legislation;
- (c) reflect the current state of affairs in that area from a spatial and land use perspective of the region;
- (d) indicate desired patterns of land use in that area;
- (e) provide basic guidelines for spatial planning, land development and land use management in that area;
- (f) propose how the framework is to be implemented and funded; and
- Comply with environmental legislation

##### Box 1: Norms and Standards to reflect:

- (a) National policy, priorities, programmes relating to land use management & development
- (b) Social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration & sustainable development.
- (c) Ensure that land development, land use management processes (incl. applications), procedures & timeframes are efficient & effective.
- (d) Include (i) land use pattern analysis, (ii) framework for desired land use pattern, (iii) existing & future land use plans, programmes & projects and (iv) mechanisms for identifying strategically located vacant or under-utilized land and providing access to & use of such land.
- (e) Standardize symbols of all maps & diagrams at an appropriate scale.
- (f) Differentiate between geographic areas, types of land

Table 1: Planning and Development Principles

	PLANNING AND DEVELOPMENT PRINCIPLES	APPLICATION OF PRINCIPLES
NSDP	Development / investment must only happen in locations that are sustainable	The capital investment plan and the SDF directs where sustainable developments should occur
DFA	Balance between urban and rural land development in support of each other	SDF identifies various nodes-urban/rural with development potential and the HSP and LED Strategy identified potential projects that address the DFA aspect
DFA	Discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres	Capital Investment Plan and the Infrastructure Plan guides the development and implementation of infrastructure projects that address basic service backlogs and promote economic growth
DFA	The direction of new development towards logical infill areas	DFA Principles were incorporated in the latest DM SDF
DFA	Compact urban form is desirable	DFA Principles are used when assessing development applications.
DFA CRDP NSSD	Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner.	Sustainability, resources and cost is part of the criteria used to assess development applications.
	Stimulate and reinforce cross boundary linkages.	When required developments close to boundaries will be advertised in neighboring newspapers.
NSDP	Basic services (water, sanitation, access and energy) must be provided to all households	The municipality is trying by all means to ensure that every households in the district has access to basic services
NSDP	Development / investment should be focused on localities of economic growth and/or economic potential	LED Strategy and other sector plans focus on unleashing areas with economic growth potentials

<b>NSDP</b>	In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes	Municipal SDF and LED addresses this aspects
<b>CRDP</b>	Land development procedures must include provisions that accommodate access to secure tenure	The uThukela SDF address this aspects
	Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized	The SDF and the EMF are key district documents that take care of these aspects
	Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development.	LED Strategy: integrative approach that includes all local role players as well as all internal structure
<b>Housing Policy- Breaking New Ground</b>	If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity	The local municipalities Human settlement Sector Plans addresses this aspect
<b>National Strategy on Sustainable Development)</b>	During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted	The SDF and the EMF are key district documents that take care of these aspects
<b>KZN PGDS National Strategy on Sustainable Development</b>	Environmentally responsible behavior must be promoted through incentives	Environmental Management Framework addresses this aspects
<b>KZN PGDS</b>	The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency	The HSP, LED Strategy, SDF and the EMF are key district documents that take care of these aspects

KZN PGDS	Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities	The DGDP address this aspect
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## 2.2 GOVERNMENT POLICIES AND IMPERATIVES

### 2.2.1 NATIONAL DEVELOPMENT PLAN

The aim of the National Development Plan was to respond quickly to South African's aspirations and ensure that inclusive economic growth was the main agenda for development. The National Development vision is outlined in various national policy documents, and consolidated in the National Development Plan (NDP). In May 2010, President of the Republic of South Africa appointed the National Planning Commission to create a vision and National Development Plan for the Republic of South Africa. The National Planning Commission created the National Vision Statement that reads as follows: *We, the people of South Africa, have journeyed far since the long lines of our first democratic election on 27 April 1994, when we elected a government for us all. Now in 2030 we live in a country, which we have remade.....*

The national development plan is offered in 15 chapters, addresses the major thematic areas in detail, and provides clear recommendations and clear implementation frameworks. The plan focuses on the critical *capabilities* needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

The National Development Plan set out clear objectives and targets that read as follows:

- The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
- The labour force participation rate should rise from 54% to 65%. Reduce the cost of living for poor households and cost of doing business through microeconomic reforms.
- The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities, and expand mandates of the existing water boards.
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing and related sectors by 2030.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

The National Development Plan requires the local government to play a meaningful and active role in ensuring the implementation of the vision 2030. The plan compels the local government to be service delivery oriented in ensuring that the following is achieved:

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities, and expand mandates of the existing water boards.
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing and related sectors by 2030.
- Increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments
- Strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well-located land by 2030.
- More people living closer to their places of work and Better quality public transport.
- More jobs in or close to dense, urban townships



- Develop a strategy for densification of cities and resource allocation to promote better-located housing and settlements.
- In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home , at school and at work, and they enjoy an active community life free of fear.
- Women can walk freely in the street and the children can play safely outside.

## 2.2.2 THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved.

The MTSF is structured around 14 priority outcomes, which cover the focus areas identified in the NDP and Government's electoral mandate. These are made up of the 12 outcomes that were the focus of the 2009-2014 administration, as well as two new outcomes (social protection, nation-building and social cohesion)

South Africa has begun a new phase of its democratic transition. The electoral mandate of the fifth democratic government is to deepen transformation and implement the National Development Plan (NDP). It is to accelerate growth, create decent work and promote investment in a competitive economy. In giving effect to this mandate, we continue to be guided by our Constitutional commitment to "improve the quality of life of all citizens and free the potential of each person".

Over the last 20 years, the first phase of our democratic transition, the foundations have been laid for a non-racial, non-sexist, united and prosperous South Africa, and for a society based on fundamental human rights, equality and unity in diversity. Our people's dignity has been restored. Non-racial majority rule based on one-person, one-vote has brought about government based on the will of the people.

At the end of the last administration (2009-2014), the Presidency published a Twenty Year Review, outlining progress made since 1994 and identifying the challenges that still need to be overcome. Today, South Africa is a better place in which to live than it was in 1994. Political and social rights are

protected, and the lives of millions of South Africans have improved, through new laws, better public services, expansion of economic opportunities and improved living conditions.

However, the challenges still facing our country are immense. As the Twenty Year Review and the National Planning Commission's 2011 Diagnostic Report highlight – poverty, inequality and unemployment continue to negatively affect the lives of many people. Too few people have work, investment is too slow and education lags behind our requirements. The weak state of the economy impedes our efforts to reach our development goals.

The second phase of our democratic transition calls for bold and decisive steps to place the economy on a qualitatively different path that eliminates poverty, creates jobs and sustainable livelihoods, and substantially reduces inequality. This requires radical economic transformation and a sustained focus on addressing the uneven quality of service delivery.

### 2.2.3 SUSTAINABLE DEVELOPMENTS GOALS (SDG's)

*The Millennium Development Goals came into an end and it was replaced by the Sustainable Development Goals 2030.* The 17 sustainable development goals aims at transforming the world. On September 25th 2015, countries adopted a set of goals to **end poverty, protect the planet, and ensure prosperity for all** as part of a **new sustainable development agenda**. Each goal has specific targets to be achieved over the next 15 years.

The 17 Sustainable Development Goals and 169 targets, which were announced on the 25 September 2015, demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet. The scope of the Sustainable Development Goals goes far beyond the Millennium Development Goals. Alongside continuing development priorities such as poverty eradication, health, education and food security and nutrition, it sets out a wide range of economic, social and environmental objectives. It also promises more peaceful and inclusive societies. It also, crucially, defines means of implementation. Reflecting the integrated

approach that we have decided on, there are deep interconnections and many crosscutting elements across the new Goals and targets. The 17 Sustainable Goals are as follows:

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17. Strengthen the means of implementation and revitalize the  
Global Partnership for Sustainable Development

In addressing the above-mentioned Sustainable Development Goals, the uThukela District Municipality through its Local Municipalities has initiated numerous programmes such as poverty **eradication** programmes, sustainable economic growth, management of water and sanitation, gender equality and empowerment of woman and girls. Likewise, there are numerous programmes to assist with reversing the spread of **HIV/AIDS** and support to the families that are affected by the pandemic.

To ensure **environmental sustainability** the municipality is working closely with its local municipalities to ensure that all developments are environmental friendly and sustainable. The development of the Climate change Response Plan to combat the impacts of climate change. Concisely, the municipality is taking into consideration the 17 SDG's

#### 2.2.4 PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

The significance of this 2016/17 Version of the PGDP is that it is the first version of the PGDP adopted on the basis of the 2016 Version of the PGDS. The further significance of this version of the PGDP is that, in addition to the initial 2010 Baseline, a secondary Baseline for 2015 is now established and as much as the focus is now shifting to Vision 2035, the immediate focus is on targets set towards 2020. This version of the PGDP therefore now contains revised goals, objectives, interventions, indicators and targets, as well as a revised list of Catalytic Projects, which will be leading the implementation process.

The PGDP however from here on elaborates further and includes a more detailed narrative on the strategic interventions that will drive the identified goal and objective indicators, as well as the five year targets set for each indicator. In doing this, the PGDP provides a clear roadmap or development trajectory towards 2035. Each goal chapter also contains a chart which summarises the indicators and interventions for that goal area.

This 2016/17 Version of the PGDP now clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020;
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes;
- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators;

- The strategic interventions required to achieve the set targets;
- The catalytic projects in support of the PGDP Goals;
- The institutional framework for the implementation of the PGDP; and
- The monitoring, evaluation, reporting and review framework of the plan

To realize the KZN vision, the following strategic framework has been identified comprising of seven long term goals and 31 strategic objectives to guide policy-making, programme prioritisation and resource allocation.

#### 2.2.5 ALIGNMENT OF PGDP GOALS WITH SDG's

The following attempts in aligning the PGDP with the Sustainable Development Goals (SDG's)

1. End poverty in all its forms everywhere PGDP G3
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture PGDP G3
3. Ensure healthy lives and promote well-being for all at all ages PGDP G3
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all PGDP G2
5. Achieve gender equality and empower all women and girls PGDP G3&G6
6. Ensure availability and sustainable management of water and sanitation for all PGDP G4
7. Ensure access to affordable, reliable, sustainable and modern energy for all PGDP G4
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all PGDP G4
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation PGDP G1
10. Reduce inequality within and among countries PGDP G3
11. Make cities and human settlements inclusive, safe, resilient and sustainable PGDP G3
12. Ensure sustainable consumption and production patterns PGDP G5
13. Take urgent action to combat climate change and its impacts PGDP G5
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development PGDP G1&5

15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss PGDP G5
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels PGDP G3
17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development PGDP G5

#### 2.2.6 DISTRICT GROWTH AND DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district, but will rather focus on limited but strategic projects of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan that is under review serve as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective;
- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance;
- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2035;
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives;
- Establishing a District Wide platform for Monitoring, Evaluation;

### 2.2.7 STRATEGIC INFRASTRUCTURE PROGRAMME (SIPS)

Government adopted an Infrastructure Plan that is intends to transform the economic landscape of South Africa, create a significant numbers of new jobs, strengthen the delivery of basic services to the people of South Africa and support the integration of African economies.

The Presidential Infrastructure Coordinating Commission (PICC) have been established with its supporting management structures to integrate and coordinate the long-term infrastructure build.

The plan is based on an objective assessment of the infrastructure gaps through spatial mapping that analyses future population growth, projected economic growth and areas of the country that are not served with water, electricity, roads, sanitation and communication. Based on this work, seventeen Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprise of a large number of specific infrastructure components and programmes.

Among the 17 projects are the initiatives to improve the movement of goods through the Durban-Free State-Gauteng logistics and industrial corridor by prioritising a range of rail and port improvements, supported significantly by a R300-billion investment programme by Transnet over the coming seven years. One of the rail links targeted for upgrading runs through uThukela and is the main Durban Johannesburg link. Following to this, is the upgrade and expansion of N11 road linking the City of EThekweni in Durban to Johannesburg and Mpumalanga province. These infrastructure programs will be carried out to boost the economy of the country in order to achieve the vision 2030.

### 2.2.8 THE STATE OF THE NATION ADDRESS – 2023

President Cyril Ramaphosa delivered the State of the Nation Address on 09 February 2023. President Cyril Ramaphosa delivered the State of the Nation Address (SoNA) on Thursday, 9 February 2023 at 7pm. The address took place before a joint sitting of the two houses of Parliament. The address is an important milestone as it brings certainty to the country's political, social and economic landscape. It demonstrates that South Africa's democracy remains robust. In the address, President Cyril Ramaphosa sets out government's key policy objectives and deliverables for the year ahead, flag challenges and outline interventions to unlock our nation's potential.

During his address, the President also highlights what has been achieved since his last address in 2022. He also reflects on the progress made in implementing the Economic Reconstruction and Recovery Plan (ERRP). In that his address he indicated the country has, for many months, endured a debilitating electricity shortage that has caused immense damage to our economy. In addition, for two years before that, our society was devastated by the COVID-19 pandemic caused great loss of life and much hardship. The pandemic worsened a situation of deep unemployment, as the country lost two million jobs. The pandemic negatively affected livelihoods and increased poverty.

Last year, parts of the Eastern Cape, KwaZulu-Natal and North West were struck by catastrophic flooding that caused extensive loss of life, the destruction of homes and damage to infrastructure.

Now, persistent load shedding is impeding our recovery from the effects of these events. We know that without a reliable supply of electricity, businesses cannot grow, assembly lines cannot run, crops cannot be irrigated and basic services are interrupted. Load-shedding means that households and supermarkets are unable to keep food fresh, water supply is often disrupted, traffic lights do not work and streets are not lit at night. Without a reliable supply of electricity, our efforts to grow an inclusive economy that creates jobs and reduces poverty will not succeed.

He indicated the immediate task is to dramatically reduce the severity of load shedding in the coming months and ultimately end load-shedding altogether. Under these conditions, we cannot proceed as we usually would. The people of South Africa want action, they want solutions and they want Government to work for them



They simply want to know when a problem like load shedding will be brought to an end. He further mentioned that those actions that will make a meaningful difference now that will enable real progress within the next year and that would lay a foundation for a sustained recovery into the future. He told the house that rather we concentrating on those issues that concern South Africans

Load-shedding.

Unemployment.

Poverty, rising cost of living and crime and corruption

There are no easy solutions to any of these challenges. Yet we have the strength, the means and the wherewithal to overcome them. He insisted If we work together and act boldly This State of the Nation Address (SoNA) is about seeing hope where there is despair. It is about showing a way out of these crises. There are no easy solutions to any of these challenges. Yet we have the strength, the means and the wherewithal to overcome them. If we work together and act boldly and decisively, leaving no one behind, we will be able to resolve our challenges. This State of the Nation Address (SoNA) is about seeing hope where there is despair. It is about showing a way out of these crises.

The poor performance of many local governments remains an area of concern. Too many of our municipalities, 163 out of 257, are dysfunctional or in distress due to poor governance, ineffective and sometimes corrupt financial and administrative management and poor service delivery. Government is implementing a number of interventions to address failures at local government level and improve basic service delivery. These include enhancing the capacity of public representatives and officials, maintaining and upgrading local infrastructure, and invoking the powers of national government to intervene where municipalities fail to meet their responsibilities.

A professional public service, staffed by skilled, committed and ethical people, is critical to an effective state and ending corruption, patronage and wastage.

In response to the State Capture Commission and in line with the framework for the professionalization of the public service, integrity assessments will become a mandatory requirement for recruitment to the public service and entry exams will be introduced. We are amending legislation and strengthening the role of the Public Service Commission to ensure that qualified people are

appointed to senior management positions and to move towards creating a single, harmonised public service.

The government will continue to expand trade and investment opportunities with our global trade partners and will look to attract investment and financing to South Africa through our participation in multilateral forums such as the G20, which we will host in 2025. This year South Africa assumes the chair ship of the Brazil, Russia, India, China and South Africa group of countries. Our focus will be on collaboration on sustainable development, the just energy transition, industrialisation and the implementation of the African Continental Free Trade Area.

South Africa, together with our neighbours in the Southern African Customs Union, will soon finalise our industrial offer on the African Continental Free Trade Area. Once fully operationalised, the Continental Free Trade will provide an unprecedented opportunity to deepen African economic integration, grow national economies, and open up new frontiers and markets for South African companies.

A nation's true character is revealed in times of crisis. A nation is defined by how its people meet the gravest of difficulties – whether they work together and confront their challenges as one, united by a common purpose, or whether they surrender to the problems before them. We are a nation seized with the challenges of the present, but we are also a nation striving to fulfil the promise of our future. When we took our first steps on the road to democracy, we had a clear vision of where that road would lead us. We saw a country in which all people were equal.

We saw a country in which we could live together in peace, in which we could work together to build a common identity and a shared future. Our nation is founded on a Constitution, which affirms the democratic values of dignity, equality and freedom, and the rights of each one of us. The actions we have outlined this evening, building on the work we have already done, will bring us closer to that vision. They will enable us, working together and with purpose, to emerge from this crisis as a nation transformed. We will emerge from this crisis with an electricity system that is more efficient, more reliable and more competitive. We will emerge with ports and railways that again rival the best in the world, with broadband access for more South Africans in more parts of the country, and with a Sustainable supply of water quality

The will welcome more tourists to our country, and develop and attract the skills our economy needs. We will create work for those who are unemployed, and give hope to those who have waited too long. With more police on the street, with functioning community policing forums and an effective and independent prosecution authority, our people will be able to count on the protection of the State. By fighting economic sabotage and organised crime, our infrastructure will be more secure and businesses will be able to operate more freely.

Through a strengthened and expanded social protection system, fewer people will live in poverty and fewer households will experience hunger. We must do all of these things, not only to overcome our immediate challenges, but also to renew the promise of South Africa. It is a promise that we have kept alive in our hearts and in our actions.

Crimes against women and children remain a deeply disturbing feature of our national life. In November last year, we held the second Presidential Summit on GBVF to assess progress in the implementation of the National Strategic Plan, which adopted as a comprehensive, effective and united response to this pandemic. One of the great successes of our effort to fight GBV is the extent to which social partners have rallied around the National Strategic Plan.

In January last year, he signed into law three key pieces of legislation that afford greater protection to survivors of GBV and ensure that perpetrators are no longer able to use legislative loopholes to evade prosecution. A key aspect of the National Strategic Plan is the economic empowerment of women. Since announcing our determination to direct at least 40% of public procurement to women-owned businesses, we have sought to establish an enabling environment to support women entrepreneurs. The Government have trained more than 3 400 women-owned enterprises to prepare them to take up procurement opportunities. Through the Women's Economic Assembly, we have seen industry associations and companies committing to industry-wide gender transformation targets.

The Industrial Development Corporation has earmarked approximately R9 billion to invest in women-led businesses. Other entities, including the Public Investment Corporation and the National Empowerment Fund, have also committed to establish special purpose vehicles to support women-owned businesses. We must all play our part, as individuals, institutions and leaders across society, To end these crimes against women and children

The State Capture Commission headed by Chief Justice Raymond Zondo completed its work and submitted the final part of its report in June last year. The recommendations of the Commission are being implemented according to the plan that I submitted to Parliament in October last year so that the systemic weaknesses identified by the Commission are addressed and state capture is never allowed to occur again.

The National Anti-Corruption Advisory Council, consisting of people from across society, is in place to advise on suitable mechanisms to stem corruption, including an overhaul of the institutional architecture for combatting corruption. We are working to capacitate the Witness Protection Unit and will introduce amendments to the Protected Disclosures Act, 2000 (Act 26 of 2000) and Witness Protection Act, 1998 (Act 112 of 1998) to strengthen protections for whistle-blowers.

Work is already underway to improve access to the witness protection programme for public servants that expose maladministration, corruption and unethical conduct. We will finalise the draft Public Procurement Bill to address weaknesses identified by the State Capture Commission and improve efficiency, value for money and transparency. Our reinvigorated law enforcement agencies are taking firm action against companies and individuals alleged to have been involved in state capture.

The NPA Investigating Directorate, which I established in 2019, has taken 187 accused persons to court in 32 state capture and corruption cases. Over R7, billion has so far been returned to the state from state capture cases. To date, R12.9 billion of funds and assets have been frozen. This year, the Investigating Directorate will be established as a permanent entity within the NPA. To achieve any progress in addressing the urgent challenges we face, we need a capable and effective State. Our greatest weaknesses are in state-owned enterprises and local government. Many of our SOEs are struggling with significant debt, under-investment in infrastructure, the effects of state capture and a shortage of skills. The NPA Investigating Directorate, which I established in 2019, has taken 187 accused persons to court in 32 state capture and corruption cases. Over R7, billion has so far been returned to the state from state capture cases. To date, R12.9 billion of funds and assets have been frozen.

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### 2.2.9 THE STATE OF THE PROVINCE ADDRESS – 2023

The Premier of the KZN Province delivered the state of the Province address on the 24 February 2023. She delivered the State of the Province address under the theme **“Taking Decisive Action in the Time of Renewal and Hope as we rebuild a Better, Prosperous, and Resilient KwaZulu-Natal.”** She then highlighted the following:

The trials of the past three years forged us into a stronger province, and we are accelerating the pace of economic development, the creation of jobs, and eliminating poverty and suffering among the people of our province. We hear the anger and frustration among our fellow citizens. They want answers on delayed projects, they want answers on jobs, business wants a conducive environment to trade and invest. Civil society is calling for partnerships with government. We are attentive to people with disability, farm workers and farm dwellers, the Military Veterans, women and the youth. We get it as your government, and we are committing to taking decisive action to address your concerns.

As we commence the first full year of implementing our Programme of Action, decisive interventions will be taken in the following high priority areas:

- Energy security plan for KwaZulu-Natal;
- Job opportunities for young people and mass employment creation;
- Strengthening the fight against Crime, Fraud and Corruption;
- Faster implementation of the Economic Recovery, Reconstruction and Transformation Plan;
- Delivering quality basic services and maintenance of infrastructure;
- Building a capable and agile state machinery to drive implementation.

The Premier call for a review and tighter regulation of the possession of firearms and ammunition, limiting the number of rounds a person can purchase. Those contravening the law must face harsher sentences. Dealing decisively with unlicensed guns, fake gun shops, and guns, which are in the hands of illegitimate firearm owners due to deceased estates. Implementing plans to remove all illegal guns that are terrorising our communities and are used in the killing our police officers.

To win the war, we need to attend to the axis of criminality involving the sophisticated networks of criminals, which work with corrupt individuals in the criminal justice system. We have directed that the Department of Transport revive Operation Shanela to focus on violence and crime on our roads and strengthen the fight against crime.

The Province will progressively invest in technology and artificial intelligence to deal with crime. This will include the wide installation of CCTV cameras and microchips to end stock theft and a strategy to deal with illegal liquor trading. We will mobilise business to sponsor cameras and other technologies as part of their contribution in this fight. The province is deploying drones in policing to increase safety and ease data collection;

The Premier told the house that the Executive Council has approved the establishment of a new Community Safety Intervention Unit focusing on the safety of Amakhosi and Izinduna. The MEC responsible will expand more during the budget votes; we will strengthen the role of community in the fight against crime by launching street committees, which will work closely with the SAPS and Community Policing Forums. We will commence educational projects such as positively messaged TV and Radio dramas, Workshops, Camps to drum the message that crime does not pay, and criminals should not be idolized.

Each department in the province will contribute at least R10 million towards the fight against crime and Provincial Entities will do the same. We are finalising a Memorandum of Agreement with SANRAL and Municipalities to ensure that their camera systems are synergised for maximum impact. The MOA will facilitate integrated control rooms, sharing of information and response plans.

She said they would pilot smart policing hotspot areas in the province and increase Gender Based Violence Free Zones. We will use our own resources prioritised within our budget to ramp up our offensive against crime. This will include boosting the police fleet and deploying technology and working even closely with the private sector. We will engage National Government for greater powers and involvement as a province and just in case we are misunderstood, this is not an argument for the backward idea of federalism but an indicator of the urgency of the task. Consider returning retired detectives to deal with cold cases, as it is clear criminals continue to do crime because they are not being caught. This will release detectives to focus their full attention on immediate cases including Gender-Based Violence and Femicide crimes, Intensify raids in search of guns and drugs in taxi ranks, residential areas, hostels, taverns and similar spots, To protect vulnerable women and girls, we call on

partnerships with the private sector to provide panic buttons linked to police stations. In time, this will be extended to ordinary citizens to curb crime and we invite the private sector to join us in this initiative to build safer communities;

One of the most important responses to criminality is to create economic opportunity and to intensify our drive against unemployment, poverty and inequality. Given the importance of both domestic and foreign investment in driving growth and job creation in the province, our entities will this year focus on attracting more strategic investments to the province. KZN Maritime University. As announced by the President during the State of the Nation Address, KwaZulu-Natal will commence with the implementation of the Cannabis Master Plan. Four districts have been identified for cannabis production and these are uThukela, uMzinyathi, uMgungundlovu and Harry Gwala. The Department of Agriculture and Rural Development has set aside R10 million for support to cannabis farmers. The focus will be on infrastructure and production input. The MEC will elaborate further in due course.

In 2023/24 Trade and Investment KwaZulu-Natal (TIKZN) plans to attract greenfield investments totalling R8,3 billion which will create 3182 jobs, while facilitating brownfield investments of R611.3 million which will help retain 6 323 jobs. TIKZN will generate a further R2.5 billion from foreign and domestic investors, generating 3500 jobs. The Dube Trade Port Corporation (DTPC) will create 700 new permanent jobs and 1023 temporary construction jobs during the 2023/24 through the attraction of private sector investment and supporting the expansion existing tenants on-site, as well as DTPC's own construction activities in developing the Dube TradePort. TradeZone 2 has now been completed and has already attracted investors for the following projects:

- R57 million Futurelife food processing facility;
- R75 million LM Diapers expansion of personal care manufacturing plant;
- R93 million Synergy Blenders processing plant;
- AgriZone 2 will be ready this year resulting in an additional 30ha of serviced land being available for agriculture or agri-processing activities.

SA's largest crude oil refinery, SAPREF put operations on hold for an indefinite period while a decision is being made about the future of the plant. We are facilitating a meeting with the shareholders of DMRE, SAPREF, Shell and BP, in order to come to some conclusion on the plan to resuscitate or explore

options on what is required to bring the facility back to operations as per our previous commitments. NEWCASTLE AND LADYSMITH SPECIAL ECONOMIC ZONES. The province remains committed to the establishment of a leather and textile Special Economic Zones in the Newcastle and Ladysmith corridor. The two will add to the two provincial Special Economic Zones (SEZ) of Dube Trade Port and Richards Bay IDZ and will create 4500 employment opportunities. Infrastructure development at provincial industrial estates such as Madadeni, Isithebe and Ezakheni alone created 1 578 job opportunities during last year with a further 2 660 envisaged in 2023. In addition to the above, KwaZulu-Natal also attracted new investments of R5.5 billion in various sectors which created 8 875 jobs during the year.

This demonstrates the true potential of Industrial zones in easing unemployment and stimulating runaway growth and development. KZN LOGISTICS HUB: A DECISIVE ACTION TO GROW AND TRANSFORM KZN ECONOMY, among the interventions we will be focussing on, is the partnership with Sumitomo/Dunlop to roll out smart centres and cooperatives in townships and rural areas. These cooperatives will be fully owned by young people and will promote local economic growth in the tyre industry.

We are repositioning all our employment programmes to benefit young people and those over 35 years and more economic models will be announced by departments during Budget votes. The Executive Council resolved that each department except for the frontline services departments must reprioritize within their budgets an amount of R10 million to contribute towards job creation through an intensified Expanded Public Works Programme to benefit youth, women and people with disabilities. ENTERPRISE DEVELOPMENT- Ithala Development Finance Corporation. ITHALA Development Finance Corporation distributed R146-million funding to 293 SMMEs and co-operatives, creating 1 297 employment opportunities for the period up to 31 December 2022. The inaugural window of Operation Vula Fund saw 1016 applications worth R339.2 million being approved for funding in various priority sectors of the economy. 82. In 2023/24, IDFC plans to distribute business funding of approximately R214 million and facilitate the creation of 2000 job opportunities. It further intends to support Rural and Township based SMMEs and Cooperatives in line with the Investment Policy on Informal and Rural Township Economy.

Working with EDTEA and Department of Trade, Industry and Competition (DTIC), we will support the implementation of the Black Industrialist Program through the provision of rental space and business



funding to viable black businesspeople. Ithala is also supporting the launch the following projects in townships and rural areas:

- R40 million plywood manufacturing plant close to KwaNongoma.
- R100 million logistics hub in Estcourt.
- R25 million fuel depot in Mnambithi.
- 35 million roofing material manufacturing plant in eThekweni.

The total number of jobs that will be created by the above projects are estimated to be 1350.

- 80 million Gold Mine in Phongola.
- 80 million Aluminium Fabrication in Richards Bay.
- Approximately R130 million has been budgeted toward the properties capex program to conduct reroofing and refurbishments across the properties portfolio, which will in turn create approximately 520 construction jobs in the process.

BLACK INDUSTRIALIST PROGRAMME

The KwaZulu-Natal Department of Transport is implementing flood repairs using its own reprioritised budget of R2.91 billion. The department has further received an allocation of about R580 million which will also go towards flood damages from National Government. FIXING POTHOLES. Potholes on our roads have dramatically increased and pose a danger to lives and motorists. They increase the cost of traveling and subject citizens to regular tyre bursts, delays in reaching work places and damage to vehicles. We want to resolve this problem once and for all. We are targeting through the Department of Transport to set aside R2,5 billion to fix this problem through our pothole patching and road rehabilitation programme.

The province has a 34 200km declared road network including both blacktop and gravel roads and as a direct response to the challenge of potholes and aging infrastructure over the next three-years, government is going to prioritize the maintenance of infrastructure.

The following identified road network is being rehabilitated back to life starting with major projects, such as:

- P389 which is 8 kilometres at the value of R33 million;
- P189 which is 6 kilometres at the value of R49 million;
- P374 which is 13 kilometres at the value of R61 million;
- P395 which is 25 kilometres at the value of R702 million;
- P577 which 3.38 kilometres at the value of R69 million; and,
- P164 which is 16 kilometres at the value of R224 million.

The N2/N3 national road upgrade programme is progressing well and is estimated to produce over 15,000 jobs over the duration of the construction. It is estimated that more than R50 billion will be spent on the upgrade programme over a period of 8 years. The R5,3 billion N2 EB Cloete Interchange will commence construction in the first quarter of 2023. A total of 1453 jobs were created due to flood repairs. SMMEs building services, building material supplies, transport services, plant hire, mobile toilet hire and electrical works have and will continue to benefit from the projects.

The Province must enforce the regulations prohibiting the operation of heavy-duty vehicles such as trucks in areas not demarcated for such vehicles. The laws must be enforced and vehicles be impounded. Municipal Officers must get more involved in fighting crime and complement the work of the SAPS. Municipal Police should not just focus on Traffic enforcement. Their duty is community safety beyond traffic law.

In KwaZulu-Natal, 402 schools (73 933 Learners) are benefitting from the Learner Transportation Programme, while 2 336 436 Learners are benefitting from the National School Nutrition Programme. The Province recorded a 6.2% improvement in the matric results and the province has risen from sixth to third in the country. The province has eradicated mud schools and now target the provision of adequate clean water and sanitation as part of programmes towards "zero schools with pit latrines and bucket systems". Children with special needs are prioritized and school safety for learners and educators is continuously improved.

The Department of Higher Education, Science and Technology the Province aims to convert non-viable schools into learning and training centres or community colleges for artisanal and small business skills. We appreciate progress towards the implementation of the National Health Insurance, which will universalise access. No person should be denied access to medical assistance just because they do not have medical aid. We celebrate that our province was recently declared as malaria free zone. We will not be complacent, but we will continue to implement our Malaria Elimination plan. A notable and worrying trend is that of emerging lifestyle diseases such as diabetes, hypertension, obesity, heart disease and lung cancer, to mention but a few.

These diseases are caused by among other factors, prolonged exposure to bad habits such as an unhealthy diet, smoking, and a lack of physical activity. The rise in the incidence of sexually transmitted infections, particularly syphilis is also worrying and the upsurge in severe acute malnutrition, which has risen from 1.2 per 1000 patients to 1.6 per 1000 patients. We call upon all the people of KwaZulu-Natal to embrace an ethos of health promotion, disease prevention, and regular health screening and testing. E-HEALTH. As part of our ongoing efforts to improve the quality of healthcare access, we will add more healthcare facilities to our groundbreaking e-Health programme.

The new e-Health system will reduce patient waiting times and address the challenge of missing and damaged patient files and lower medico-legal claims. Some 120 students have been recruited to commence the digitisation of the internally developed E-Health System in the province and they start in April. MAKE ME LOOK LIKE A HOSPITAL, the "Make Me Look Like A Hospital" programme, which measures hospitals on patient waiting times, infection Prevention and Control, staff attitudes, professionalism, availability of medicines, improved complaints management system, and staff and patients' safety. In line with this priority, 28 poorly performing hospitals will receive attention.

Social Relief of Distress (SRO) continues to play a crucial role and has cushioned vulnerable individuals and households from the impact of the COVID-19, the civil unrest of July 2021, as well as the April/May 2022 flood disasters. A total of 53 298 families and 84 134 individuals benefitted from SRO, and we are pleased the President has extended the interventions. Implementing our community development programmes, the province works with NGOs and NPOs as our strategic partners. Through the Department of Social Development, grant funding to the tune of R673.454 million was allocated to NGOs and NPOs. In 2023, we have set aside R799.466 million.

Local government is the most important sphere of government because of its close proximity to the people. For government to effectively deliver services, local government must function optimally. There are areas of progress, but we now face some challenges. The current financial allocation to municipalities in support of their mandate to deliver quality services in the 2022/23 financial year is as follows:

- MIG - R3,6 billion for 2022/2023 and R11,3- billion over the MTEF period;
- INEP - R480 million for 2022/2023 and R1,4-billion over the MTEF period;
- RBIG - R228 million for 2022/2023 and R1-billion over the MTEF period;
- WSIG - R940 million for 2022/2023 and R3- billion over the MTEF period.

Based on the latest available reports, KwaZulu-Natal Municipalities have spent only 53,75% of their MIG allocation, 40,4% of WSIG and 30,6% of RBIG. This expenditure performance is below projections and implies that infrastructure grant expenditure, as a whole needs to improve. 143. Reasons for poor performance include late confirmation of projects, delays in planning and registration by municipalities, delays in procurement, delays attributed to Business Forums and high staff turnover in municipalities. This leads to the Province running the risk of having grant funding recalled. This is having an adverse effect on communities needing services. Inefficiency unfairly penalises disadvantaged communities. Going forward, COGTA will be providing support to the municipalities to prevent funds being taken back when people need basic services.

The instability that we see especially in hung municipalities is defocusing councillors. We plead with the leadership of our local government to understand that election outcomes are the will of the people. The people have decided that you must work together. We are dealing with debts owed to municipalities. Provincial Treasury has been advised to review the baseline budget of departments to include upfront rate payment and for services. We appreciate the improvement in Audit outcomes and direct COGTA to give more hands-on support to prevent regression.

The Radical Agrarian and Socio-Economic Transformation (RASET) initiative remains a far-reaching programme that seeks to transform the structure of the agricultural value-chains. Through RASET, we seek to transform the agricultural sector effectively, and to introduce black farmers into the value-adding segments of the agriculture sector. The province will commence with the rollout of agri-hubs

located in various districts. To this extent an amount to the tune of R152 million has been allocated to the Department of Agriculture and Rural Development over the next three years. 164. The Red Meat Hub is going to be in both uMgungundlovu and Zululand District Municipality. The uMgungundlovu hub will prioritise Pig and Sheep hubs while Zululand will focus on beef. The Wool, Skin and Hides Treatment Facility will be in uThukela District Municipality. The White Meat Hub will be on the border of eThekweni Municipality and uMgungundlovu District.

## 2.2.10 THE 14 NATIONAL OUTCOMES

The table following details the National Outcomes that each government sphere strives to achieve.

**Table 2: The National Outcomes**

<b>OUTCOME 1: IMPROVE THE QUALITY OF EDUCATION</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>1. Improve quality of teaching and learning;</li> <li>2. Regular Assessments to track progress;</li> <li>3. Improve early childhood development;</li> <li>4. A credible outcomes-focused accountability system</li> </ol>	<ul style="list-style-type: none"> <li>Assess every child in grades 3, 6 and 9 every year;</li> <li>Improve learning and teaching materials to be distributed to primary schools in 2014;</li> <li>Improve math and science teaching</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the building of new schools;</li> <li>Participating in needs assessments;</li> <li>Identifying appropriate land;</li> <li>Facilitating zoning and planning processes;</li> <li>Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections</li> </ul>
<b>OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>1. Increase life expectancy to 58 for males and 60 for females;</li> <li>2. Reduce maternal and child mortality rates to 30-40 per 1000 births;</li> <li>3. Combat HIV/Aids and TB;</li> <li>4. Strengthen health services effectiveness</li> </ol>	<ul style="list-style-type: none"> <li>Revitalize primary health care;</li> <li>Increase early antenatal visits to 50%;</li> <li>Increase vaccine coverage;</li> <li>Improve hospital and clinic infrastructure;</li> <li>Accredit health facilities;</li> <li>Extend coverage of new child vaccines;</li> <li>Expand HIV prevention and treatment;</li> <li>Increase prevention of mother-to-child transmission;</li> <li>School health promotion increase school visits by nurses from 5 to 20%;</li> <li>Enhance TB treatment</li> </ul>	<ul style="list-style-type: none"> <li>Many municipalities perform health functions on behalf of provinces;</li> <li>Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments;</li> <li>Municipalities must continue to improve Community Health;</li> <li>Services infrastructure by</li> <li>Providing clean water sanitation and waste removal services</li> </ul>
<b>OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA ARE PROTECTED AND FEEL FREE</b>		

Outputs	Key Spending Programmes	Role of Local Government
<ol style="list-style-type: none"> <li>1. Reduce overall level of crime;</li> <li>2. An effective and integrated criminal justice system;</li> <li>3. Improve investor perceptions and trust.</li> <li>4. Effective and integrated border management;</li> <li>5. Improve perception of crime among the population;</li> <li>6. Integrity of identity of citizens and residents secures;</li> <li>7. Cyber-crime combated</li> </ol>	<ul style="list-style-type: none"> <li>▪ Increase police personnel;</li> <li>▪ Establish tactical response teams in provinces;</li> <li>▪ Upgrade IT infrastructure in correctional facilities;</li> <li>▪ ICT renewal in justice cluster;</li> <li>▪ Occupation-specific dispensation for legal professionals;</li> <li>▪ Deploy SANDF soldiers to South Africa's borders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilitate the development of safer communities through better planning &amp; enforcement of municipal by-laws;</li> <li>▪ Direct the traffic control function towards policing high-risk violations – rather than revenue collection.</li> </ul>
<b>OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH</b>		
Outputs	Key Spending Programmes	Role of Local Government
<ol style="list-style-type: none"> <li>1. Faster and sustainable inclusive growth;</li> <li>1. More labor-absorbing growth;</li> <li>2. Strategy to reduce youth unemployment;</li> <li>3. Increase competitiveness to raise net exports and gross trade;</li> <li>4. Improve support to small business and cooperatives;</li> <li>5. Implement expanded public works programme.</li> </ol>	<ul style="list-style-type: none"> <li>▪ Invest in industrial development zones; Industrial sector strategies: automotive industry; clothing and textiles;</li> <li>▪ Youth employment incentive;</li> <li>▪ Development training and system improve procurement;</li> <li>▪ Skills development and training;</li> <li>▪ Reserve accumulation;</li> <li>▪ Enterprise financing support;</li> <li>▪ New phase of public works programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create an enabling environment for investment by streamlining planning application process;</li> <li>▪ Ensure proper maintenance and rehabilitation of essential services infrastructure;</li> <li>▪ Ensure proper implementation of the EPWP at municipal level;</li> <li>▪ Design service delivery processes to be labor intensive;</li> <li>▪ Improve procurement systems to eliminate corruption and ensure value for money;</li> <li>▪ Utilize community structures to provide services.</li> </ul>
<b>OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH</b>		
Outputs	Key Spending Programmes	Role of Local Government
<ol style="list-style-type: none"> <li>1. A credible skills planning institutional mechanism;</li> <li>2. Increase access to intermediate and high-level learning programmes;</li> <li>3. Increase access to occupational specific programmes ;</li> <li>4. Research, development and innovation in human capital</li> </ol>	<ul style="list-style-type: none"> <li>▪ Increase enrolment in FET colleges and training of lectures;</li> <li>▪ Invest in infrastructure and equipment in colleges and technical schools;</li> <li>▪ Expand skills development learnerships funded through sector training authorities and National Skills Fund;</li> <li>▪ Industry partnership projects for skills and technology development;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development and extend intern and work experience programmes in municipalities;</li> <li>▪ Link municipal procurement to skills development initiatives.</li> </ul>

	<ul style="list-style-type: none"> <li>National Research Foundation centres excellence, and bursaries and research funding.</li> </ul>	
<b>OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>1. Improve competition and regulation;</li> <li>2. Reliable generation, distribution and transmission of energy;</li> <li>3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports;</li> <li>4. Maintain bulk water infrastructure and ensure water supply;</li> <li>5. Information and communication technology;</li> <li>6. Benchmark each sector.</li> </ol>	<ul style="list-style-type: none"> <li>An integrated energy plan successful independent power producers;</li> <li>Passenger Rail Agency: Acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers;</li> <li>Increase infrastructure funding for provinces for the maintenance of provincial roads;</li> <li>Complete Gauteng Freeway;</li> <li>Improvement Programme;</li> <li>Complete De Hoop Dam and bulk distribution;</li> <li>Nandoni pipeline;</li> <li>Invest in broadband network infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services;</li> <li>Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport;</li> <li>Maintain and expand water purification works and waste water treatment works in line with growing demand;</li> <li>Cities to prepare to receive the devolved public transport function;</li> <li>Improve maintenance of municipal road network.</li> </ul>
<b>OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>1. Sustainable agrarian reform and improved access to markets for small farmers;</li> <li>2. Improve access to affordable and diverse food;</li> <li>3. Improve rural services and access to information to support livelihoods;</li> <li>4. Improve rural employment opportunities;</li> <li>5. Enable institutional environment for sustainable and inclusive growth.</li> </ol>	<ul style="list-style-type: none"> <li>Settle 7000 land restitution claims;</li> <li>Redistribute 283 592ha of land use by 2014;</li> <li>Support emerging farmers;</li> <li>Soil conservation measures and sustainable land use management;</li> <li>Nutrition education programmes;</li> <li>Improve rural access to services by 2014:               <ul style="list-style-type: none"> <li>Water: 92% to 100%.</li> <li>Sanitation: 69% to 100%.</li> <li>Refuse removal: 64% to 75%.</li> <li>Electricity: 81% to 92%.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the development of local markets for agricultural produce;</li> <li>Improve transport links with urban centres so as to ensure better economic integration;</li> <li>Promote home production to enhance food security;</li> <li>Ensure effective spending of grants for funding extension of access to basic services.</li> </ul>
<b>OUTCOME 8: SUSTAINABLE HUMAN SETTLEMENTS &amp; IMPROVED QUALITY OF HOUSEHOLD LIFE</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>1. Accelerate housing delivery;</li> <li>2. Improve property market;</li> <li>3. More efficient land utilization and release of state-owned land</li> </ol>	<ul style="list-style-type: none"> <li>Increase housing units built from 220 000 to 600 000 a year;</li> <li>Increase construction of social housing units to 80 000 a year;</li> <li>Upgrade informal settlement: 400 000 units by 2014;</li> <li>Deliver 400 000 low-income houses on state-owned land;</li> </ul>	<ul style="list-style-type: none"> <li>Cities must wait to be accredited for the housing function;</li> <li>Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements;</li> </ul>

	<ul style="list-style-type: none"> <li>Improve urban access to basic services:               <ul style="list-style-type: none"> <li>✓ Water: 92% to 100%;</li> <li>✓ Sanitation: 69% to 100%;</li> <li>✓ Refuse removal: 64% to 75%;</li> <li>✓ Electricity: 81% to 92%.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Participate in the identification of suitable land for social housing;</li> <li>Ensure capital budgets are appropriately prioritized to maximum existing services and extend services.</li> </ul>
<b>OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>Differentiate approach to municipal financing, planning and support;</li> <li>Community work programme;</li> <li>Support for human settlements;</li> <li>Refine ward committee model to deepen democracy;</li> <li>Improve municipal financial administrative capability;</li> <li>Single coordination window</li> </ol>	<ul style="list-style-type: none"> <li>Municipal capacity-building grants;</li> <li>Systems improvement;</li> <li>Financial management unqualified audits partnership grant;</li> <li>Increase urban density;</li> <li>Informal settlements upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality;</li> <li>Implement the community work programme;</li> <li>Ensure Ward Committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues;</li> <li>Improve municipal financial and administrative capacity by competency norms and standards</li> </ul>
<b>OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>Enhance quality and quantity of water resources;</li> <li>Reduce greenhouse gas emissions;</li> <li>Mitigate climate change impacts and improve air quality;</li> <li>Sustainable environmental management;</li> <li>Protect biodiversity.</li> </ol>	<ul style="list-style-type: none"> <li>National water resource infrastructure programme;</li> <li>Expanded public works environmental programmes;</li> <li>Biodiversity and conservation</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement water management plans to reduce water losses;</li> <li>Ensure effective maintenance and rehabilitation of infrastructure;</li> <li>Run water and energy saving awareness campaigns;</li> <li>Ensure development does not take place on wetlands.</li> </ul>
<b>OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>



<ol style="list-style-type: none"> <li>1. Enhance Africa agenda and sustainable development;</li> <li>2. Enhance regional integration;</li> <li>3. Reform global governance institutions;</li> <li>4. Enhance trade and investment between South Africa and partners</li> </ol>	<ul style="list-style-type: none"> <li>▪ Proposed establishment of South African Development Partnership Agency;</li> <li>▪ Defense: peace support mechanisms;</li> <li>▪ Border control: upgrade inland ports of entry.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensuring basic infrastructure is in place and properly maintained;</li> <li>▪ Creating an enabling environment for investment</li> </ul>
<b>OUTCOME 12: A DEVELOPMENT ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
<ol style="list-style-type: none"> <li>1. Improve government performance;</li> <li>2. Government wide performance and monitoring;</li> <li>3. Conduct comprehensive expenditure review;</li> <li>4. Celebrate cultural diversity</li> </ol>	<ul style="list-style-type: none"> <li>▪ Performance monitoring and evaluation;</li> <li>▪ Stats SA, Census 2011: Reduce undercount;</li> <li>▪ Sports and Recreation: Support mass participation and school sport programmes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to develop performance monitoring and management system;</li> <li>▪ Comply with legal financial reporting requirements;</li> <li>▪ Review municipal expenditures to reduce wastage;</li> <li>▪ Ensure Municipal Councils behave in ways that restore trust in local government.</li> </ul>
<b>OUTCOME 13: SOCIAL PROTECTION</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
Spatial equity	Defense: peace support mechanisms	<ul style="list-style-type: none"> <li>▪ Coordinated development</li> <li>▪ Democratic, Responsible, transparent, Objective and equitable municipal governance</li> </ul>
<b>OUTCOME 14: NATION BUILDING AND SOCIAL COHESION</b>		
<b>Outputs</b>	<b>Key Spending Programmes</b>	<b>Role of Local Government</b>
Spatial equity		<ul style="list-style-type: none"> <li>▪ Coordinated development.</li> <li>▪ Social cohesion</li> </ul>

### 2.2.11 LOCAL GOVERNMENT OUTCOME 9

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 14 outcomes have been identified. Outcome 9 deals with local government and touches uThukela district municipality and its family of municipalities unswervingly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and efficient local government system that is part of a developmental state. Municipalities are guided by outcome 9, which has the following seven (7) outputs:

- ⇒ **Output 1:** Implement a differentiated approach to municipal financing, planning and support;
- ⇒ **Output 2:** Improving access to basic services;
- ⇒ **Output 3:** Implementation of the Community Work Programme;
- ⇒ **Output 4:** Actions supportive of the human settlement outcome;
- ⇒ **Output 5:** Deepen democracy through a refined Ward Committee model;
- ⇒ **Output 6:** Administrative and financial capability; and
- ⇒ **Output 7:** A single window of coordination

### 2.2.12 THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY 2021 (PGDS)

The Provincial Growth and Development Strategy (PGDS) is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction. The PGDS on the one hand involves preparing policies, strategies and guidelines and on the

other hand, it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities. Attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The uThukela district municipality's IDP is reviewed within the framework of the PGDS and is fully aligned with the provincial development goals.

The PGDS identifies 7 strategic goals and 31 strategic objectives designed to move the KwaZulu-Natal Province progressively towards the attainment of the 2035 development vision. It is important to note that the Provincial vision has shifted from 2030 to 2035. These goals and objectives are relevant for uThukela district municipality and its family of municipalities as they form part of the KwaZulu-Natal Province. All seven strategic goals forms an integral part of local government agenda and focus areas for uThukela district municipality. The following diagram shows the 2016 strategic goals and strategic objectives:



### 2.2.13 OPERATION SUKUMA SAKHE (OSS)

Operation SukumaSakhe (OSS) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on several departments cooperating. It has ensured that services are brought together at the level of communities in the wards and empowers communities to discuss with various government officials who do not necessarily work at ward levels in a venue designated as WAR ROOM. This strategy has been implemented to coordinate the efforts of various sectors and mobilize society for a common purpose.

OSS was launched in July 2009, under the campaign “One Home One Garden one product one village”, with the following objectives:

- Making meaningful household intervention on poverty;
- Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse;
- Addressing the needs of the most vulnerable and deprived communities and households;
- Making rural development a realizable vision;
- Creating opportunities for skills development and employment;
- Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behavior change, economic empowerment and environmental care. In the OSS model, coordination of services delivery at the ward level is centered around the “war room”. Each war room has a dedicated team that include community care givers, who provide services at household level; Youth Ambassadors, who promote behavior change and healthy lifestyle and; community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local levels, mayors and councilors are the champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA. The development of this IDP for uThukela district municipality has adopted the principles of Sukuma Sakhe by establishing partnerships with local communities and getting involved into the War Rooms.

## 2.2.14 GOVERNMENT POLICIES AND IMPERATIVES AND HOW THE MUNICIPALITY APPLIES / ADDRESSES THEM

The following table demonstrates the Government Policies and Imperatives and how uThukela is applying them.

**Table 3: Government Policies and how the Municipality is applying / addressing them**

Government Policy	Applications by Municipality
<b>Sustainable Development Goals</b>	<ul style="list-style-type: none"> <li>▪ The municipality has initiated and implemented a number of projects aligned to the Millennium Goals that were targeted for 2015. The municipality has now shifted its focus from Millennium Development Goal to Sustainable Development Goals. The municipality initiated a number of projects and programmes that are aligned to the Sustainable Development Goals;</li> </ul>
<b>14 National Outcomes (Outcome 9)</b>	<ul style="list-style-type: none"> <li>▪ uThukela has adopted the IDP planning processes and that has been the guiding tool throughout the process;</li> <li>▪ The municipality has implemented a number of community work programmes addresses the Outcome 9;</li> </ul>
<b>5 KZN Priorities</b>	<ul style="list-style-type: none"> <li>▪ uThukela strives to achieve the KZN Priorities in all its developmental programs. This means that, all projects that are implemented are within the 5 provincial priorities and this is evident with the project lists provided in the IDP</li> </ul>
<b>State of the Nation Address (SONA)</b>	<ul style="list-style-type: none"> <li>▪ EPWP implementation, implementation of infrastructure projects., creation of jobs</li> <li>▪ Water conservation measures to save water</li> <li>▪ Implementation of HIV/AIDS programme</li> </ul>
<b>State of the Province Address (SOPA)</b>	<ul style="list-style-type: none"> <li>▪ All Infrastructure and social projects that the District is implementing in one way or the other addressing the challenges or goals of the States of the Province Address</li> <li>▪ IDP addresses the Gender, Senior Citizens and People with Disabilities in the District under Social Services among others: gender advocacy sessions, implementation of policies pertaining to older persons.</li> <li>▪ IDP addresses the pillars of the Back to Basics</li> <li>▪ The municipality is aligning its PGDP with 14 national outcomes</li> </ul>
<b>KZN PGDS</b>	<ul style="list-style-type: none"> <li>▪ All Infrastructure and social projects that the District is implementing in one way or the other addressing the KZN PGDS goals</li> </ul>
<b>MTSF</b>	<ul style="list-style-type: none"> <li>▪ The MTSF sets out the actions Government will take and targets to be achieved and our 2023/2024 IDP contains activities and targets sets out by the municipality that are aligned to the Government</li> </ul>
<b>PGDP</b>	<ul style="list-style-type: none"> <li>▪ uThukela is in the process of finalising its DGDP and the DGDP if fully aligned with the PGDP. All the strategic goals from the PGDP are addressed in our 2023/2024 IDP and beyond</li> </ul>

## SECTION C:

# SITUATIONAL ANALYSIS

### 3 SITUATIONAL ANALYSIS

Future improvement within uThukela district municipality and in the family of municipalities should respond directly to the development trends, patterns, needs and objectives of those who live and/or work within the jurisdiction. It must be significant to the local context while also contributing to the attainment of the provincial and national development obligations. This section of the first phase of the Fifth generation IDP tries to provide a detailed analysis of the current development situation within uThukela and its surrounding. It is arranged as per the Key Performance Areas (KPA), but also considers issues that are relevant to uThukela district municipality. The national KPA's are as follows:

- Municipal Transformation and Institutional development
- Local economic development and social development.
- Basic service delivery.
- Financial viability and management
- Good governance and public participation.
- Spatial planning and Environment(KZN)

#### 3.1.1 DEMOGRAPHIC CHARACTERISTICS

The population of uThukela District Municipality forms part of the ultimate objective of the development process, as well as being a subject in the process, since the people provide labour and entrepreneurship for production also consume the output of production. Likewise, demographic **processes** e.g. fertility, mortality and migration determine the demographic **outcomes** such as size, age-sex structure and spatial distributions of the population which affect the functioning of **socio-economic processes** of land use, labour absorption, consumption and expenditure which in turn define the **socio-economic outcomes** in terms of income, employment, education, health, housing etc. In short, this analysis will shade some light on the dynamics of uThukela District population, which can then be used to develop strategic interventions.

*NB: It must be noted that the 2022 results from Statistics SA are not yet released and changes in this section are anticipated once the census results are out.*

### 3.1.2 TOTAL POPULATION AND GROWTH RATE

The KwaZulu-Natal Province is the second most populous province in South Africa, after Gauteng. In 2021, the Province had a population of 11.46 million, constituting roughly 19% of the nation's total population. Among the Province's districts and metropolitan municipalities, eThekweni Metro has the largest population (3.99 million) while *uThukela District Municipality is the fifth largest municipality in the Province with a population of 696 718.*

The population density of the province is 121, 5 persons/ sq km, which is lower than the national average population density (49). The density of the uThukela District is 61, 5. At the provincial scale, uThukela District can be classified as a medium density area. The District is divided into three local municipalities. Among the local municipalities, Alfred Duma Local Municipality has the highest population (50, 8% population share), followed by Inkosi Langalibalele Local Municipality (29, 4%), and Okhahlamba Local Municipality (19, 8%). The highest population density within the District is found in Alfred Duma Local Municipality (89,5persons/ sq km) and the lowest in Okhahlamba Local Municipality (34, 8).

**Table 3: Population of the Local Municipalities, 2021**

Geography	Wards	Population	Population Share	Population Density (persons/ sq km)
Alfred Duma Local Municipality	37	354 042	50,8%	89,5
Inkosi Langalibalele Local Municipality	24	204 600	29,4%	60,2
Okhahlamba Local Municipality	15	138 076	19,8%	34,8
<b>uThukela District Municipality</b>	<b>76</b>	<b>696 718</b>	<b>100,0%</b>	<b>61,5</b>

*Source: Statistics SA, Census 2001, 2011, 2016 and Quantec, 2022*



### 3.1.3 ETHNIC COMPOSITION

Black Africans constitute 96, 2% of the district population. The shares of other population groups are Coloured (0, 5%), Indian/Asian (2, 1 %), and White (1, 2%). In the local municipalities, the share of the Black African population is highest in Okhahlamba Local Municipality (98, 1%) and lowest in Alfred Duma Local Municipality LM (95, 4%).

#### Ethnic/ Racial Composition of Population, 2021

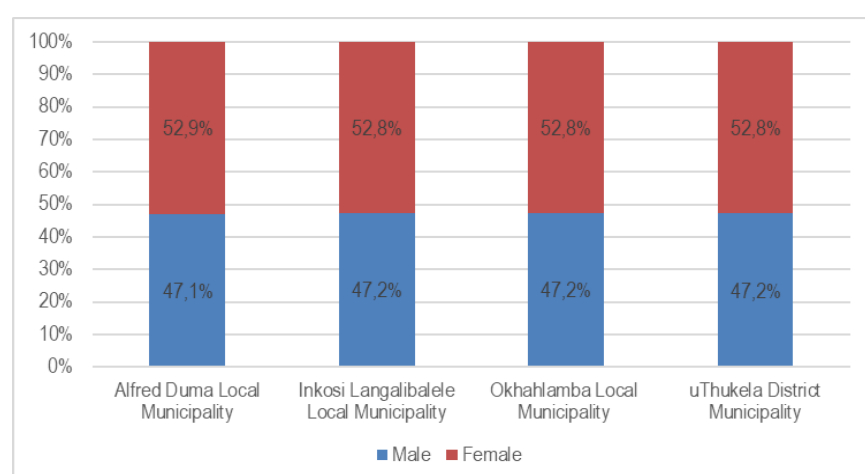
Municipality	Black African	Coloured	Asian/ Indian	White
Alfred Duma Local Municipality	95,4%	0,6%	2,7%	1,4%
Inkosi Langalibalele Local Municipality	96,3%	0,6%	2,3%	0,8%
Okhahlamba Local Municipality	98,1%	0,2%	0,3%	1,5%
<b>uThukela District Municipality</b>	<b>96,2%</b>	<b>0,5%</b>	<b>2,1%</b>	<b>1,2%</b>

Source: Statistics South Africa: Census 2011, Community Survey 2007, 2016 and Quantec 2022

### 3.1.4 GENDER RATIO

The male population contributes approximately 47, 2% of the total district population. The shares of the male population in all local municipalities are similar. A lower share of male population possibly indicates the migration of male population to other areas in search for economic opportunities.

#### Gender Composition of the Population, 2021



Source: Statistics South Africa: Census 2011, Community Survey 2007, 2016 and Quantec 2022

### 3.1.5 AGE STRUCTURE AND AGE DEPENDENCY RATIO

As can be seen in the following table below that the proportion of the children population (aged 0-14) in the District is 36%. The aggregate proportion of the District's working-age population (15-64) is 58, 7%, and the share of the elderly population (65+) is 5, 2%. The share of the working-age population is 59.2% in Alfred Duma LM, 59, 9% in Inkosi Langalibalele LM and 55, 9% in Okhahlamba LM.

#### Age Structure of the Population, 2021

Municipality	Children (0-14)	Working Age		Elderly (65+)	Dependency Ratio
		Youth (15-34)	Non-youth (35-64)		
Alfred Duma LM	35,5%	34,3%	24,8%	5,3%	0,44
Inkosi Langalibalele LM	35,2%	34,6%	25,3%	4,9%	0,44
Okhahlamba LM	38,7%	32,8%	23,1%	5,4%	0,40
uThukela DM	36,0%	34,1%	24,6%	5,2%	0,43

*Source: Statistics South Africa: Census 2011, Community Survey 2007, 2016 and Quantec 2022*

The age dependency ratio is the ratio of persons aged under 15 and older than 64 to those aged between 15 and 64 years (working age) in a population. This ratio shows the ratio of the economically inactive compared to the economically active population. Economically active people are expected to earn money, pay taxes and contribute to the economy, whereas economically inactive people are considered to be the bigger recipients of government spending, e.g., education, pensions and health care. Therefore, a lower ratio indicates a healthier economy with a larger economically active/working-age population than an economically inactive population. The age dependency ratio of the district population is 0, 43– which is slightly lower than the national average (0, 52). Among the local municipalities, the dependency ratio is lowest in the Okhahlamba LM (0, 40). The other two municipalities have the same dependency ratio- 0, 44.

It must also be noted that the dependency ratio ignores the fact that the population age group above 65 is not necessarily dependent because a substantial number of elderly in this age group still work. Similarly, many of those of 'working age' may not be working. Furthermore, many young adults remain in educational/vocational training institutes well after 15 years of age. Therefore, not all of the resident population above 15 years of age may be a part of the workforce.

### 3.1.6 DEMOGRAPHIC DEVELOPMENT TREND

In 2019, CSIR undertook an exercise to project populations of all local and District municipalities and provinces using a demographic development model that considers natural population growth, migration, and the impact of climate change, among other factors and published the numbers in The Greenbook. The National Spatial Development Framework considers these projections for future planning. For consistency, using these population numbers for the review of the District IDP is suggested. The future growth of the population, as predicted by CSIR, is provided in the following and it can be seen in the table in a medium growth scenario, the population of the District will grow to 0, 83 million in 2030 and to 0, 88 million in 2050. In a high-growth scenario, the district population will grow to 0, 92 million in 2030 and to 1, 04 million in 2050.

#### Future Population of the Local Municipalities

Municipality	Population 2021	Medium Growth		High Growth	
		2030	2050	2030	2050
Alfred Duma LM	354 042	416 024	454 065	441 336	513 601
Inkosi Langalibalele LM	204 600	267 399	326 097	283 668	368 851
Okhahlamba LM	138 076	146 320	142 465	155 223	161 140
uThukela DM	<b>696 718</b>	<b>829 743</b>	<b>922 627</b>	<b>880 227</b>	<b>1 043 592</b>

*Source: Quantec, 2022, and CSIR Greenbook, 2019*

### 3.1.7 MIGRATION (INTERNAL / EXTERNAL)

**MIGRATION:** is a population movement that encompass any kind of physical shift in space often-involving change in the usual place of residence. This can occur across an international border or within a country (internal) and varies in magnitude (length, composition and causes). The most common includes migration of refugees, displaced persons, uprooted people, and economic migrants (*IOM, 2004; International Union for the Scientific Study of Population, 1982:92–93*).

The population movement in the district follows the concentration of economic and employment opportunities. These are located mainly in the town of Ladysmith followed by the smaller industrial town of Estcourt in Inkosi Langalibalele. Ladysmith has a high concentration of social and economic infrastructure resulting in a development imbalance compared to other towns in the district. People

from smaller towns and rural settlements in Okhahlamba and other dispersed areas flock to Ladysmith for a number of activities beyond employment.

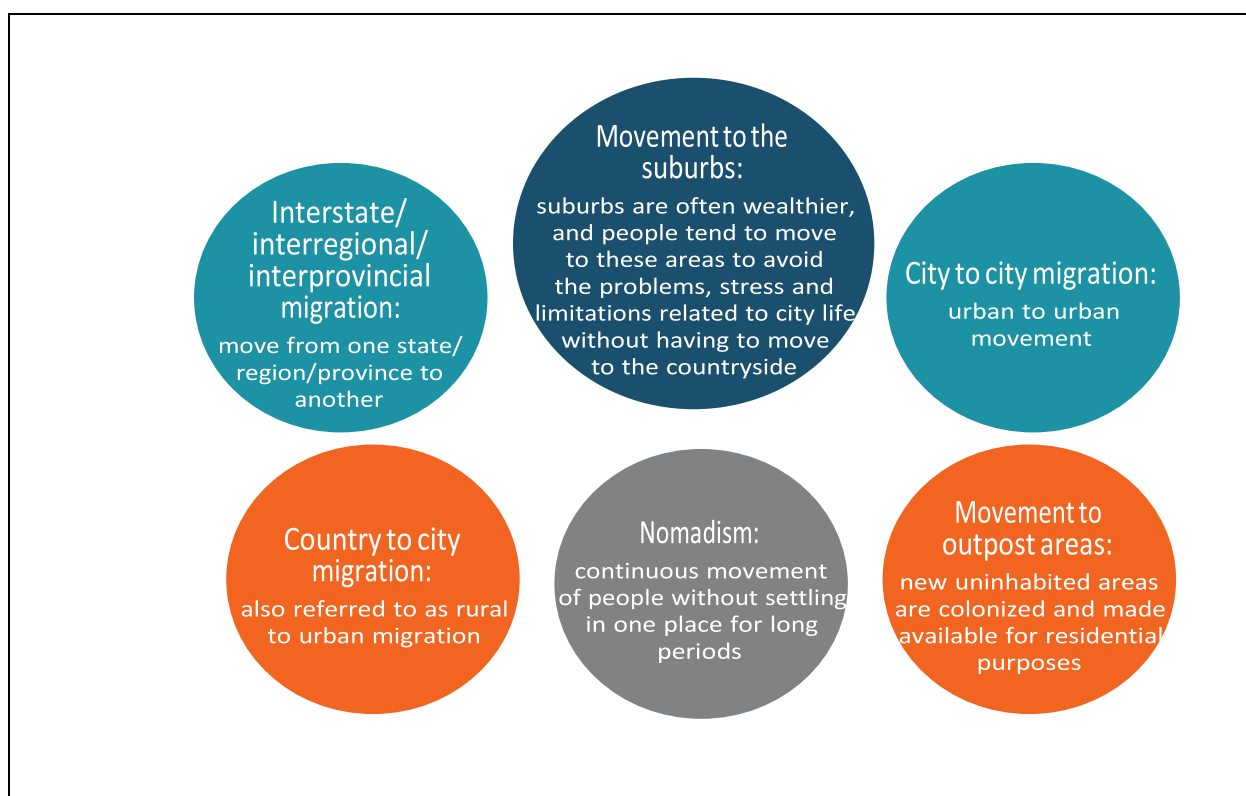
The same trend is noticed with small towns and rural settlements of UMzinyathi district municipality coming to Ladysmith. This could be influenced by the number of regional government offices located in Ladysmith and serving both uThukela and uMzinyathi district municipalities. Subsequently, this puts pressure on Ladysmith suggesting strain on local and physical infrastructure. Few economic and employment opportunities in the district pulls people to larger urban areas in the district. The N11 leads them to Newcastle and Johannesburg, while the N3 corridor leads them to the north of Gauteng, Pietermaritzburg and Durban in the south.

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## TYPES OF INTERNAL MIGRATION

The following diagram depicts the several types of internal migration that are applicable in uThukela district municipality:



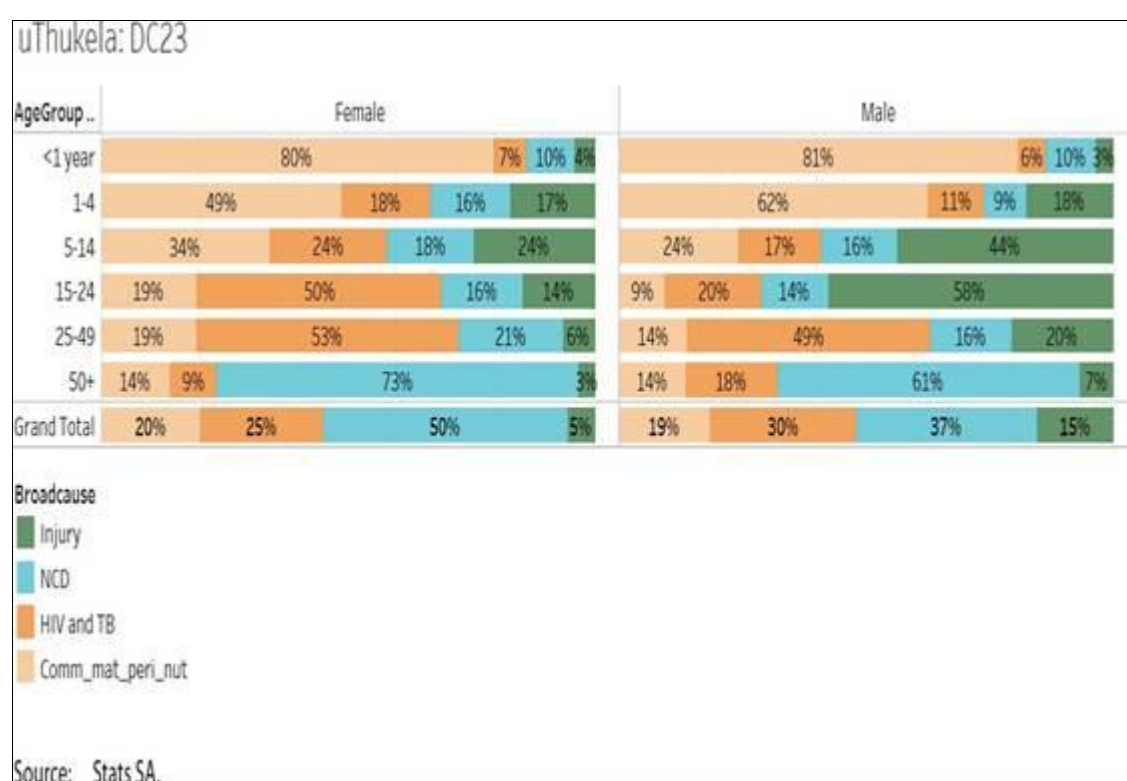
## MIGRATION AND SERVICE DELIVERY

Migration hampers service delivery in uThukela district municipality due to unanticipated increase in population size in specific areas. These may be in the form of increases in actual population size, increase in household's size, and development of informal settlements. Geographical settings do not experience a similar pattern of effect in uThukela district municipality.

### 3.1.8 HEALTH

Certain infectious and parasitic diseases of the circulatory system and diseases of the respiratory system are the main causes of death in the District. HIV/AIDS is the leading cause of death for the 15-34 and 25-64 age cohorts, at 18.7% and 22.3% respectively. The top two leading causes of death for children below the age of five is diarrheal diseases (26.8%) and lower respiratory infections (17.0%). For the elderly, cerebrovascular disease, such as strokes (20.2%) followed by ischemic heart disease (13.2%) are the leading causes of death. The TB death rate within the District stands at 10 persons per quarter.

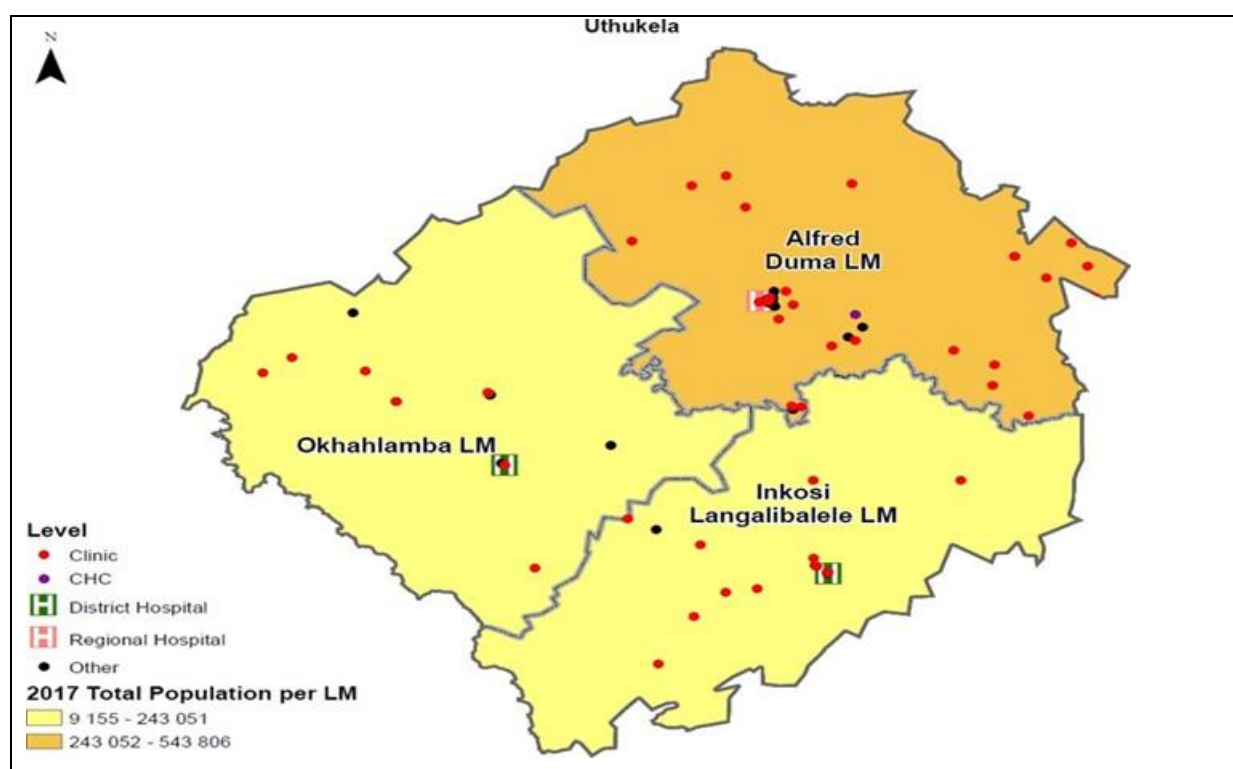
The following diagram illustrate the percentage of population with health problems



The HSRC's South African National HIV Prevalence, Incidence, Behaviour and Communication Survey 2019, indicates that there were 7.9 million people living with HIV in South Africa and over 2.1 million were in KZN. *HIV prevalence in uThukela is at 22.4% down from 46.4% in 2009 and 40% in 2013.* Male circumcision, teenage pregnancy awareness campaigns, distribution of condoms and community mobilization are some of the strategies that have been used to reduce new HIV/AIDS infections.

In terms of maternal conditions, indirect maternal conditions (34.3%) and other maternal (22.2%) account for the leading causes of death for women in the 15-49 age category. The Maternal Mortality Ratio (per 100 000 live births) is 140.2, with Alfred Duma municipality recording the highest at 205.3.

uThukela has 35 fixed PHC clinics and 14 mobile clinics. Alfred Duma has the highest number of clinics at 19 with seven mobile clinics and Okhahlamba has the least clinics at 6 and the 3 mobile clinics. The following map shows the distribution of healthcare facilities in uThukela district.



### 3.1.8.1 UTHUKELA DISTRICT AIDS COUNCIL (DAC)

UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- Development of the District AIDS Plan;
- Monitor the implementation of the District AIDS Plan quarterly;
- Review and evaluate the implementation of the District AIDS Plan annually;
- Facilitate the establishment of Local AIDS Councils;
- Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS;
- Facilitate capacity building on HIV related issues;
- Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources;
- Commission relevant research and review statistics and other research reports relating to the District;
- Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care and support;
- Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges, which need to be addressed to combat HIV/AIDS in the District.

### 3.1.8.2 HIV STRATEGY

uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. In the strategy there are number of projects identified in mitigating the impact of HIV/AIDS such as awareness programmes.

## 3.1.9 SOCIO ECONOMIC DEVELOPMENT INDICATORS

### 3.1.9.1 EDUCATION AND LITERACY

The table below displays the level of functional literacy and higher education attainment for the population above 20. The functional literacy rate of the district population is 67, 5%, which is lower than the national and provincial averages at 77% and 74%, respectively. The functional literacy rate is



highest in Alfred Duma LM (74%) and lowest in Okhahlamba LM (61%). The level of higher education attainment in the District is 1,42 % which is far lower than both the national (4,30%) and provincial (2,61%) figures. The lowest level of higher education attainment is recorded in Okhahlamba LM (1,06%), followed by Inkosi Langalibalele LM (1,18%), with Alfred Duma LM having the highest level (1,70%).

These statistics suggest that there is a need for increased efforts to improve functional literacy rates and higher education attainment in the district, particularly in areas with the lowest rates. This could involve programs and initiatives aimed at increasing access to education and resources, as well as promoting the importance of education in these communities. The table below shows the functional literacy and higher education attainment in the uThukela and its family of municipalities in 2021.

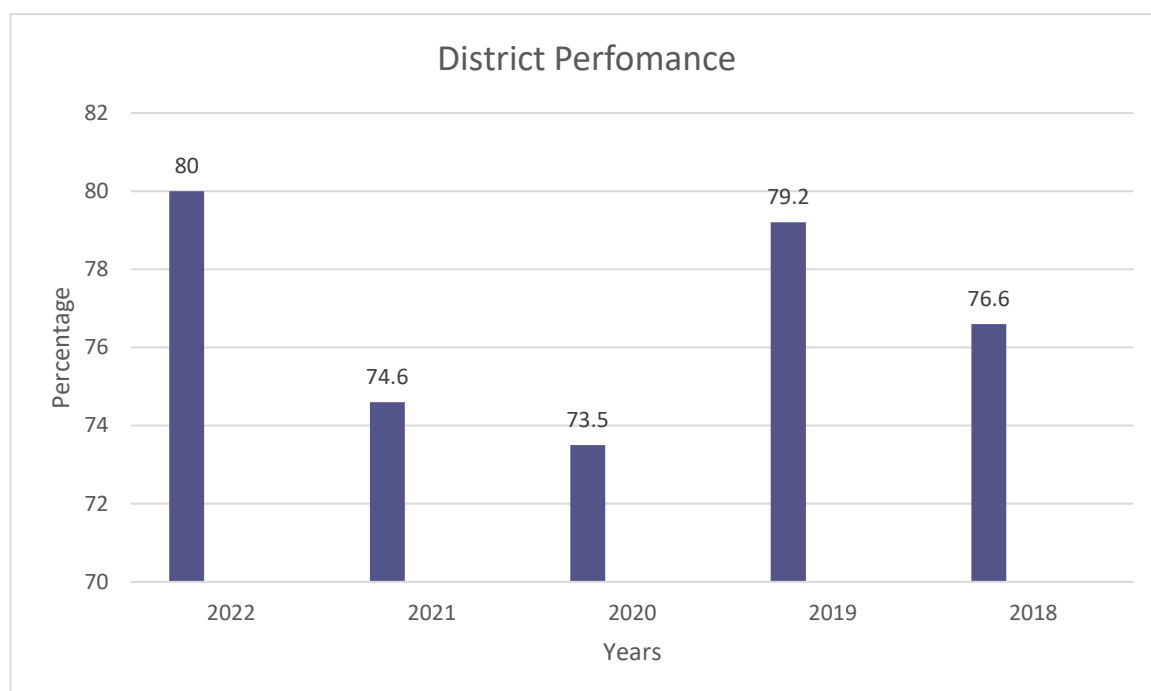
#### Functional Literacy and Higher Education Attainment (20+ population), 2021

Municipality	Functional Literacy	Higher educational attainment (bachelor's degree and above)
Alfred Duma LM	70,9%	1,70%
Inkosi Langalibalele LM	65,6%	1,18%
Okhahlamba LM	60,9%	1,06%
uThukela DM	67,5%	1,42%

Source: Statistics South Africa: Census 2011, Community Survey 2007, 2016 and Quantec 2022

The table below indicates that the matric results has shown some increase in 2022 from 74.6% in 2021 to 80.00 % in 2022 and this translate that the matric results has increased by approximately 14%. The graph below shows the performance of uThukela district (education) from 2018 to 2022.

**Figure 17: District Performance in Five (5) Years**



**Source: Department of Education, 2022**

### 3.1.9.2 UNEMPLOYMENT

The overall unemployment rate in the District is 44%, which is much higher than the national (34%) and provincial (37%) figures. The level of unemployment is highest in Okhahlamba LM (48%), and lowest in Alfred Duma LM (42%). The youth unemployment rate in the District is 60%, which is also much higher than the national (48%) and provincial (52%) figures. The level of youth unemployment is highest in Inkosi Langalibalele LM (63%) and lowest in Alfred Duma LM (58%). The high overall and youth unemployment rates indicate the lack of economic opportunities in the district. The lower share of male population than female population attests this assumption. A lower share of male population often indicates the migration of male population to other areas in search of jobs and economic opportunities. The table below depicts the unemployment rates in the uThukela and family of municipalities

### Unemployment Rates in the Local Municipalities, 2021

Municipality	Overall Unemployment rate	Youth Unemployment rate (15-34)	Share of formal Employment
Alfred Duma LM	41,99%	57,7%	84%
Inkosi Langalibalele LM	46,24%	63,0%	83%
Okhahlamba LM	47,58%	62,2%	78%
uThukela DM	<b>44,14%</b>	<b>60,0%</b>	<b>82%</b>

Source: Statistics South Africa: Census 2011, Community Survey 2007, 2016 and Quantec 2022

### 3.1.10 INCOME AND INEQUALITY

The average household income in the District is R214,0 thousand per annum, which is lower than both the national (R272,5 thousand) and provincial average (R259,6 thousand). The average household income is highest in the Inkosi Langalibalele LM and lowest in Okhahlamba LM. The percentage of tax paying population is highest in Inkosi Langalibalele LM and lowest in Alfred Duma LM.

#### 3.1.10.1 HOUSEHOLD INCOME

Household income can be used as a proxy for economic well-being of household and individuals, as it determines their consumption and savings potentials. Changes in the income by households is one of the direct indicator available that can be used to establish who benefits from economic development and by how much are the beneficiaries benefiting. Furthermore, data on household income can be used to inform poverty analysis.

In uThukela the R1-R4, 800 and R, 4801-R9600 household income categories have increased considerably throughout the years; this can be an indication of improvement in the socio-economic status of the households in the district. The number of households in the upper end income categories (i.e.R1 228 801-R 457 600) have decreased throughout the years. The table below shows the household current income and income inequalities in uThukela and its family of municipalities.

### Household Current Income and Income Inequalities

Municipality	Average HH Current Income (000 Rands)	Tax paying population	Gini Coefficient
Alfred Duma LM	221,11	0,2%	0,607
Inkosi Langalibalele LM	223,68	2,8%	0,611
Okhahlamba LM	179,72	1,8%	0,598
uThukela DM	214,04	1,6%	0,630

Source: Statistics South Africa: Census 2011, Community survey 2016, Quantec 2022 and Quantec 2022

The Gini coefficient measures the level of income inequality. A Gini coefficient of zero expresses perfect equality, and the value 1 represents perfect inequality. It is well known that South Africa's Gini coefficient is one of the highest in the world. The District's Gini coefficient is 0.630, which is similar to the national average. It is highest in Inkosi Langalibalele and lowest in Okhahlamba.

#### 3.1.11 GVA CONTRIBUTION PER SECTOR

The most significant sector in 2011 was manufacturing which contributed 21% to the district's total GVA. This was followed by wholesale and retail trade, catering and accommodation at 17%; and then finance, insurance, real estate and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at 1%.

From a growth perspective, construction grew at an average of 11% per annum between 2001 and 2011, followed by finance, insurance, real estate and business services at 10% per annum. The largest sector, manufacturing, grew at 4% per annum. Mining and quarrying showed a negative average growth rate over the period of 2% per annum. The table shows the GVA contribution per sector in constant prices for the uThukela district municipality from 2001-2011.

**Table 4: GVA Contribution per Sector**

	2001	2006	2011	Average annual growth 2001-2011
Agriculture, forestry and fishing	425	619	946	8%
Mining and quarrying	90	75	76	-2%
Manufacturing	1 917	2 389	2 857	4%
Electricity, gas and water	333	378	402	2%
Construction	184	249	394	11%
Wholesale and retail trade, catering and accommodation	1 116	1 688	2 342	8%
Transport, storage and communication	806	1 326	1 873	9%

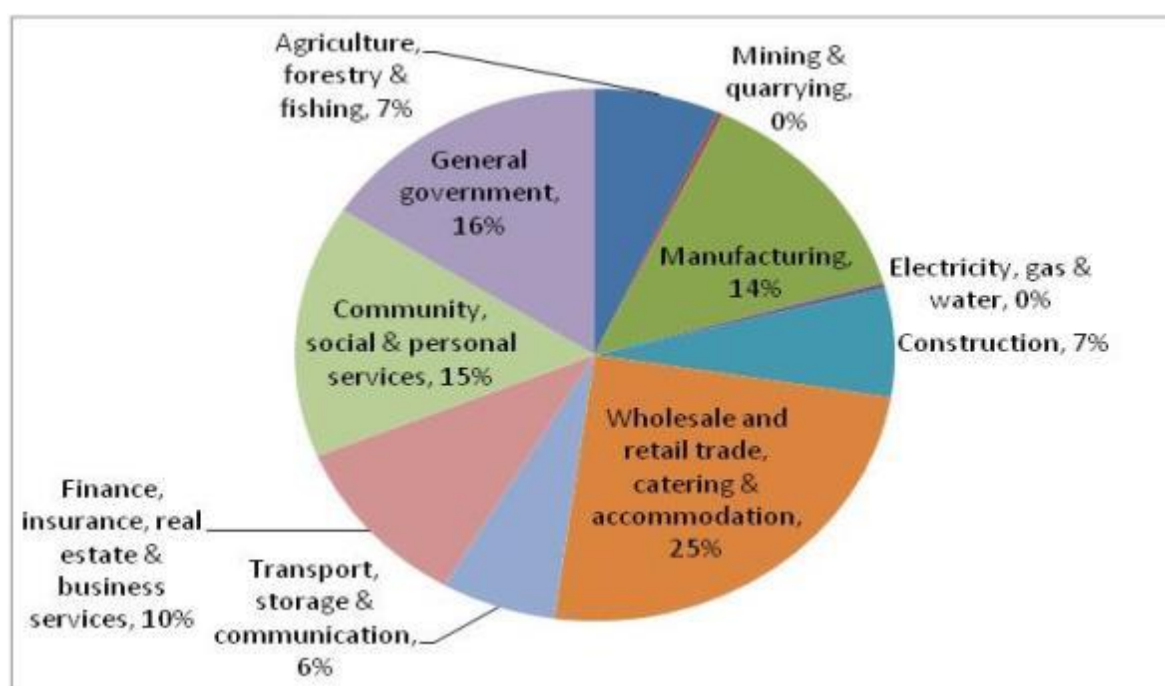
Finance, insurance, real estate and business services	833	1 433	2 069	10%
Community, social and personal services	475	617	730	4%
General government	1 116	1 334	1 784	5%

Source: (Statistics South Africa: Census 2011)

### 3.1.11.1 EMPLOYMENT BY SECTOR

The main source of employment within the district in 2011 was wholesale and retail trade, catering and accommodation at 25%. This was followed by government at 16% and community, social and personal services at 15%. Employment in the primary sector comprised around 7% of total employment in the district in 2011.

Figure 11: Employment per Sector



Source: uThukela LED strategy

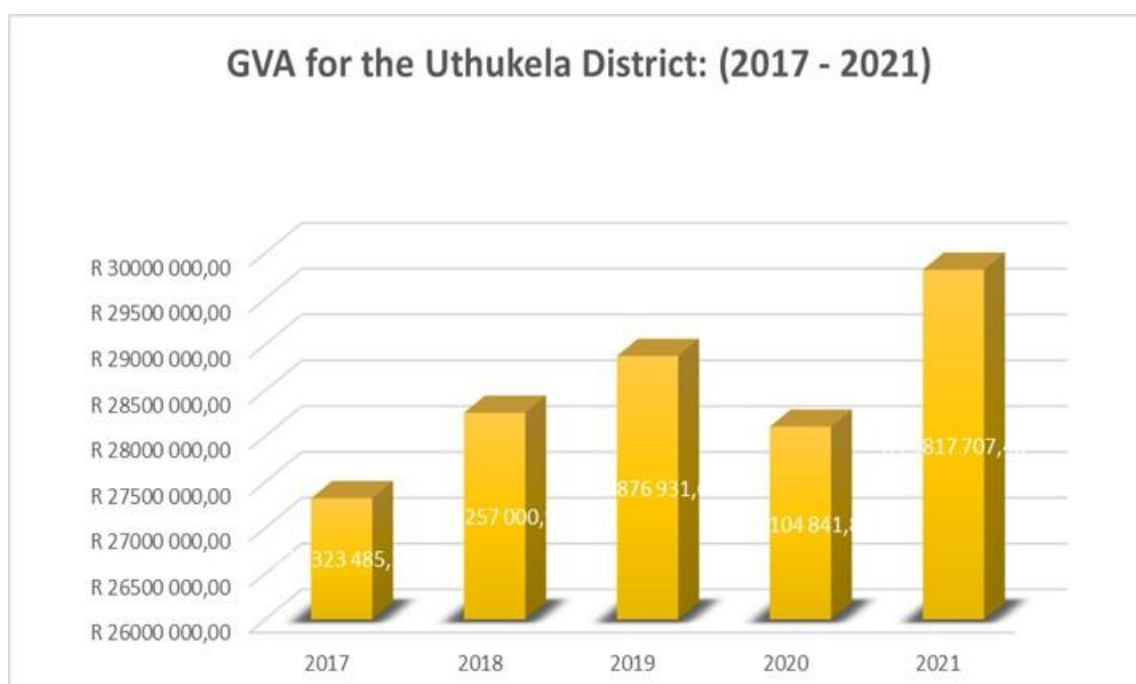
From an employment growth perspective, the agriculture; manufacturing; and electricity, gas and water sectors showed an average decrease in employment of 5%, 2% and 1% respectively between 2001 and 2011. The biggest employment gains were in mining and quarrying (6% growth); finance, insurance, real estate and business services; transport, storage and communications; and general government (all 5% growth respectively).

### 3.1.12 POVERTY DIMENSIONS

Using the lower-bound poverty line, there are **62.7%** of the population living in poverty within uThukela District, which places uThukela amongst the top 10 districts nationally. Poverty is distributed across uThukela as follows: Okhahlamba (68.6%), Inkosi Langalibalele (65.5%) and Alfred Duma the lowest at 58.7%. The overwhelming majority of people living in poverty are from the black communities.

In 2018, uThukela contributed 3.7% (approximately R18.7 billion) to the Provincial GDP. This proportion is markedly lower than the proportion that this district contributes to the provincial population (6.3%), which implies that this district is economically burdensome on the rest of the Province. The economic data released on 21 April 2020 by Stats SA Business Survey<sup>4</sup>, provides insights into the impact of the COVID-19 pandemic, painting a very bleak picture of the uThukela economy. The economy had contracted significantly in 2020 to an extent that businesses sought financial relief from government and some were unable to survive. The GDP of uThukela consequently dropped considerably. The graph below indicates that in 2021, the economy picked up momentum and expanded considerably, however the growth experienced in the district has not translated into employment opportunities.

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### 3.1.13 KEY FINDINGS

- ⇒ The population of uThukela District was projected to be 696 718 in 2021
- ⇒ The projections are that the population of uThukela will grow to 1.04 million in 2050
- ⇒ The population of uThukela district municipality is unevenly distributed;
- ⇒ Male population contributes approximately 47.2% of the total population
- ⇒ Black Africans dominates the district population by 96.2%
- ⇒ The highest population density within the district is found in Alfred Duma local municipality with 85.5% persons/sq km and the lowest is Okhahlamba LM with 34.8%;
- ⇒ uThukela can be classified as a medium density area
- ⇒ The age dependency ratio of the District population is 0.43 which is slightly lower than the national average of 0.52
- ⇒ The functional literacy rate of the district is sitting at 67.5% which is lower than the national and provincial averages which is 77% and 74% respectively
- ⇒ The statistics suggest that there is a need to increase efforts to improve functional literacy rates
- ⇒ Dependency ratio is high (93.8%) in Alfred Duma municipality compare to other locals.
- ⇒ Okhahlamba and Inkosi Langalibalele also have high dependency ratio (79% and 72.7% respectively);
- ⇒ Using the lower-bound poverty line, there are **62.7%** of the population living in poverty within uThukela District, which places uThukela amongst the top 10 districts nationally.
- ⇒ Unemployment rate is sitting at 44% which is higher than the national 34% and provincial 37%
- ⇒ Youth unemployment in the district is sitting at 60%



## 3.2 SPATIAL ANALYSIS

uThukela district municipality boundaries were delineated in terms of the Municipal Demarcation Act taking into account a number of factors including physical features of the area, population movement patterns, economic trends and social organisation of communities. As such, the boundaries are not simple administrative, but also provide a framework for regional economic development planning. This section provides a broad spatial analysis and it should be appropriate if it reads together with the ***uThukela district municipality 2022/2023 adopted SDF as well as the approved Spatial Development Framework for 2023/2024.***

During the process, the principles that direct the preparation of the uThukela SDF and its implementation is summarized hereunder:

- Spatial development principles as founded in the Sustainable Development Goals (SDG's), National Spatial Development Perspective (NSDP), National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), District Growth and Development Plan (DGDP) Spatial Land Use Management Act (SPLUMA) and Provincial Spatial Economic Development Strategy (PSEDS)

### 3.2.1 REGIONAL CONTEXT

UThukela is located within the middle west of KwaZulu-Natal Province. The district comprises of three local municipalities, namely:

- Okhahlamba(KZ235);
- Inkosi Langalibalele (KZ237);
- Alfred Duma (KZ238);

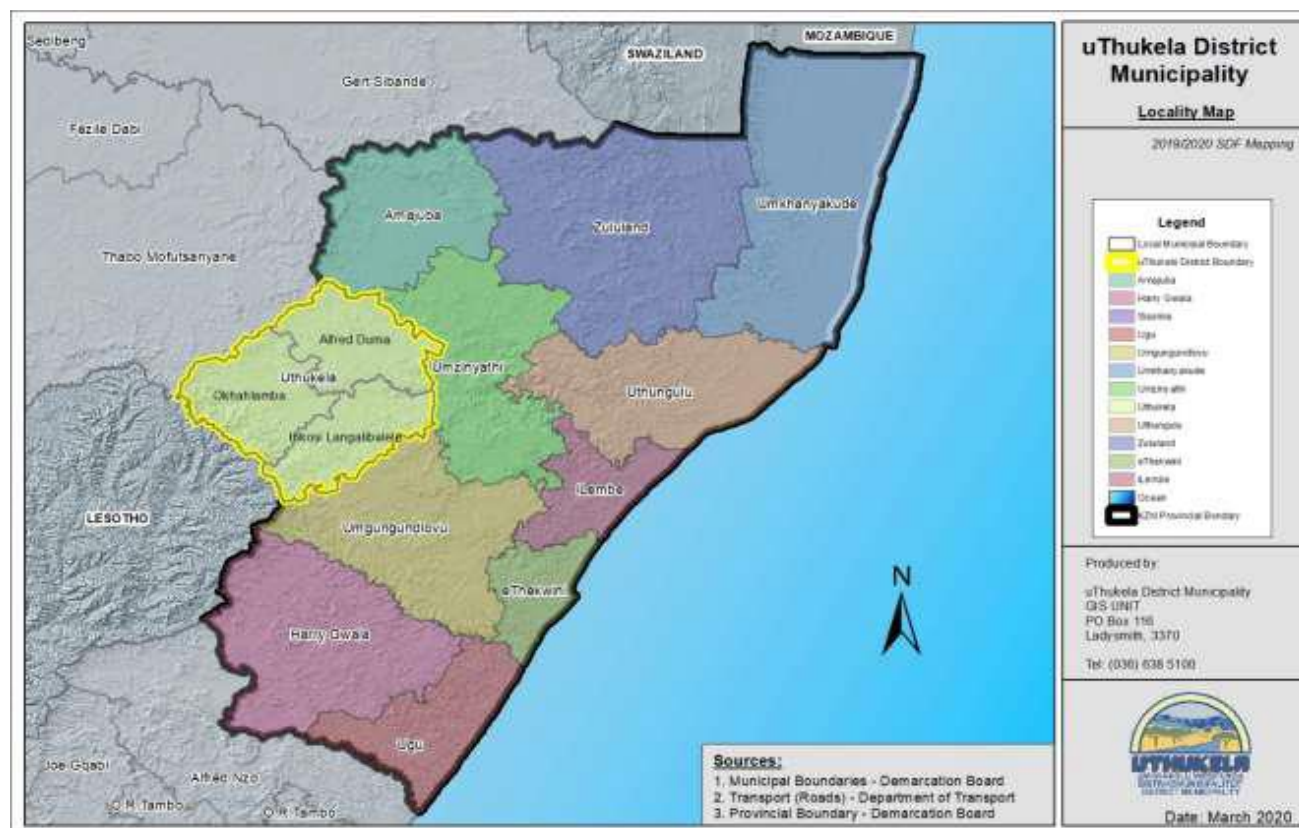
It is strategically positioned within the centre of Durban and Johannesburg, which are the national hubs within the country in terms of trade of commerce. It also largely comprises of Ukhahlamba Drakensberg Park that is a declared World Heritage Site and this places the area as global interest. The district is anchored around Ladysmith Town, which serves as a service and administrative centre, and a commercial hub for UThukela District and beyond. However, the role and function of Ladysmith commercial centre cannot be exaggerated a regional scale given the fact that it is a relatively smaller town when a comparison is drawn from the nearest regional centres such as Newcastle and Pietermaritzburg.

Therefore, Ladysmith can be classified as a sub-regional centre and not a regional centre that serves as a feeder for smaller towns that are located between 100km to 200km away from it. Although UThukela does not boast with a notable regional centre, it is strategically located at the intersection of two major national and provincial development corridors and trade routes that is:

- The N11 which runs in a north- south direction linking KwaZulu-Natal with Mpumalanga Province; and
- The N3, which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

The railway line linking KwaZulu-Natal with Gauteng and Mpumalanga Provinces runs through the UTDM. As such, the UTDM is highly accessible at both regional and national level. The size of the Municipality is approximately 11,500km<sup>2</sup> and is located along the western boundary of KwaZulu-Natal. It is predominately rural. The Municipality is characterised by socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, skills shortage, a lack of resources and low levels of education is also prevalent. The settlement patterns are disbursed, which resulted in underdeveloped land and settlement patterns that make it challenging and expensive to deliver effective services.

## uThukela Regional Context



### 3.2.2 ADMINISTRATIVE ENTITIES

Most parts of UThukela District Municipality are farmlands, which are managed in terms of the Agricultural Act 70 of 1970. Under the KwaZulu-Natal Planning and Development Act No. 06 of 2008 (PDA), these areas are also subjected to land use controls when the municipalities develop the Wall-to-Wall Land Use Management Schemes. In case of land that is under Ingonyama Trust there are additional local structures that have the influence in terms of land allocation.

The local municipalities have expressed challenges in terms of managing land allocation within the areas that are under Amakhosi. The municipality communicates with the Amakhosi during the IDP processes about land allocations. This affords the municipality a platform to advise the Amakhosi if their land allocation issues are not ideal. The implementation of the recommendation of the PDA (to have wall-to-wall Land Use Management Scheme) by local municipalities will assist in this issue.



### 3.2.4 STRUCTURING ELEMENTS

#### 3.2.4.1 THE ROLE OF N3 AND N11

The National Routes (i.e. N3 and N11) runs through the municipal area and these are the most visible man-made structuring elements within the district. N3 runs from south to north and vice versa. It transverses the area centrally and it is the busiest route with limited access points. N11 adjoins N3 via R103 in Ladysmith Urban Centre. This route proceeds to Newcastle and beyond. It is also a busy corridor in the province and a major link between the national industrial hubs of Johannesburg. It can be considered as the primary route within the area. This route is however, largely a movement corridor between the different areas of UThukela.

Due to the high volumes of traffic along this road, and the fact that it is largely being utilised as a main route by trucks and other freight vehicles, many opportunities exist for development that can capitalize on the existence of this route. Due to the limited access nature of this road, opportunity points exist at key intersections or off-ramps along its route.

#### 3.2.4.2 INFLUENCE OF MAJOR RIVERS AND BOUNDARY DERMACATION

The biggest rivers that are found within UThukela are Tugela River, Kip River, Ngogo River, Ngwenyana, Sand River, Bosman River, Bloukrans River, Sikhehlenga River and Wasbank River. These rivers are the most visible natural structuring elements of the district area such that the Municipal Demarcation Board used these to demarcate some of the boundaries between the Local Municipal Areas.

#### 3.2.4.3 INFLUENCE OF UKHAHLAMBA MOUNTAINOUS AREAS

Ukhahlamba Drakensberg as well as mountainous areas on the north presents the very strong natural structuring elements. These areas were used by the Municipal Demarcation Board to demarcate the boundaries for UThukela District Municipality. Ukhahlamba Drakensberg acts as the physical bearer between UThukela District and the Kingdom of Lesotho while the mountainous areas towards the north were used to separate UThukela District Municipality from Thabo Mofutsanyana District Municipality (Free State Province) and Amajuba District Municipality (KwaZulu-Natal Province). The mountainous areas form a “C-shaped” belt that meanders from the south to west and eventually to north of the district municipal area.

#### 3.2.4.4 INFLUENCE OF EARLY APARTHEID SPATIAL PLANNING LEGACY

The historically spatial planning practices had a profound impact on the spatial structure on UThukela. Apartheid policies gave rise to fragmented communities, marginalised the poor from the economic activities and undermined their participation in the economy. A review of the structure and form of the municipal area reveals a low-density urban sprawl that was engineered by segregation policies. Ezakheni/ St Chads are one of the spatial footprints of the apartheid past that will take long to eliminate.

It changed by crisis search for land by the past authorities for segregation purposes hence the location of Ezakheni some 30km outside of Ladysmith. It presents the municipality with a serious challenge to transform the area from being a dormitory suburb into a functional, integrated and generative spatial system. The other segregated urban settlements include the R293 Townships such as Wembezi and Ekuvukeni. The notion and location around the introduction of these areas was similar to Ezakheni. Therefore, these also became the fragmented urban settlements for both Ladysmith and Estcourt.

#### 3.2.4.5 IMPACT OF POST APARTHEID SPATIAL PLANNING LEGACY

The end of apartheid marked what was initially perceived as a new chapter for spatial planning. The new spatial planning concepts were recently introduced and these encouraged compact and integrated urban environment. Such an environment is pursued by local planning instruments, which are intended to encourage a dignified environment (i.e. sustainable human settlements) for every member of society to reside in. However, the concept of sustainable human settlements has not truly materialized. The urban environments within UThukela have not become compact and integrated. In fact, what has since transpired is as follows:

- The location of new low cost housing projects still took place in peripheral areas away from urban opportunities. The majority of these are found either in Ezakheni/St Chads area or just outside Steadville.
- Speculative sprawl has taken place that involves higher income people seeking to privatize amenity. The majority of this occurs just outside Ladysmith, particularly western suburbs.
- Urban management approach, which promotes anti-city values of suburbia – single storey houses on a large plot of land as a symbol of ‘good’ urban living.



- The illegal occupation of land by those who either cannot find space in designated housing development areas or seek locations closer to urban opportunities but want to maintain their rural base (circular migration)
- In addition, the growth of dislocated settlements (former black spots and land reform settlements) either in peri-urban areas or commercial farmlands

### 3.2.5 EXISTING NODES AND CORRIDORS

#### 3.2.5.1 SYSTEM OF ACTIVITY NODES

The main issues facing uThukela district municipality is a poor settlement pattern, which manifests in the form of the dominance of small towns as a regional service centres and economic hubs, as well as the expansive farming areas and a general rural character of the area. The net effect of this is the inability to decentralise and coordinate service delivery at a localised level. As a means to address this, there is a need to facilitate the evolution of a system of nodes incorporating primary, secondary, tertiary/ incipient and rural service nodes. An activity node is a place of high accessibility onto which both public and private investments tend to concentrate.

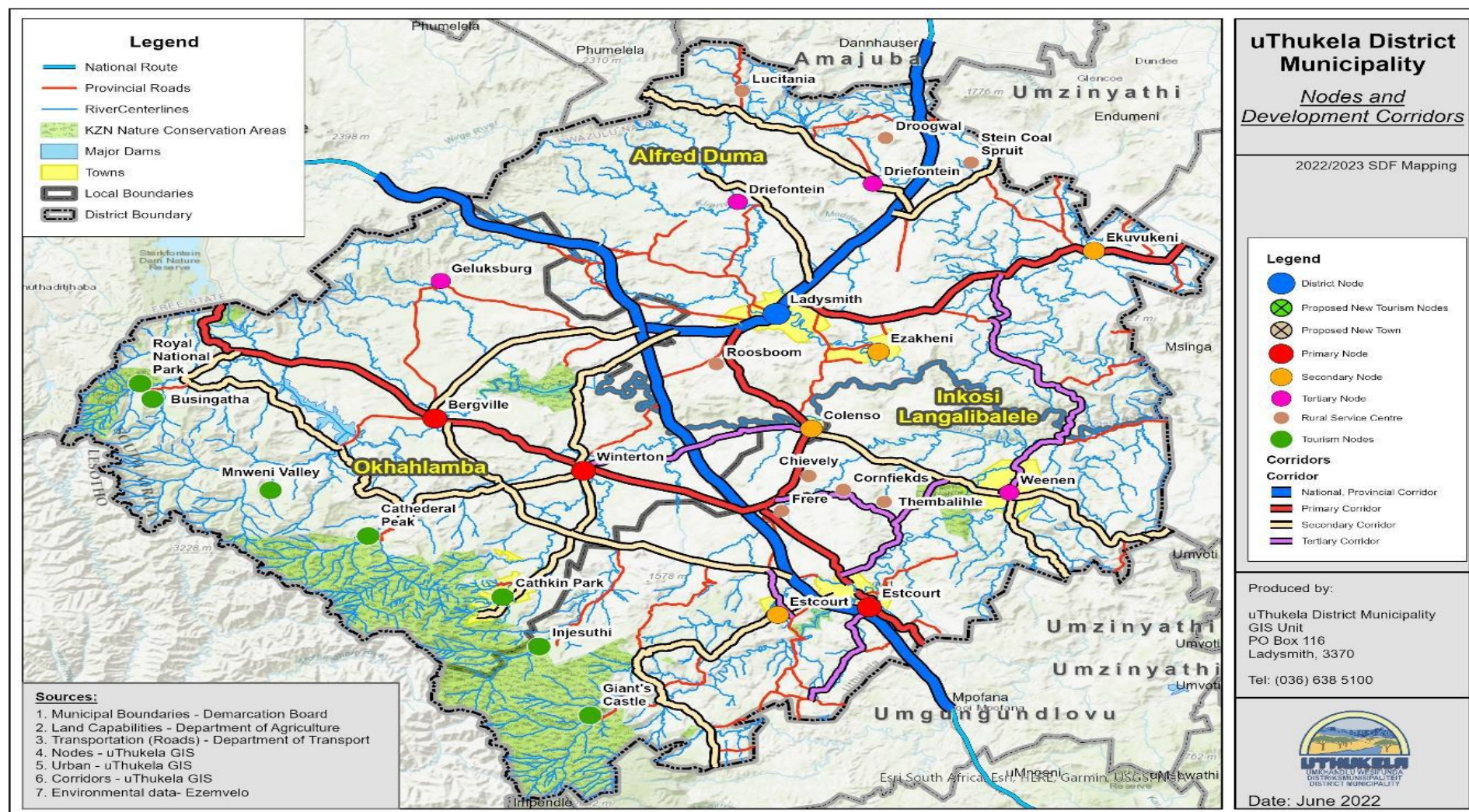
An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors. Activity nodes have the potential to be an important sub-regional structuring device. They serve as points in the spatial structure where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system. Application of a system of development nodes in UThukela District is indicated on map below.

- Regional/ District Node (Ladysmith) – it has a much diversified economy that is mainly driven by the manufacturing which is value adding and creates many jobs. This regional economic centre still

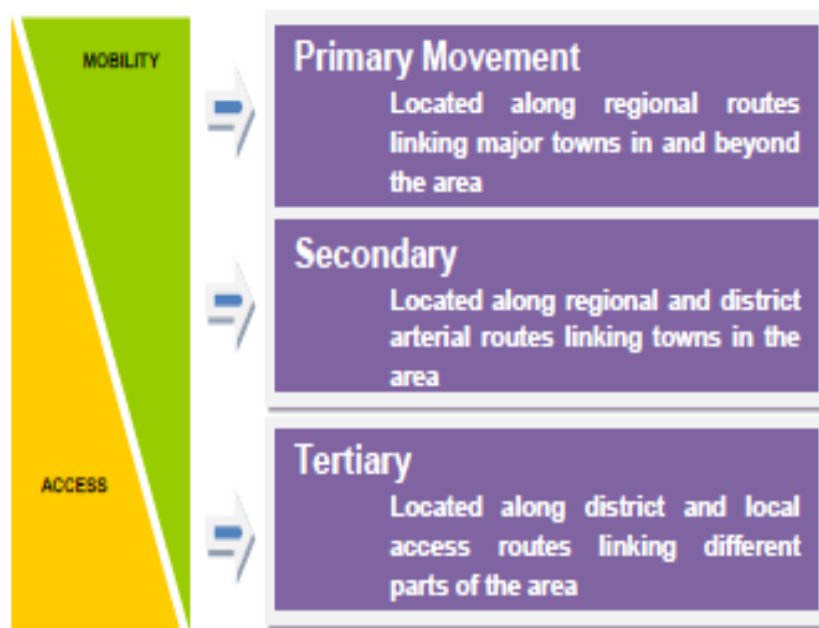
boost with a lot of potential for investment and further growth. It forms part of the provincial spatial systems and is identified in the PSEDs as one of the economic hubs.

- Primary Nodes are Estcourt, Bergville and Winterton.
- Secondary Nodes are Ekuvukeni, Wembezi, Ezakheni Town Centre and Colenso Town and Sobabili
- Tertiary Nodes are Driefontein Node, Matiwane Node, Ezitendeni – Msusimpi Complex, Limehill Complex, Weenen, Zwelisha, Dukuza Complex, Emmaus, Geluksburg and Emahlutshini.
- Rural Nodes are Lucitania, Drooval, Steincoal Spruit, Van Reenen, Roosboom, Thembalihle, Cornfields, Frere, Chively, Rensbergdrift, Nhlawe, Amabolwane – Okhalweni Complex, Sahlumbe, Mhlumayo, Bhekuzulu and Emhlabathini
- Tourism Node are Cathkin Park, Babangibone, Giants Castle and Injisuthi





### 3.2.5.2 HIERACHY OF DEVELOPMENT CORRIDORS



Development corridors in UThukela District Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point. Corridor development as a spatial structuring element, and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This will enable areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds.

Corridors constitute an effective form of decentralization and enables larger and smaller activities to form a relationship. Linear systems can handle growth and change well. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation. System of development corridors in UThukela has been developed based on the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in the UThukela District Municipality.

Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized

as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner. The system of development corridors has been identified as follows:

- National/ Provincial Corridor – N3 and N11
- Primary Corridor – R103, R74 & P32, roads linking Ekuvukeni with Ladysmith and Dundee/ Glencoe.
- Secondary Corridors – P176, R600, R616, P189, P33, P326, P263, Giant Castle to Weenen Nature Reserve Corridor, Regional road from Colenso in the west through Weenen to Greytown and beyond (east-west axis).
- Tertiary Corridor – P237, Road from Winterton to Colenso running along the western boundary of Inkosi Langalibalele Municipality, P170-D385 corridor from Wagendrift dam through Estcourt town to Weenen running along the eastern boundary of the municipal area, D489 – D721(Cornfields-Thembalihle Corridor), P179 from Loskop road through Wembezi to Wagendrift Dam and the surrounding proposed conservation areas, P179 from Loskop road through Wembezi to Wagendrift Dam, The corridor from Pomeroy to Majaqula attempt to link Alfred Duma with areas across uMzinyathi and The corridor to Dundee through Ebomvini

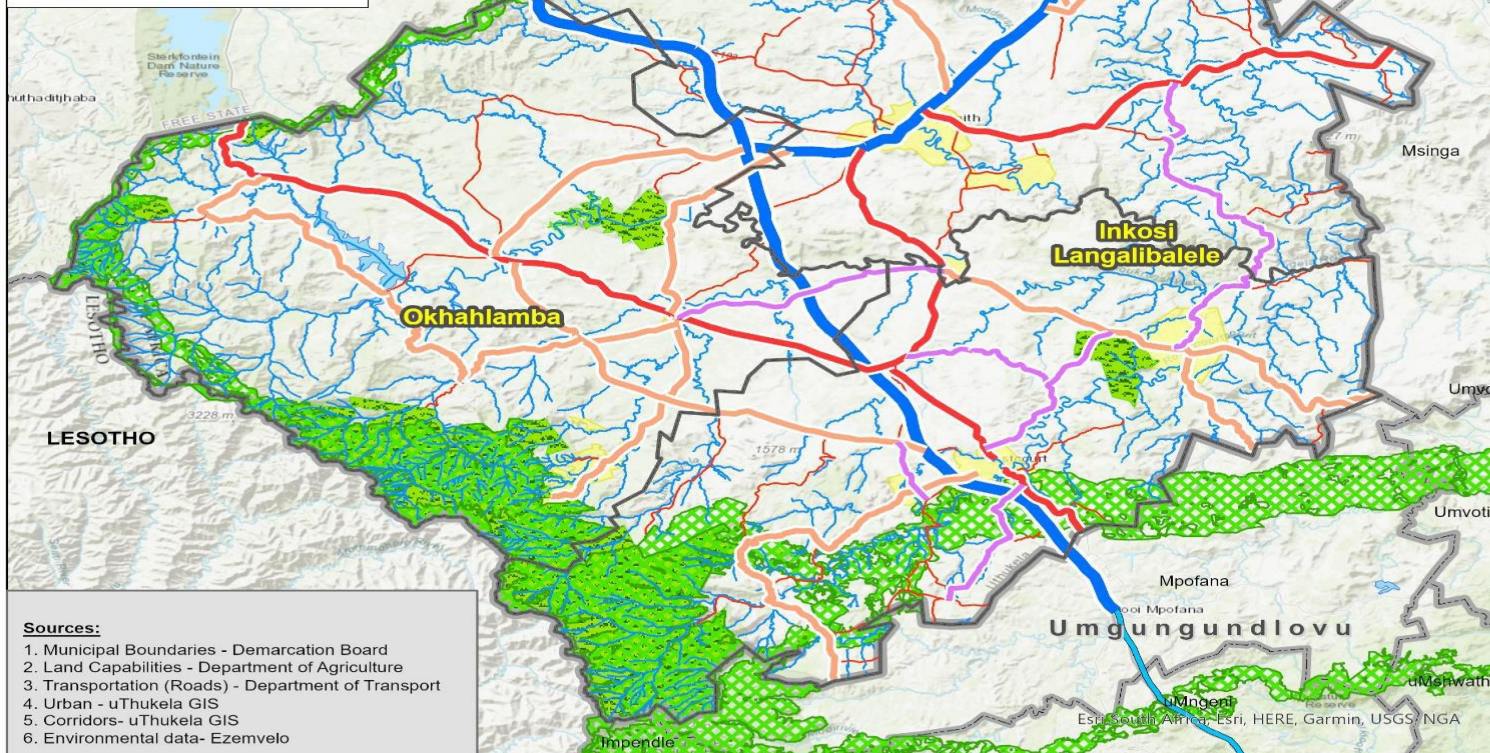
The map below shows the corridors in the uThukela district municipality



## Legend

### Corridors

- National, Provincial Corridor
- Primary Corridor
- Secondary Corridor
- Tertiary Corridor
- ▨ Conservation Corridors



### Sources:

1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport
4. Urban - uThukela GIS
5. Corridors- uThukela GIS
6. Environmental data- Ezemvelo

## uThukela District Municipality

### Corridors (Developmental / Environmental)

2022/2023 SDF Mapping

### Legend

- National Route
- Provincial Roads
- Rivers
- Major Dams
- Towns
- ▨ KZN Nature Conservation
- Local Boundaries
- District Boundary

Produced by:

uThukela District Municipality  
GIS Unit  
PO Box 116  
Ladysmith, 3370

Tel: (036) 638 5100



Date: June 2022

### 3.2.6 STATUS OF LAND REFORM

An extensive amount of the land within UThukela Municipality is classified as freehold as it belongs to the individuals and farmers. This gears the focus of land reform on two aspects that are land tenure reform and restitution reform. Land tenure reform is mainly pursued to strengthen the security of tenure amongst the farm dwellers that in many instances are the farm labours.

It also recognizing people's right to own land and therefore control it. Land restitution reform acknowledges the black people who were forcefully removed from the land that they owned following the Native Lands Act of 1913. The government takes a leading role in ensuring that the forcefully removed individuals are compensated (monetary) but when this approach proved to be unsuccessful, the policy shifted to redistribution.

The redistribution of land worked on the premise of willing buyer and willing seller. In this instance, the willing buyer is government and the willing seller is the landowner (farmer). The government under the auspices of the Department of Rural Development and Land Reform buys the land for distributing it to the individuals who were forcefully removed from it.

#### 3.2.6.1 STATUS OF LAND CLAIMS

205 261 ha of land is under claims within UThukela District Municipality. This involves 176 950 ha which is under restitution claims, 21 000 ha which is under redistribution claims and 7 311 ha which is under tenure reform. The majority of these claims are located within Inkosi Langalibalele Municipal Area (143 245 ha) followed by Alfred Duma Municipal Area (33 016 ha).

PROGRAMME	Size (Ha)	Settled (Ha)	Pending (Ha)
<b>Restitution</b>	176 950 ha	66 840 ha	110 110 ha
<b>Redistribution</b>	21000 ha	1215 ha	19 785 ha
<b>Tenure Reform</b>	7311 ha	7103ha	208 ha
<b>TOTAL</b>	205 261 ha	75 158 ha	130 103 ha

Only 75 158 ha of land under claims has been transferred which implies that there are still 130 103 ha of land that is under pending claims. This is a strong indication that a lot of work is required in order to settle these outstanding claims.

### 3.2.7 LAND OWNERSHIP PATTERN

The pattern of land ownership within UThukela District Municipality demonstrates multiple tenure rights that range from freehold to communal and state land.

#### 3.2.7.1 PRIVATELY OWNED LAND

The majority of the land in UThukela Municipality is in private ownership. This includes extensive commercial agricultural land and plots developed for a range of land uses. The majority of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of white people. Farming areas with less potential for agriculture such as Driefontein, Lucitania, etc. as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black people.

#### 3.2.7.2 STATELAND

There are a number of land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the outskirts of some of the urban areas including Colenso and Ekuvukeni that belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land that are administered by the Department of Rural Development and Land Reform while some are registered in the name of the municipality. There are fewer properties within the towns, which belong to the municipality and government.

### 3.2.7.3 INGONYAMA TRUST

There are huge tracks of land that are registered under Ingonyama Trust and these exist within Okhahlamba, Inkosi Langalibalele and Alfred Duma. This land was previously registered under KwaZulu Government and it is now occupied and controlled by Amakhosi. Land allocation is therefore not undertaken by the municipalities, but traditional leadership.

Traditional leaders undertake Land allocation. However, this allocation is generally driven by indigenous knowledge of their areas with minimally influence and resources to identify development limitations e.g. environmental context, mineral potential and servitudes. Ingonyama Trust Board on the other hand issues a short-term lease for up to two years to enable developers to obtain planning and environmental consents and to secure finance for the development.

According to the board, shorter-term leases are granted for agricultural uses and for short to medium term developments. Unless there are exceptional cases, the Board charges a market related rent and lessees are responsible for all outgoings including assessment rates and other Municipal charges and for obtaining any necessary environmental or development planning consents. However, the board follows its own process in the issuing of leases and tenure rights. Applicants for tenure rights on Trust land are required to complete and return a Tenure Option Application Form. It is a requirement of the Ingonyama Trust legislation that the formal consent of the relevant Traditional Council be obtained before a tenure rights application can be processed. The formal consent is only required where the subject site falls within a proclaimed Traditional Council area.

### 3.2.8 PROPOSED INDUSTRIAL DEVELOPMENT

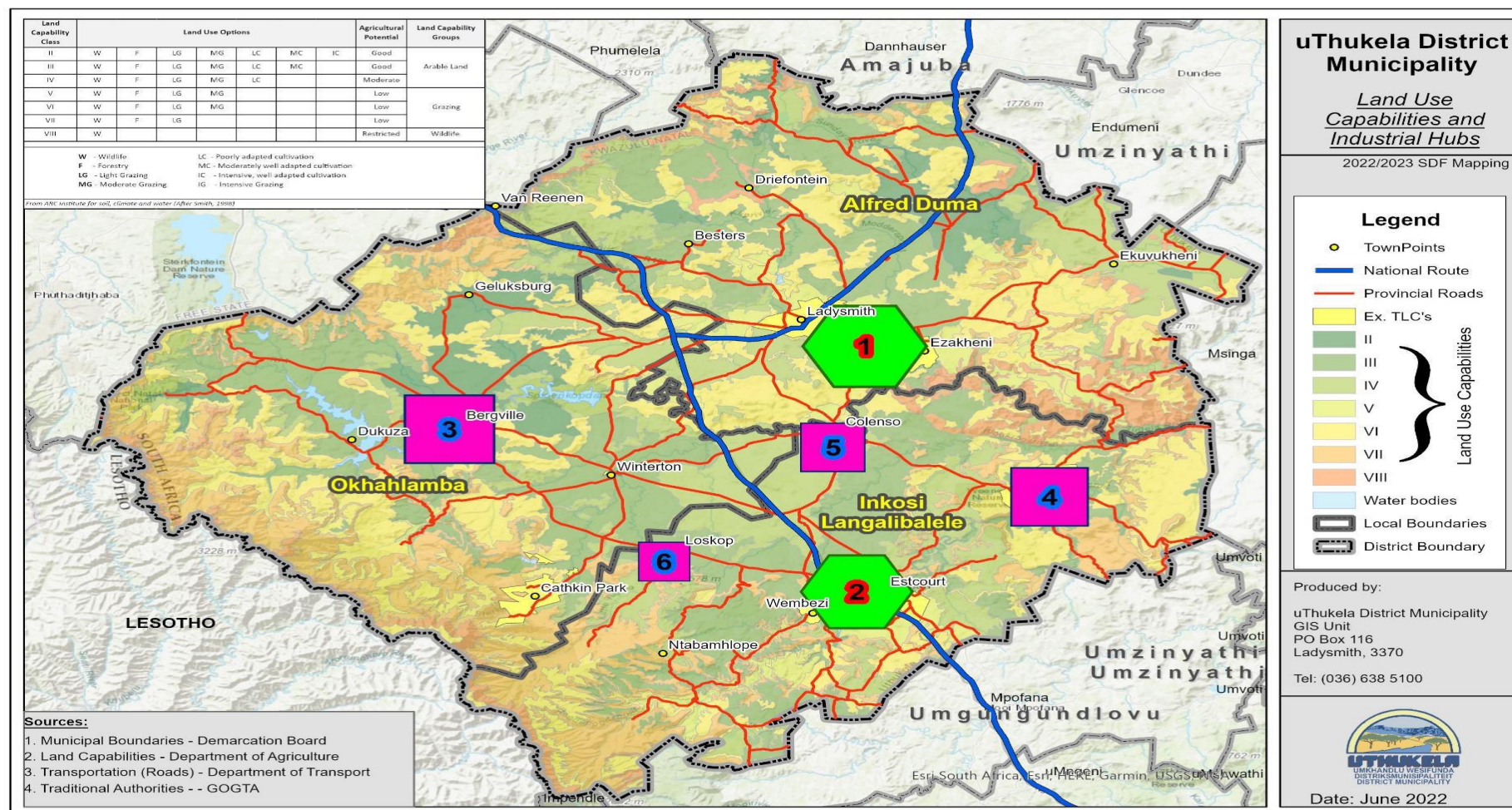
The existing and established industries within UThukela are mainly found in Alfred Duma and Inkosi Langalibalele local municipalities. Ladysmith is considered to be the Primary Industrial Hub with three main industrial areas that are Danskraal, Nambithi and Ezakheni. Estcourt is considered to be a Primary Agri-processing Hub. According uThukela Investment Promotion and Attraction Strategy, there is still demand for manufactured products in uThukela such as clothing and textile, footwear, furniture, food, beverages and building material. Further, uThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the district for processing. The areas that are seen as the potential for further industrial development that is worth exploration are as follows:

- Ladysmith and Estcourt – Existing Industrial Hubs;
- Bergville – Primary industrial area for maize mill and agro-processing;
- Weenen – Agricultural produce packaging and processing;
- Loskop – Leather production, clothing, textile; and
- Colenso – Charcoal Plant.

The map below shows the areas for industrial development in uThukela district municipality



## AREAS FOR INDUSTRIAL DEVELOPMENT



### 3.2.9 PROTECTION AND CONSERVATION OF AGRICULTURAL LAND

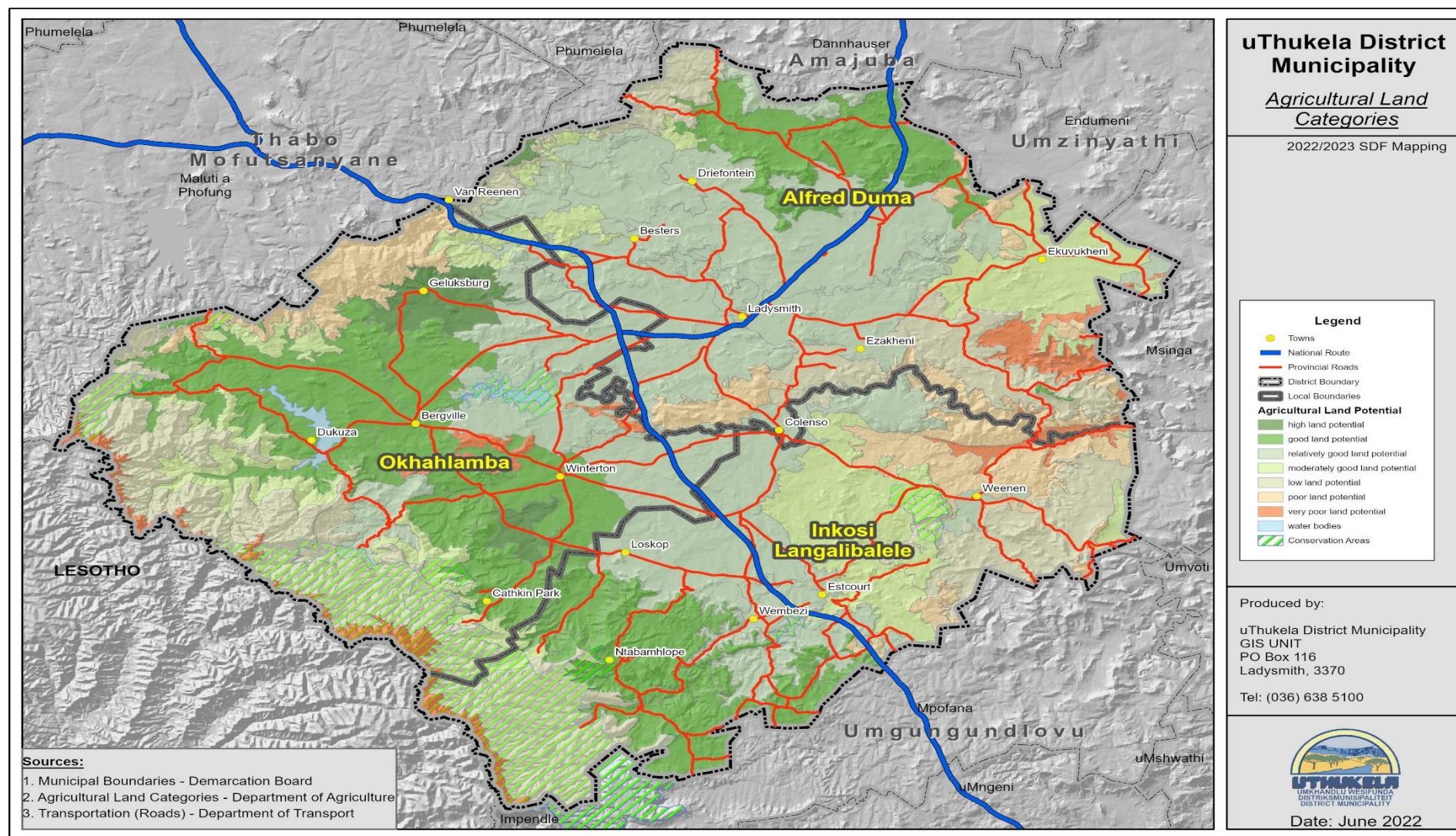
The Provincial Department of Agriculture, Environmental Affairs and Rural Development have a responsibility to protect agricultural land from development that leads to its alienation from its primary purpose or to diminished productivity. Poor resource (veld) management such as overstocking, the development of land for settlement (mainly in land reform projects) and other non-agricultural uses has led to the loss of significant areas of good agricultural land. Land degradation is now widely regarded as one of the greatest challenges facing certain parts of UThukela Municipality. Protection of good agricultural land should be based on the following policy principles:

- Any proposal for non-agricultural development on agricultural land is subject to an application made to, and assessed by, the Department of Agriculture in terms of the Sub-division of Agricultural Land Act, (Act No. 70 of 1970).
- The preparation of planning schemes should include an evaluation of alternative forms of development, and significant weight should be given to those strategies that minimise the impacts on good quality agricultural land.
- The Land Use Scheme should aim to minimise cases where incompatible uses are located adjacent to agricultural operations in a manner that inhibits normal farming practice. Where such instances do arise, measures to ameliorate potential conflicts should be devised.

The land use scheme should provide for a hierarchy of agricultural zones based on the agricultural development potential and impact of non-agricultural activities on agricultural land. Non-agricultural activities such as agri-tourism, game farms with themed estates or lodges, resort developments, etc. should be located on land with low agricultural potential.

- High potential agricultural land should be used for mainly agricultural activities. However, limited non-agricultural uses may be permitted especially along the corridors and within the designated development nodes. Conservation should form part of a drive to protect and enhance the quality of agricultural land. Irrigated land along the river corridors should be protected equally.
- Low potential agricultural land should be subjected to tourism and low intensity agricultural uses. Most of it is degraded and prone to soil erosion and the map below displays the agricultural land potential of uThukela district and its family of municipalities.





### 3.2.10 LAND USE PATTERN

The current land use pattern within the district has evolved due to a number of issues. These include economic opportunities, genesis of settlements, the natural environment, regional access routes and uniqueness of particular areas. The following broad land use categories are found in UThukela District Municipality:

- Urban nodes are Ladysmith, Colenso, Ezakheni, Estcourt, Wembezi, Weenen, Bergville, Winterton and Ekuvukeni. Each of these plays a different role in the space economy. Some of these are the major commercial nodes such as Ladysmith and other smaller towns like Estcourt, Bergville and Winterton. The others are mainly dormitory suburbs.
- A sizeable portion of the municipal area comprises commercial agricultural areas. There are extensive and intensive farming activities throughout this area. They include crop production (primarily in irrigated areas), game farming, forestry and livestock farming.
- Traditional Authority Areas – there are several tribal areas with dense rural settlement, which are mainly located in Inkosi Langalibalele and Alfred Duma.
- Rural settlement areas that are not located within proclaimed tribal areas. They include settlements such as Driefontein, Matiwanoskop, Jononoskop, Lucitania, Nkunzi, Frere, Chiveley, Cornfields and Thembalihle. The management of these areas in terms of land use activities remains a critical challenge.
- Conservation areas include Ukhahlamba Drakensberg Park, nature reserves (namely the Weenen, Wagendrift and Moor Park Nature Reserves), game farms and heritage sites.

#### 3.2.10.1 URBAN AREAS

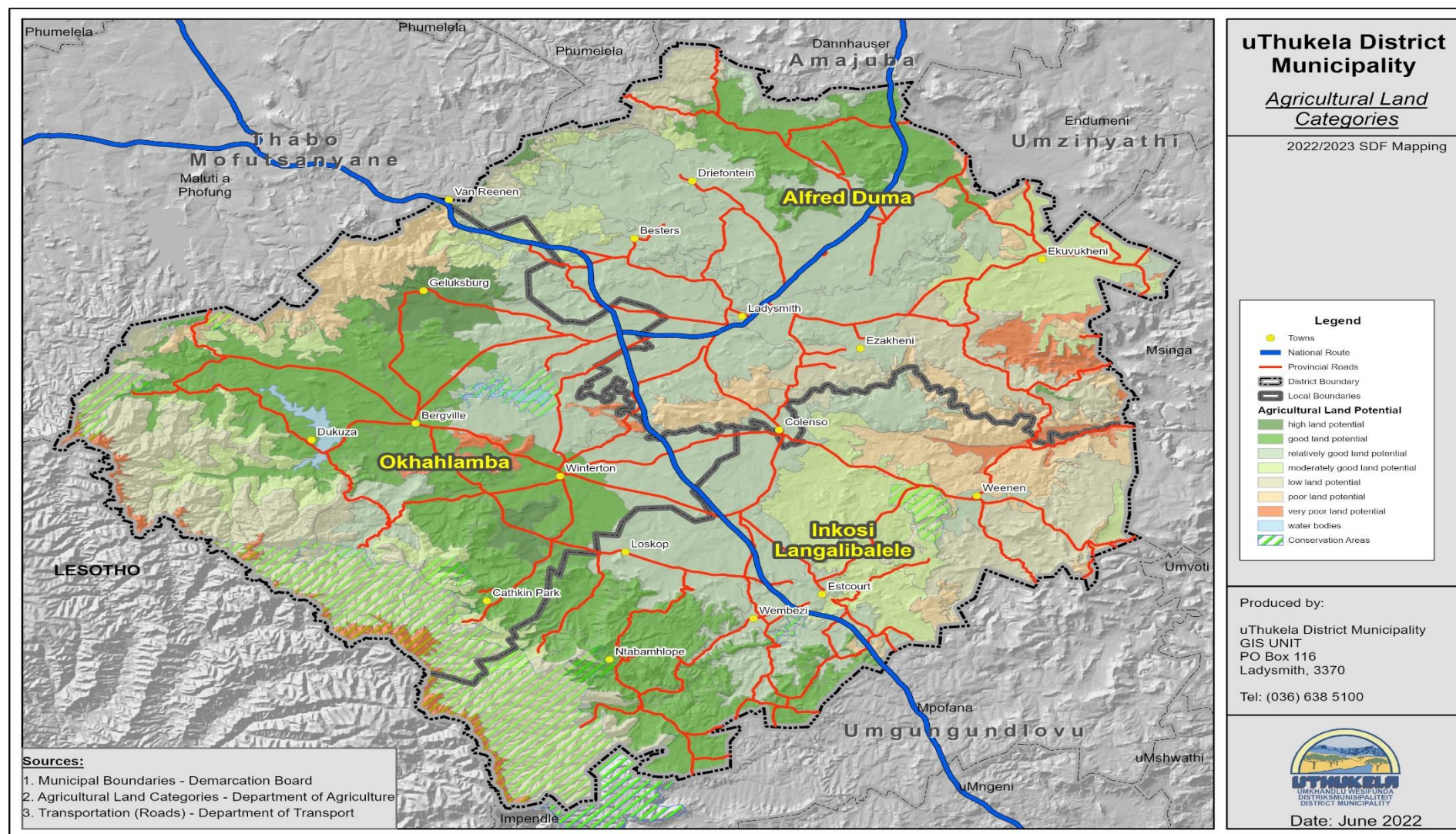
The urban areas occupy 259 km<sup>2</sup> of the total surface area within the district and this only accounts for 2, 2% of the total district. These are the highest development intensity areas for integrated land use management including the introduction of comprehensive planning schemes.

#### 3.2.10.2 COMMERCIAL AGRICULTURE

The dominant land use within UThukela is commercial agriculture, which covers 6852 km<sup>2</sup> or 60% of the geographic area of the district municipality. Commercial crops and commercial forestry that accounts for a smaller fraction of the municipal area represent existing commercial agriculture. The

potential commercial agriculture category refers to grassland, which covers most of the municipal area. The map below shows the agricultural potential land in uThukela district municipality.





### 3.2.10.3 RURAL SETTLEMENTS

Settlements represent 2% of the land uses in UThukela, which is a small percentage of geographical space. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services. Other settlements, which are significant in size but are not formalised urban areas, include Driefontein complex, Matiwane complex and Roosboom, which is to the south of Ladysmith. Other smaller settlements are scattered within the municipal landscape and include, Lucitania, Blue Bank Settlement, St. Joseph's Mission, Droogval Settlement, Steincoal Spruit (Nkunzi) and the Van Reenen.

### 3.2.11 ENVIRONMENTAL ANALYSIS

uThukela is committed to sustainable development to all projects linked to integrated development plan. Sustainable development is defined as the integration of social, economic, and environmental factors into planning, implementation and decision-making to ensure that development serves present and future generations. Environmental management leads to sustainable development through application of NEMA (act no. 108 of 1996) in all phases of integrated development Plan for uThukela district namely: Analysis, Vision & Strategies, Projects, and Integration. NEMA provides a set of detailed environmental principles to which subsequent Environmental legislation has to be adhered to.

### 3.2.12 ENVIRONMENTAL PROFILE

#### **The Municipal Environmental Landscape**

This District Municipal Profile provides an overview of the current environmental status quo and current challenges within uThukela District Municipality. The intention of the profile is to deepen awareness of environmental aspects within the District in order to highlight key consideration for future development planning. The District Municipal Profile is based on existing information made available by the Department of Environmental Affairs (DEA) in respect of the following thematic areas. Environmental Management Governance, Environmental Programmes, Biodiversity, Waste Management, Air Quality, Climate Risk, Vulnerability, and Climate Change Mitigation. UThukela is located on the Northwestern border of the KwaZulu-Natal Province with Lesotho along its south-west

border and the Free State Province to the west. The local Municipalities that make up the District are Alfred Duma, Inkosi Langalibalele and Okhahlamba

The District is strategically located along the N3 between Durban and Johannesburg and encompasses the northern portion of the uKhahlamba Drakensberg Park. The settlement patterns within the District are characterized by dispersed, rural settlement, with scattered towns including Ladysmith (regional and administrative centre), Weenen, Winterton, Bergville and Escort. The total population is 668,848 (Census 2011). The highest concentration of the population (33%) is located in the Alfred Duma Local Municipality (Ladysmith/Colenso area), which serves the surrounding municipalities as a sub-regional centre. The adult population of the District is characteristic of rural population in KwaZulu-Natal with the number of females being substantially higher than males, indicating a possible net out-migration of men seeking employment opportunities.

The education levels within the District are relatively low in comparison to the KwaZulu-Natal Province. Only one percent of the population has a post matric qualification, and 10.9% have achieved matric. This has resulted in a limited pool of skilled labour within the municipality and the need for basic education to be addressed to improve skills levels in the future. The low education levels are reflected by the low individual income within the District, with a large portion of the population (48.8%) not earning an income and a further 27.5% of the population earning less than R400 per month. The main source of the employment within the District, are Wholesale and Retail Trade, Catering and Accommodation, Government and community, Social and Personal Services. The unemployment rate was 22% in 2011 which is similar to the KwaZulu-Natal Province as a whole.

The Landscape of the District is characterized by the Drakensburg mountain range to the south-west and extensive grasslands and savanna around the centre and eastern part. UThukela is a significant catchment area for the Province, with the source of Tugela River located on the western border. Numerous other important tributaries are formed and pass through the District, providing water to a large portion of the province. The state of the natural environment in the District is therefore critical to the overall provincial sustainability.



Challenges
<ul style="list-style-type: none"> <li>▪ Lack of skilled staff and capacity at a District level.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Services backlogs and poor water quality.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Lack of planning tools at a District level.</li> </ul>

Proposed Interventions
<ul style="list-style-type: none"> <li>▪ Improve and retain capacity within the District governance.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Improve enforcement of environmental and services policies.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Development of systems and procedures for effective land use management and environmental management.</li> </ul>

## ENVIRONMENTAL MANAGEMENT GOVERNANCE

Environmental Management Governance refers to the processes of decision-making involved in the management and control of the environment and natural resources. South African municipalities perform environmental management functions, allocated to them in terms of the Constitution the suite of the National Environmental Management Act (NEMA) as well as other sector specific legislation on powers and functions. The National Management Act (Act No.107 of 1998) promote the application of appropriate environmental management tools in order to ensure the integrated environmental management of activities.

UThukela has required the environmental management plans in place and adopted, including the recently updated a Disaster Management Plan, however a number of these are due for review. These plans include an Integrated Waste Management Plan (IWMP), Municipal Environmental Policy, UThukela Environmental Management Framework Tool, Draft Climate Change Response Plan and a Draft Climate Change Response Plan for Alfred Duma LM. In addition, a District Integrate Environmental Management Forum and Buffer Zone Technical Committee are in place to engage on environmental issues and protect UKhahlamba Drakensburg Site respectively.

The District does not have the capacity to enforce policies and by-laws, and there is a vacant post for environmental management and planning officer. These key gaps have resulted in environmental policies and plans not being implemented.

Challenges	Proposed interventions
<ul style="list-style-type: none"> <li>▪ Lack of capacity to implement plans and policies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure capacity building and retention within the municipality.</li> </ul>
<ul style="list-style-type: none"> <li>▪ No environmental management and planning officer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appointment of an environmental management and planning officer</li> </ul>

<b>Environmental Management Governance checklist</b>	<b>uThukela</b>	<b>Alfred Duma</b>	<b>Inkosi Langali balele</b>	<b>Okhahlamba</b>
<b>Designation of officer in terms of SEMAs</b>				
Environmental control officers	x	x	✓	x
Number	0	0	1	0
Air Quality Officials	✓	X	✓	X
Number	1	0	1	0
Waste Management Officials	✓	✓	✓	✓
Number	1	1	1	1
Climate Change Officials	X	X	X	X
Number	X	X	X	X
Biodiversity Officials	X	X	X	X
Number	X	X	X	X
EIA Officials	X	X	X	X
Number	X	X	X	X
Environmental Conservation Officials	X	X	X	X
Number	X	X	X	X
Environmental Management Inspectors	✓	X	X	X
Number	1	X	X	X
Integrated Coastal Management Officials	X	X	X	X
Number	0	0	0	0
<b>Availability of Sector Plans per SEMAs for period 2015-2020</b>				
Integrated Development Plan	✓	✓	✓	✓
Com Dev SP	X	X	X	X
Eco Dev SP	X	X	X	X
Climate Change Action Plan	✓	X	X	X
Special Development Framework	✓	✓	✓	✓
Air Quality Management Plan	✓	X	X	X
Disaster Risk Management Plan	✓	✓	✓	X
Integrated Waste Management Plan	✓	✓	✓	✓
State of Environment Report	x	X	X	X
<b>Environmental By-Laws</b>				
Air Quality Act	X	X	X	X
Conservation of Agricultural Resources Act	X	X	X	X
National Environmental Management Act	X	X	X	X
Environmental Laws Rationalization Act	X	X	X	X
Marine Living Resources Act	X	X	X	X
Mineral and Petroleum Resources Development Act	X	X	X	X
Municipal System Act	X	X	X	X
Spatial Planning and Land Use Management Act	X	X	X	X
Water Services Amendment Act				
<b>Environmental Management Structures/Forums</b>				

Environmental Structures/Forum	✓	✓	✓	✓
Number	1	0	0	0
Alternative structures/forum if environmental structures not available	X	X	X	X
Number of meeting in a financial year	4	0	0	0
Local councilors/community representative involved in structures/forum	X	X	X	X
Legal unit that assist with environmental decisions	X	X	X	X
Other external organisations involved in the structure/forum	✓	X	x	X

Capacity at District and Local Level	uThukela	Alfred Duma	Inkosi Langalibalele	Okhahlamba
<b>Organizational Arrangements</b>				
Existing Environmental Unit	X	X	X	X
Number of Officials	0	0	0	0
<b>Scheduled Functions Performed</b>				
Building Regulations	N/A	✓	✓	✓
Air Pollution	N/A	X	X	X
Storm Management System	N/A	✓	X	✓
Beach and Amusement	N/A	X	X	X
Fire Fighting	✓	✓	✓	✓
Local Tourism	✓	✓	✓	✓
Municipal Airport	X	X	X	X
Municipal Planning	✓	✓	✓	✓
Public Transportation	X	✓	X	✓
Water and Sanitation	✓	N/A	N/A	N/A

## ENVIRONMENTAL PROGRAMMES

The DEA is responsible for the implementation of the Environmental Protection and Infrastructure Programmes (EPIPs) as well as Natural Resource Management (NRM) programmes. The objective of the EPIP and NRM is to conserve natural assets, protect the environment and alleviate poverty through a number of programmes implemented at the community level. The programmes are a key driver for job creation and environmental protection in the region and include the following focus areas.

- Alien Plant Clearing: Removal of alien vegetation from environmentally sensitive areas to ensure Biodiversity conservation and generation of employment opportunities to relieve poverty.
- Working on Waste: A proactive preventative measures that recognises that inadequate waste services may lead to causing visual disturbance, health hazard, and environmental degradation.

- **Greening and Open Space Management:** Restoration and rehabilitation of neglected open spaces within the communities in order to improve the social well-being of communities and minimize environmental degradation.
- **Working for Land:** Ensures degraded ecosystems are restored to their former or original state wherein they can maintain or support the natural spaces of that system.
- **People and Parks:** Addresses issues at the interface between conservation and communities and promotes fair access and equitable sharing of benefits of natural resources.

UThukela had ten environmental programmes implemented across the three local municipalities during the 2022-23 period. These included:

- Five Alien Plant Clearing programmes over all three local municipalities.
- Working on Waste programmes – Flood Mopping Programme in all local municipalities within Uthukela DM (Okhahlamba LM, Inkosi Langalibalele LM and Alfred Duma LM).
- Working on Waste-Development of Bergville Landfill site
- One People and Parks – Maloti Trans frontier Drakensberg Project (MDTP) at Okhahlamba Local Municipality.

These programmes have generated a total of 449 employment opportunities during the 2022-2023 financial year. It should be noted that there may have been other environmental programmes funded by the government agencies, the data provided here is limited to those programmes funded by DEA.

Challenges	Proposed Interventions
<ul style="list-style-type: none"> <li>▪ Limited implementation of EIPs across the District</li> </ul>	<ul style="list-style-type: none"> <li>▪ EIPs focusing on rehabilitation and improved ecosystem need to be prioritized, especial around rivers and threatened ecosystems</li> </ul>
<ul style="list-style-type: none"> <li>▪ Lack of investment in ecological infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support and implementation of EPIP programmes in the rural areas to help facilitate employment generation.</li> </ul>

## BIODIVERSITY – AQUATIC ENVIRONMENTS

The diversity of aquatic and wetland habitat within uThukela supports a great diversity of faunal and floral species. The areas incorporate both subtropical and temperate features, which are governed by the dramatic changes in topographical features.

## RIVERS

UThukela encompasses the source of several major rivers and tributaries within KwaZulu-Natal. The largest river within the District is uThukela River, which rises in the Drakensburg Mountains and supplies water to the large portion of KwaZulu-Natal. Other main rivers include the Klip, Sundays, Little Tugela, Boesmans and Sterkspruit Rivers. The rivers and associated wetlands within the District are of natural importance. Most river are regarded as being in a natural or rear- natural state but the larger rivers, including the Tugela are in a moderately modified state.

## WETLANDS

Wetlands are defined by the Integrated Coastal Management Act (Act No.24 of 2008) (ICMA) as land, which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water and supports vegetation typically adapted to life in saturated salt. Wetlands are critical part of our natural environment. They reduce the impacts of floods; absorb pollutants to improve water quality. Montane and highland wetlands, as well as midland and lowland wetland types are found throughout the District and proved crucial ecosystem service to the District and to the rest of the province. In addition, many of these wetlands provide habitats to threatened and vulnerable species, such as the Blue Crane.

Wetlands within the District are largely dominated by naturally occurring channeled valley-bottom wetlands associated with watercourses, with large wetland units being associated with the Sundays River and at the confluence of the Dwars and Sundays Rivers. The wetlands are considered mostly pristine in the high-lying areas of the District, with those lower down being moderately impacted by agriculture and settlements.

Challenges	Proposed Interventions
<ul style="list-style-type: none"> <li>Uncontrolled agricultural and domestic threats, including erosion, poor fire management, overgrazing and development within or near wetlands</li> </ul>	<ul style="list-style-type: none"> <li>Promotes awareness about sustainable harvesting of biodiversity resources.</li> </ul>
<ul style="list-style-type: none"> <li>Alien plant proliferation, poaching and overharvesting of native plants.</li> </ul>	<ul style="list-style-type: none"> <li>Improved protection of threatened ecosystems and sensitive habitats.</li> </ul>

<ul style="list-style-type: none"> <li>▪ Degradation of water resources and habitats due to pollution of rivers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wetland rehabilitation programmes to be formulated and implemented (including private and Working for Wetlands)</li> </ul>
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## BIODIVERSITY - TERRESTRIAL

The South Africa National Biodiversity Institute (SANBI) defines Critical Biodiversity Areas (CBAs) as regions required to meet biodiversity targets for ecosystem, species and ecological processes, as identified in a systematic biodiversity plan. An ecosystem refers to all living things in an area and the way they affect each other and their environment.

CBAs can be divided into two subcategories, namely irreplaceable and Optimal (Ezemvelo KZN Wildlife, 2014). Irreplaceable CBAs are areas considered critical for meeting biodiversity targets and thresholds and are required to ensure the persistence of viable populations of species and the functionality of ecosystems. CBA Optimal areas are more suitable for development negotiations as they have a lower irreplaceability value. Ecological Support Areas (ESAs) are areas required to support and sustain the ecological functioning of CBAs. These are functional but are not necessarily pristine natural areas and cover a small portion of the District.

A list of threatened terrestrial ecosystems was published in 2011 under the National Environmental Management: Biodiversity Act (Act 10 of 2004). The primary purpose of listing threatened ecosystems is to reduce the rate of ecosystem and species extinction (SANBI, 2011). Least threatened ecosystems make up 96.45% and Vulnerable ecosystems account for 3.55%.

These are a number of conservation areas within the uThukela District Municipality, including:

- The uKhahlamba Drakensburg Park (World Heritage Site) – encompassing several provincial reserves and state forests: Cathedral Peak, Rugged Glen, Giants Castle, Mkhomazi, Royal Natal, Sungubala, Ingwe, Hlatikulu, Highmoor, and Monks Cowl.
- Provincial Nature Reserve – Pocolan Nature Reserve, Robinson’s Bush Nature Reserve, Ntabamhlope Bush Reserve, Wagendrift Nature Reserve, Moor Park, Weenen Nature Reserve, and Spioenkop Nature Reserve.
- Proclaimed Wildemess Areas – Mdedelo Wildemess Area and Mlambonja Wildemess Area.

## **TERRESTRIAL VEGETATION**

The District has a rich floral diversity and encompasses a number of endangered and vulnerable vegetation types. The District contains five threatened vegetation types, namely Glencoe Moist Grassland, Income Sandy Grassland, Mooi River Highland Grassland, Thukela Valley Bushveld and Drakensburg Foothill Moist Grassland.

The natural vegetation cover is impacted by the ongoing development taking place in the rural areas. There is a need for protected areas as the District contains critical vegetation biodiversity areas, including wetlands and grasslands that are a habitat for rare and endangered plant species.

## **WASTE MAGEMENT**

Local government is mandated to provide waste management services. Waste management is the collection, transport, processing or disposal of waste materials in an effort to reduce their effect on human health and the local environment. Waste management in South Africa is administrated by the National Environmental Management. Waste Act (act No. 59 of 2008) (NEMWA). The management of waste in South Africa has been based on the principles of the waste management hierarchy as a recognized, international model for the prioritization of waste management options. It offers a holistic approach for waste avoidance, reduction, reuse, recycling, recovery, treatment and safe disposal as a last resort. Waste Management is mostly controlled through municipality by-laws and every municipality is required in terms of the municipality system Act to have an Integrated Waste Management Plan (IWMP).

The uThukela District Municipality has an IWMP in place however there has been limited implementation of this plan and the plan is outdated. There are three registered solid waste disposal facilities within the District at Okhahlamba LM (Bergville landfill site), Inkosi Langalibalele LM (Estcourt/Umtshezi landfill site), and Alfred Duma LM (Ladysmith, Acaciaville landfill site).

These are not sufficient to service the entire District, and a number of areas do not have collection services, while many rural communities make use of informal dump sites. There are currently nine wastewater treatment plants operational within the District, namely Ladysmith, Colenso, Estcourt, Bergville, EKuvukeni, Wembezi, and the Weenen Ponds. The wastewater treatment plants purify domestic grey water and industrial effluent. The above wastewater works are operated within the guidelines and general standards issued by Department of water Sanitation.

Challenges	Proposed Interventions
<ul style="list-style-type: none"> <li>▪ Lack of infrastructure for waste collection, treatment and disposal.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formulations and implementation of waste management strategies through the IWMP.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Lack of capacity to implement waste management strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Landfills to be permitted and to be operated according to legal requirements.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Litter and illegal dumping causing ecological and health impacts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishment of a waste management unit in the District, which will ensure that the District's IWMP is implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Reduction of waste disposal and establishment of recycling facilities and implementation of awareness campaigns.</li> </ul>

## AIR QUALITY

Section 24 of the Constitution of South Africa states that everyone has a right to an environment that is not harmful to their health. Air quality is the composition of the air in terms of the pollution it contains and can be classed into two types; indoor air quality and ambient (outdoor) air quality.

The purpose of the National Environmental Management Air Quality Act (39 of 2004) (NEMAQA) is to protect and improve air quality through the minimization of air pollution. NEMAQA shifted the focus of air quality management from source based control to receptor based impact. To promote this constitutional right, the NEMAQA provided the framework to establish National Ambient, Air Quality Standards (NAAQS). The NAAQS (GN 1209 of 2009) provides the emission limits for priority pollutants that include Sulphur dioxide (SO<sub>2</sub>), nitrogen dioxide (NO<sub>2</sub>), particulate matter with an aerodynamic diameter of less than 10 micron meters (PM<sub>10</sub>), ozone (O<sub>3</sub>), benzene (C<sub>6</sub>H<sub>6</sub>) and lead (Pb).

Regulations promulgated under NEMAQA provide a comprehensive list of activities that require licensing, due to their potential for negative impact on the environment. Any activity identified as a Listed Activity is required to apply for an Atmospheric Emission License (AEL). Furthermore, each activity may be subject to monitoring requirements.

The National Framework for Air Quality Management provides guidance for government to meet the requirements of Section 24 of the Bill of Rights. Section 15 (1) of the NEMAQA, urges the Municipality to include an Air Quality Management Plan (AQMP) in its IDP. AQMP is a tool that a District and all stakeholders can use to promote sound air quality management practices within the District. It also provides a framework for the local municipalities and has the following objectives;

- Establish an effective and sound basis for planning and management of air quality.



- To manage air quality that will promote human health and well-being.
- To encourage sustainable economic development that is not harmful to residents and ecosystem.
- To allocate accountability to appropriate polluters; and
- To ensure effective communication and public participation.

The uThukela District Municipality has an AQMP (2015) which is currently under review. A designated Air Quality Officer (AQD) has been appointed to assist with the management of atmosphere to emissions and compliance with the Act as AEL competent authority is at district municipality level across South Africa.

The Ladysmith area (Alfred Duma Local Municipality) has the highest concentration of settlement and industry within the District it is therefore important to ensure higher levels of air quality for the health of the community. Four AELs have been issued within the Alfred Duma Local Municipality. There is one Air Quality Monitoring Stations (AQMS) in the District and is located in Estcourt (Inkosi Langalibalele Local Municipality) and it is owned by EDTEA.

The highest atmospheric emissions within the District are carbon monoxide. This indicates that vehicular emissions are the largest contributor with industrial and agricultural emissions contributing the least to atmospheric emissions.

. UTDM has an Air Quality Management Plan in place that was adopted on the **5<sup>th</sup> of June 2015**, and there is an air quality monitoring station in Estcourt.

*The Air Quality Management Plan to inform the 2023/2024 financial year will be reviewed and approved by Council at the end of **June 2023** and to be implemented as follows:-*

- identification of priority sources of air pollution
- development and implementation of air pollution reduction strategies, focusing on the identified priorities
- acquisition of appropriate air quality monitoring tools
- appointment of an air quality officer

- establishment of the district environmental management forum in order to wage a multi-sectoral approach in addressing air quality management challenges including radiation in the district
- compilation and submission of quarterly progress report on the implementation on the plan

Challenges	Proposed Interventions
<ul style="list-style-type: none"> <li>▪ There is a single AQMS which may lead to inaccurate measurements of air pollution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review and update the AQMP on a regular basis to ensure comprehensive monitoring.</li> </ul>
<ul style="list-style-type: none"> <li>▪ A limited number of AELs have been issued within the District potentially indicating a lack of monitoring and enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appoint train additional AQOs to ensure compliance and enforcement of AELs.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Lack of compliance and Implementation of the AELs due to lack of capacity and resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquire additional AQMS throughout the District to ensure comprehensive monitoring.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Develop a system of monitoring and penalties for non-compliance of industry within all local municipalities.</li> </ul>

## CLIMATE RISK AND VULNERABILITY

Our climate is important because it determines both how and where we organize our societies and our economic activity. We refer to climate change when we are describing alterations, to prevailing climatic conditions, which persist for long periods (decades to millennia). Increasingly, the phrase “climate change” is used to refer to changes in global and regional climate in response to human influences. Human activities result in emission of four principal greenhouse gases; carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and the halocarbons. These gases accumulate in the atmosphere, causing concentrations to increase with time. Significant increases in all of these gases destroy ozone in the stratosphere. Ozone is a gas in the atmosphere that protects everything living on the earth from harmful ultraviolet (UV) rays from the sun.

A climate Change Vulnerability Assessment was conducted through the Local Government Climate Change Support Programme, an initiative of the DFFE, for the District. A Climate Change Response

Strategy (CCRS) has been drafted for uThukela District Municipality and is in the process of being finalized. The CCRS identifies several high-risk indicators for the uThukela District, including;

- Change in crop production and increased exposure to pests
- Increased risks to livestock
- Increased impacts on environment due to land-use
- Health impact from increased storm events and increased heat stress
- Increased isolation of rural communities
- Increased risk of wildfires
- Less water available for irrigation and drinking

Climate change impacts will result in increased summer temperatures and reduced rainfall during the traditional rainy seasons resulting in extreme dry years becoming more frequent. The following have been identified as high priority climate change indicators of high sensitivity and low adaptive capability within the District; agriculture, biodiversity and environment; human health and settlements; and water; other risks include;

### **Drought**

UThukela is at an overall low risk of drought, with the central and eastern parts being rated a low-medium risk of drought. This may affect agricultural production and water availability in rural areas, which could affect the livelihoods of rural populations.

### **Flooding**

There are a high number of perennial rivers within the District, with agricultural activities and settlements continuing to be developed within the floodplains. The area is likely to be at risk of increased flooding should rainfall increase. The 1: 100-years flood line zone is a high flood risk area and should be kept free of infrastructure and development.

### **Veld fires**

Grasslands and Savanna biomes within the District are prone to veld fires., therefore most of the District is under a high risk of veld fires. An increased in veld fires could negatively affect agriculture and rural settlement, which do not have access to firefighting services. The National Disaster Management Framework is a direct way in which municipalities are empowered to act on climate change and already have existing institutional arrangements. Under this, the Municipal Disaster

Management Centre must develop a progressive risk profile for the municipality and integrate this into the IDP process to enable disaster reduction. The broader mandate for local government to respond to climate change is rooted in South Africa's Constitution because many critical actions required for climate change responses fall within the responsibility of local government.

Challenges	Proposed Interventions
<ul style="list-style-type: none"> <li>High reliance on agriculture (commercial and subsistence)</li> </ul>	<ul style="list-style-type: none"> <li>Improve community services and develop and implement risk awareness campaigns.</li> </ul>
<ul style="list-style-type: none"> <li>Large isolated rural population.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement environmental management policies.</li> </ul>
<ul style="list-style-type: none"> <li>Poor environmental management and planning, especially in rural areas.</li> </ul>	

### CLIMATE CHANGE MITIGATION PROJECTS IMPLEMENTED BY LOCAL GOVERNMENT

South Africa is mostly vulnerable to climate change because of its dependence on climate –sensitive economic sectors and fossil fuels. Climate mitigation measures are efforts put in place to reduce or prevent emission of greenhouse gases. These include technological changes and substitutions that reduce resource input and emissions and enhance “sinks ” of greenhouse gases.

Due to the energy intensive nature of the South African economy, the mitigation of greenhouse gases is not easy or inexpensive. The government must support and facilitate the mitigation plans of, in particular, the energy, transport and industrial sectors.

UThukela District Municipality has engaged in numerous initiatives aimed at capacitating communities on global warming and climate change. The District supplies schools with garden tools to support food gardens initiative. The District also supports “green events” in their municipal events, waste management plan designed solely for event.

Currently, the District receives environmental management support from Assistant Directors deployed to municipalities (DEA) & receive support from Assistant Managers Municipal Support (Provincial Agriculture, Environmental Affairs & Rural Development section) as there is no environmental management capacity within uThukela District Municipality.

Global warming is the increase in the average temperature of the earth near surface, air and oceans. The effects of climate change will be felt sooner and the world must learn to live with the effects. The destructive changes in temperature, rainfall and agriculture would worse affect vulnerable people such as the old and the poor. uThukela district municipality is consciously aware that climate change poses critical threats to socio-economic development, in areas as diverse as water and sanitation, food security, health and energy. uThukela District Municipality has engaged itself in numerous initiatives aimed at capacitating communities on global warming and climate change.

The municipality supplies schools with garden tools to support food gardens initiative. The municipality also supports “green events” in their municipal activities. This is achieved through green procurement when organizing municipal events, waste management plan designed solely for the event, inviting Department of environmental Affairs to raise environmental awareness to communities during the day of an event e.g. distributing environmental education material to communities. uThukela district municipality is committed to understanding water resources, strategies & methods of utilizing water more efficiently & effectively going forward. The municipality has developed and adopted the climate change response plan *on the 29 June 2018*.

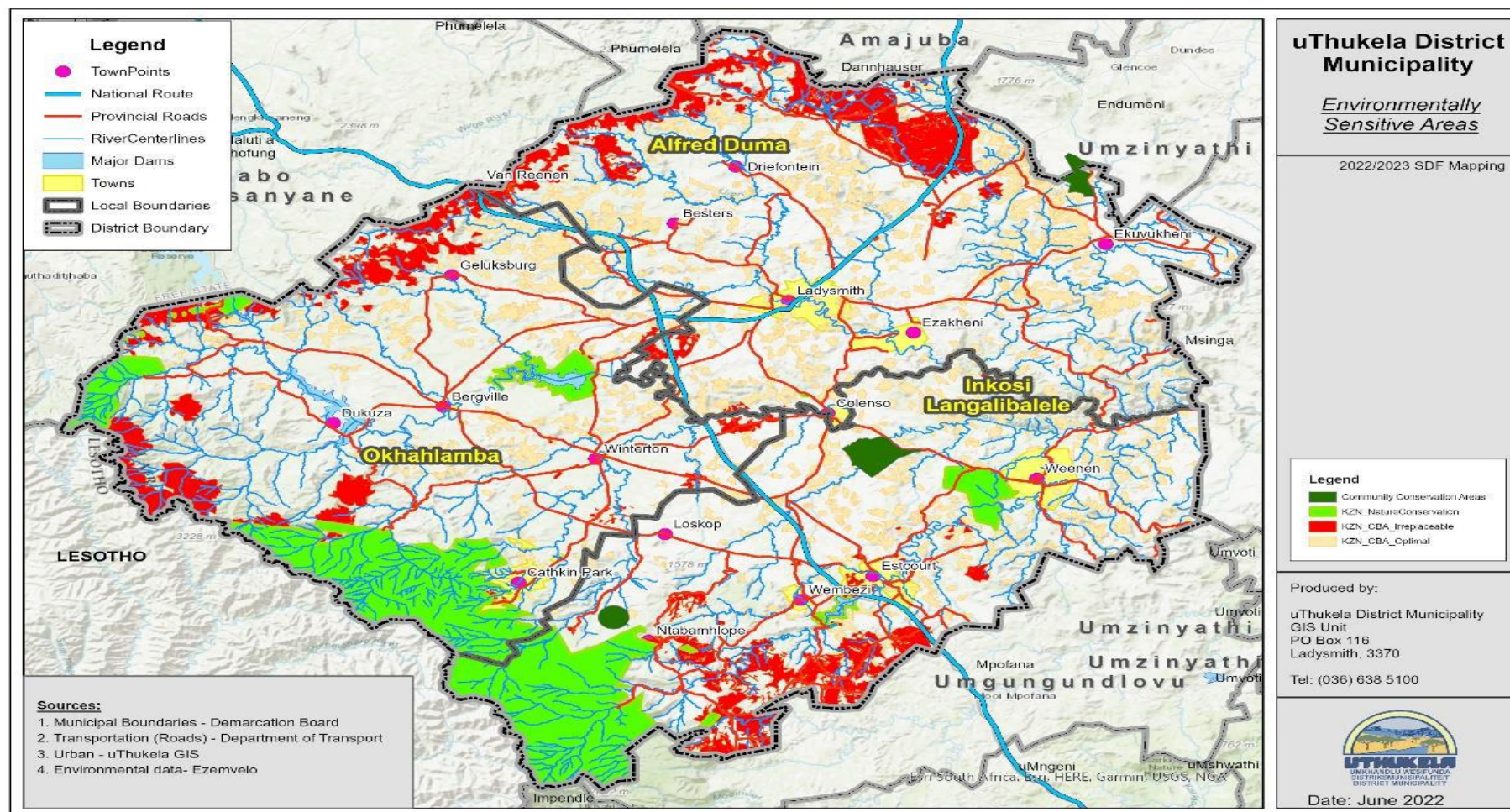
Challenges	Proposed Intervention
<ul style="list-style-type: none"> <li>Energy use in rural households relies on heating oil and illuminating paraffin (carbon intensive fossil fuel). Oil is also used in rural regions to power heavy equipment such as electricity generators and tractors in the agricultural sector.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce dependence on oil and coal based sources of energy.</li> </ul>
<ul style="list-style-type: none"> <li>Changing land use and unsustainable resource use in rural areas leading to clearance of natural vegetation and loss of carbon sequestration opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Emissions from residential fuel burning can be reduced through the encouragement alternative energy option and improve energy efficiency.</li> </ul>
	<ul style="list-style-type: none"> <li>Natural areas (forests, grasslands etc.) need to be protected from clearing and rehabilitated due to their important role in</li> </ul>

carbon sequestration and reducing greenhouse gases.
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#### 3.2.12.1 ENVIRONMENTAL SENSITIVE AREAS

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach. The maps below shows the environmental sensitive areas within uThukela

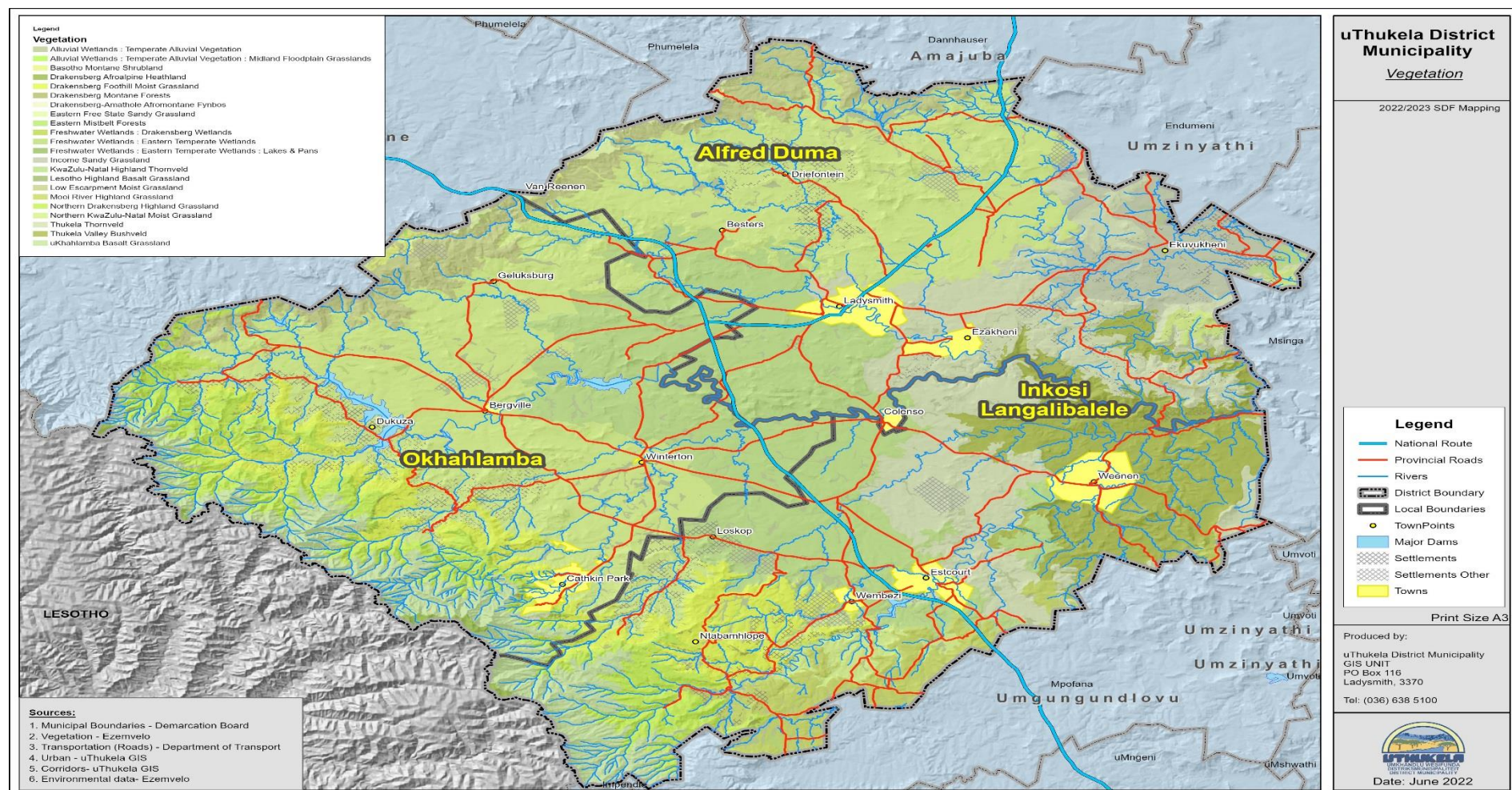
## The Environmental Sensitive areas



*The maps below explains the vegetation types and protected areas in uThukela district municipality:*

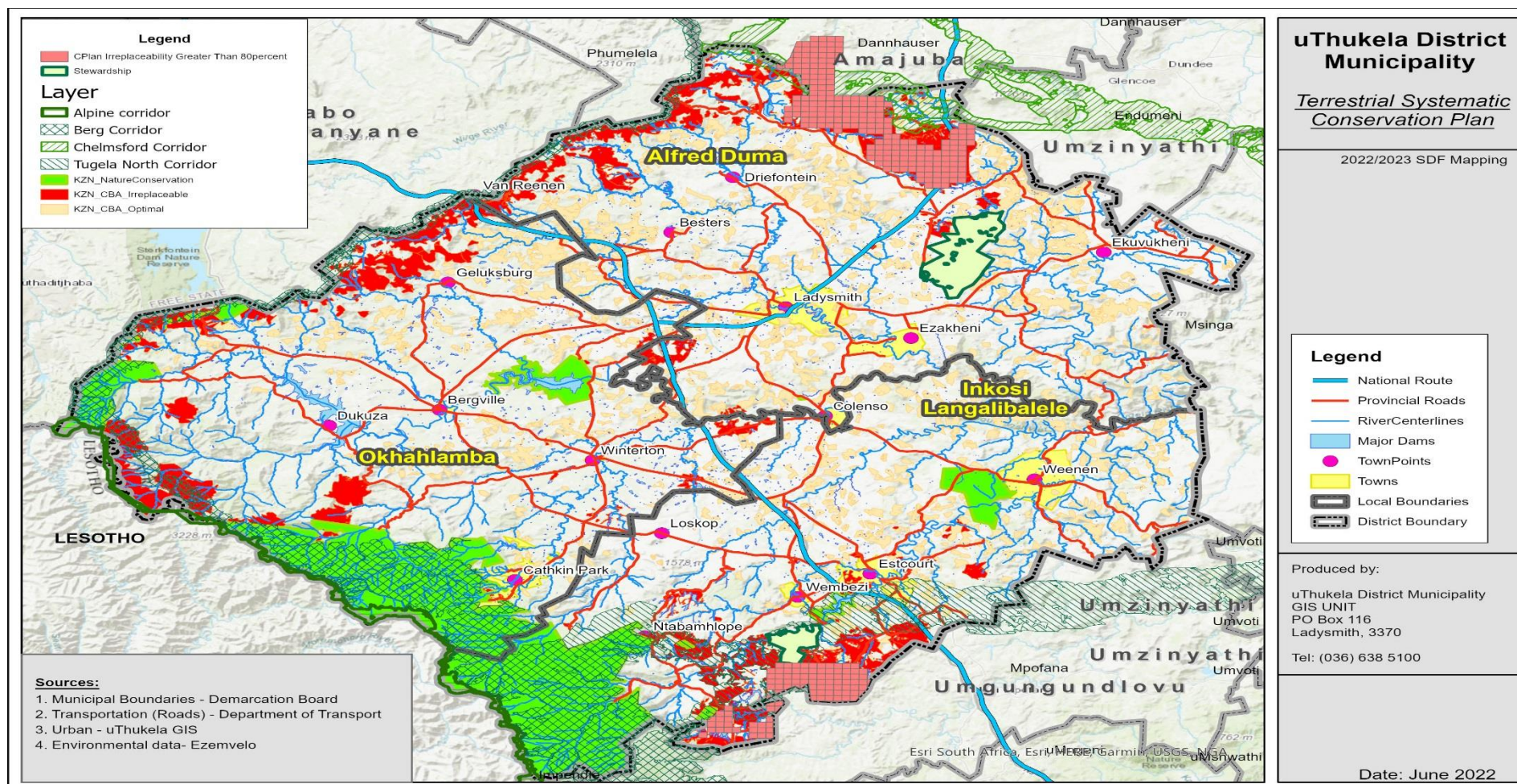


## District Vegetation





## Protected Areas



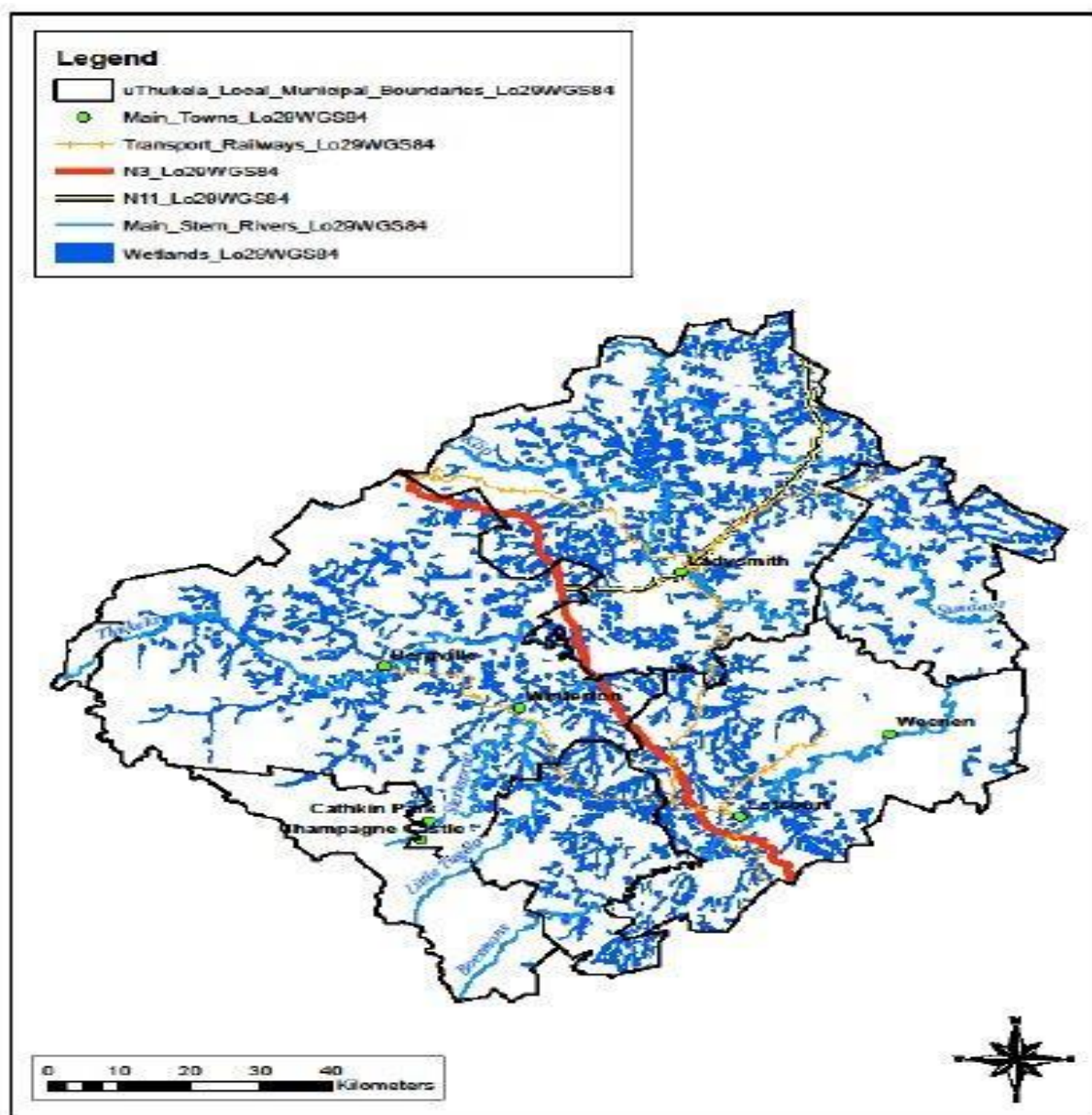
#### 3.2.12.2 HYDROLOGY

uThukela district municipality core function is the provision of water and sanitation, therefore it has a commitment to lead water conservation initiatives around uThukela district. The following are the water sources of the district:

- UThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of Kwazulu-Natal. Other main rivers include Klip River, Sundays River, Little Tugela, Boesmans River, and Sterkspruit Rivers;
- The Rivers and associated wetlands with the District, particularly upper catchment wetlands, are of national importance



The map below explicates the hydrology in uThukela district municipality:



Source: eZemvelo KZN Wildlife

### 3.2.12.3 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The Municipal Systems Act (MSA) requires that part of each municipality's IDP must have Spatial Development Framework. The act also suggests an environmental layer, in the form of Strategic Environmental Assessment (SEA), must inform that development framework. It is necessary to address the environmental resources and assets of an area and consider its sustainability. It is under this premise that the District developed an Integrated Environmental Plan (IEP). The primary role of the

IEP is to provide the high-level environmental analysis for the district including the local municipalities. Secondly, the plan is used to guide strategic and project level development and planning decision-making. The IEP contributes to a healthy environment by ensuring that strategic environmental issues are identified, as well as potential environmental requirements for future projects are taken into account during decision making.

### 3.2.13 SPATIAL AND ENVIRONMENTAL TRENDS

ISSUE	DRIVER	INTEVENTION
Threats to biodiversity and ecosystem functioning (especially catchment and watershed functioning)	Soil erosion due to lack of trail maintenance, paths by tourists and criminals, burning of trace lines for fire breaks Uncontrolled and unplanned fire inability to control fires particularly entering from neighbouring areas Overgrazing by livestock (cattle) entering from neighbouring area Lack of funds for proper management (e.g. current IAP budget covers 5% of WHS area) External pressures (e.g. land development by groups put pressure on resources; no compliance with the law even when an EA has been issued)	Overgrazing by livestock (cattle) entering from neighbouring areas Overarching intervention: Follow and implement WHS management plans already in place Improved grazing management Coordination of different stakeholders / agencies for funding. Improved law enforcement; awareness and education
Loss of cultural heritage	Damage and destruction of rock art	Follow and implement WHS management plans already in place
Degradation of grasslands	Inappropriate burning practice winter burning by thieves / poachers to encourage livestock / game to graze distant areas for poaching or theft inappropriate burning practice annual as opposed to biennial burns Soil erosion due to overgrazing, uncontrolled tracks	Fire Management Fire Management Footpath planning and maintenance Cross slope barriers contour burns, terraces
Loss of biodiversity	Alien plant infestation Invasive control measures Poaching of wildlife Overharvesting of native plants	Enforcement and awareness Raising Enforcement and awareness Raising Clearing of indigenous species Enforcement and awareness raising
Destruction of wetlands	Overgrazing / livestock movement Alien plant infestation Poor burning regimes	Grazing mgmt. herders; alternative fodder; stock reduction Invasive control measures Fire management
Decline in water quality	Leaching / runoff of agricultural chemicals due to lack of buffers on waterways and / or buffers between croplands and waterways Riparian areas being lost	Integrated pest management to reduce pesticide use; improved fertilizer management to reduce leaching run off. Buffer zones around waterways / riparian areas

	to croplands resulting in siltation High use of pesticides and fertilizers, which is leaching into water resources	Enforcement and awareness All riparian areas in Buffer
Loss of biodiversity	Expansion of commercial agriculture Alien plant infestation	Ensure proper applications and permitting Alien Removal programmes
Uncontrolled water abstraction impacting on water quality and quantity in rivers	Uncontrolled and random construction of weirs and pipelines to meet domestic and agricultural water needs	Rainwater harvesting focus on household / rooftop rainwater harvesting for domestic use and livestock watering (Minimal value in infield RWH due to high rainfall in area)
Water pollution in rivers and groundwater	Pollution with detergents from washing laundry in rivers due to insufficient water and sanitation services developed in the area	Service provision by DM proper sanitation
Litter and pollution Degradation of grasslands (increased erosion and declining biodiversity) grazing management issues	Poor solid waste management. Illegal dumping (especially problem of disposable nappies in river. Overgrazing large herds for cultural /traditional reasons. Localized overgrazing livestock kept close to homestead to avoid theft. Overgrazing large herds "hiding" drug money. Regular movement of large number of livestock between kraals and grazing lands. Cross slope barriers trash lines, vegetation strips	Service provision by DM Recycling; education and awareness campaigns Policing of pollution controls. Identification of illegal dumping hotspots. Grazing mgmt. herders; alternative fodder; stock. Reduction all communal grazing lands in buffer zone. Rehabilitation of dongas gully plugging, gully cutting and vegetation

### 3.2.14 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

The following table summarizes the Spatial and Environmental SWOT Analysis

**Table 5: Spatial & Environmental SWOT Analysis**

Strengths	Opportunities
<ul style="list-style-type: none"> <li>♦ Beautifully pleasing landscape with habitat diversity, large wetlands and important biodiversity areas with high tourism attraction</li> <li>♦ The area is good for a research development of certain organizations; the Ukhahlamba Drakensberg Heritage Site has Buffer restrictions to restore its own sense of place.</li> <li>♦ There are conservancies formed for conservation of species, habitat and biotic organisms</li> <li>♦ The Ukhahlamba Drakensberg mountain range is a World Heritage Site and forms part of the Maloti-Drakensberg Transfrontier Peace Park (MDTP) between Lesotho and South Africa. This has a competitive advantage</li> <li>♦ The municipality is responding to 2016 PGDS strategic goal number 5 that talks to Environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>♦ IDP identified the need for a regional airport and the development of the N3 corridor;</li> <li>♦ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing;</li> <li>♦ Integration of social, economic and environmental factors into planning, implementation and decision making this leads to sustainable development;</li> <li>♦ Sustainable Tourism , Revenue generation, Economic growth through sustainable development, Environmental awareness in the area;</li> <li>♦ Creation of green job opportunities through conservation of environment; this contributes to green economy</li> </ul>
Weaknesses	Threats

### 3.2.15 DISASTER MANAGEMENT

It is recommended that this section should be read in conjunction with the uThukela district municipality *Disaster Management plan and sector plan for 2023/2024*.

uThukela district municipality is concerned about the human suffering and economic loss due to the result of disasters. uThukela district municipality is affected by numerous disasters that include veldfires, corona virus, lightning, Strong Winds, Heavy rainfall, mudslide and hailstorm.

#### 3.2.15.1 MUNICIPAL INSTITUTIONAL CAPACITY

##### 3.2.15.1.1.1 UTHUKELA DISTRICT DISASTER MANAGEMENT CENTRE

Uthukela District Disaster Management Centre has ten (10) staff members and four (4) staff members in the fire department. The relief stock required is Temporary Shelters, Blankets, Plastic Sheets and Food Parcels. The District Municipality has to visit all the local municipalities to support staff and the councils to develop their policy frameworks, Memorandum of understanding, disaster management plans and contingency plans for their municipalities. The District Disaster Management Centre phase 2 is planned to be developed in the near future, which is the fire service unit.

##### 3.2.15.1.1.2 MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The uThukela district municipality Disaster Risk Management Framework was developed and approved. The framework is in line with the National and Provincial frameworks and deals with each of the four Key Performance Areas as well as the three enablers. Key performance indicators have been set for each of the KPA's as well as the three enablers.

##### 3.2.15.1.1.3 MUNICIPAL DISASTER MANAGEMENT PLAN

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 53, each municipality must prepare a disaster risk management plan for its area according the circumstances prevailing in the area. The uThukela district municipality disaster management plan and sector plan that will inform



2023/2024 financial was approved concurrently with the IDP. The Disaster management plan was reviewed in collaboration with all relevant stakeholders. The disaster management plan of uThukela district municipality incorporates the amendments made in the Disaster Risk Management Act 2002 due to Covid-19 pandemic. ***The 2023/2024 disaster management plan and Sector plan are attached as an annexure.***

#### 3.2.15.1.1.4 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

IGR Structure is actively functional. Hence, few senior management participating in this structure whereas many of them are expected to participate in this committee.

#### 3.2.15.1.1.5 MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. The uThukela District Disaster Risk Management Advisory Forum was established. According to subsection (1), a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The uThukela district municipality advisory forum is made up of all relevant stakeholders within the district who may be involved in issues related to disaster management. There is an improvement in terms of attendance of key stakeholders in advisory meetings; the forum meets on quarterly basis.

#### 3.2.15.1.1.6 MUNICIPAL FIRE AND RESCUE STATIONS

The uThukela district municipality has four personnel coordinating fire service unit at a district level. The operations on fire services are currently based at our family of local municipalities, which is Alfred Duma, Inkosi Langalibalele and Okhahlamba. UThukela is playing a critical role of supporting fire services in all four local municipalities, uThukela District supported Inkosi Langalibalele Local Municipality with Rapid Response Vehicle with aim of empowering the municipality to have capacity to deal with fire and road accidents.

#### 3.2.15.1.1.7 MUNICIPAL FIRE AND RESCUE BYLAWS

uThukela district municipality coordinated all local municipalities to develop their draft documents for fire bylaws which were submitted to their respective councils for adoption. ***The list below entails the critical municipal legislative mandate for Disaster Management and fire services:***

- Constitution of the Republic of South Africa Act 108 of 1996
- Municipal System Act (Act No. 32 of 2000)
- The National Disaster Management Framework (Notice 57 of 2005)
- Disaster Management Act (Act No. 57 of 2002)
- Municipal Structures Act (Act 117 of 1998)
- Fire Brigade Services Act 99 of 1987
- National Veld and Forest Act 101 of 1998

***The Disaster Management, Fire Rescue Services Sector Plan is attached as an annexure.***

### 3.2.15.1.1.8 MUNICIPAL IGR STRUCTURES

The uThukela district municipality has adopted District Development Model (DDM) where local municipalities and sector department convene through different sub committees. The district disaster management belong under justice cluster where disaster related matters are presented. The challenge is that structure is not functional.

### 3.2.15.2 RISK ASSESSMENT

The Local Municipalities have started to conduct risk assessment in their respective jurisdiction, in line with guidelines that were approved by National Disaster Management Centre (NDMC).

### RISK PROFILE OF THE UTHUKELA DISTRICT MUNICIPALITY

The table following illustrates a summary of the risks / hazards in uThukela District whereas the attached disaster management plan is detailed on the identified hazards.

**Figure 3: Identified Hazards for uThukela District Municipality**

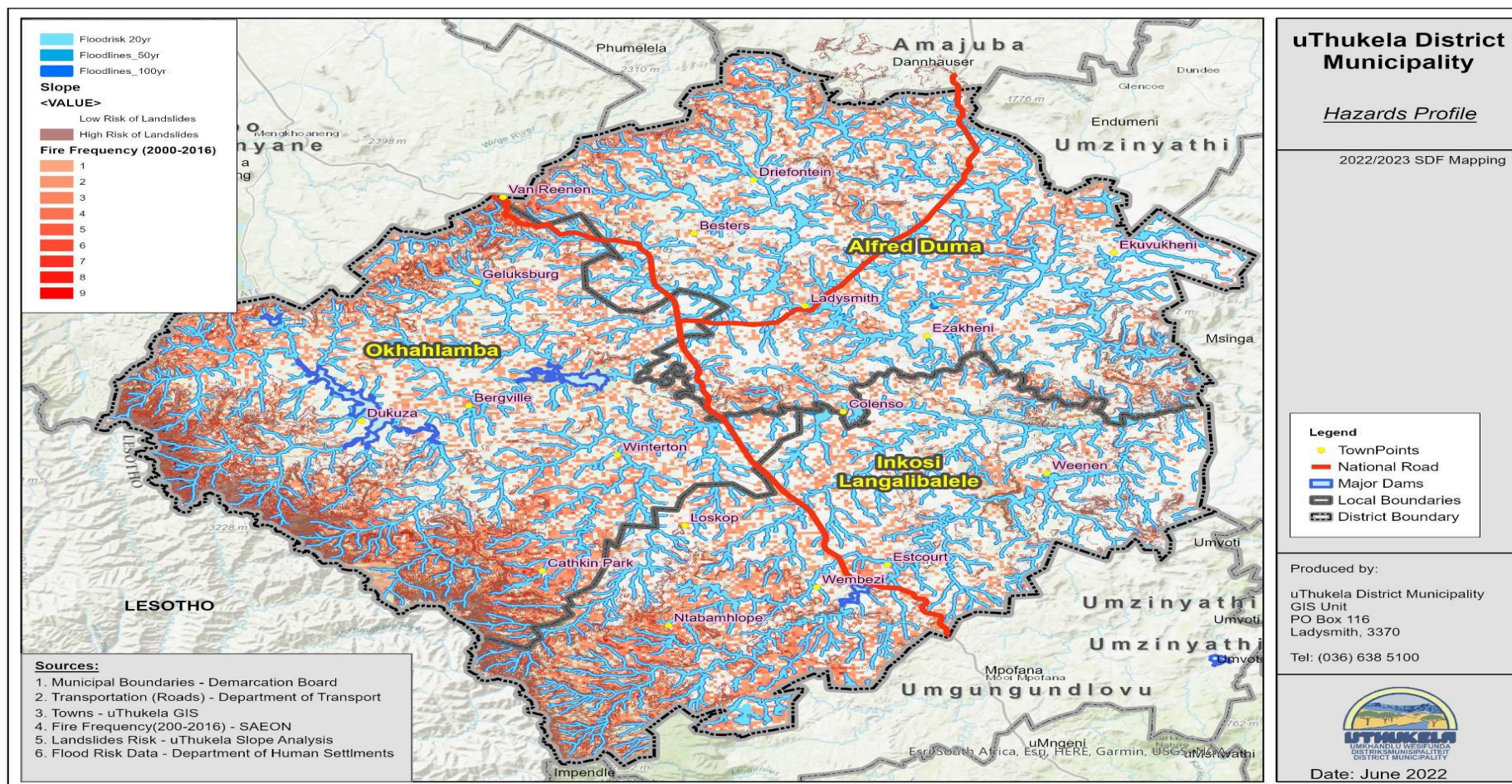
Lightning
Covid- 19 pandemic
Strong Winds
Chlorine leakage or an hazcem incident (esp. in Ladysmith)
Large industrial fires, bulk depots spillages or fires
Lightning
Fires
Railway Accidents (railway passes dam wall)
Strong winds and storms
Soil Erosion
Environmental Degradation
Floods

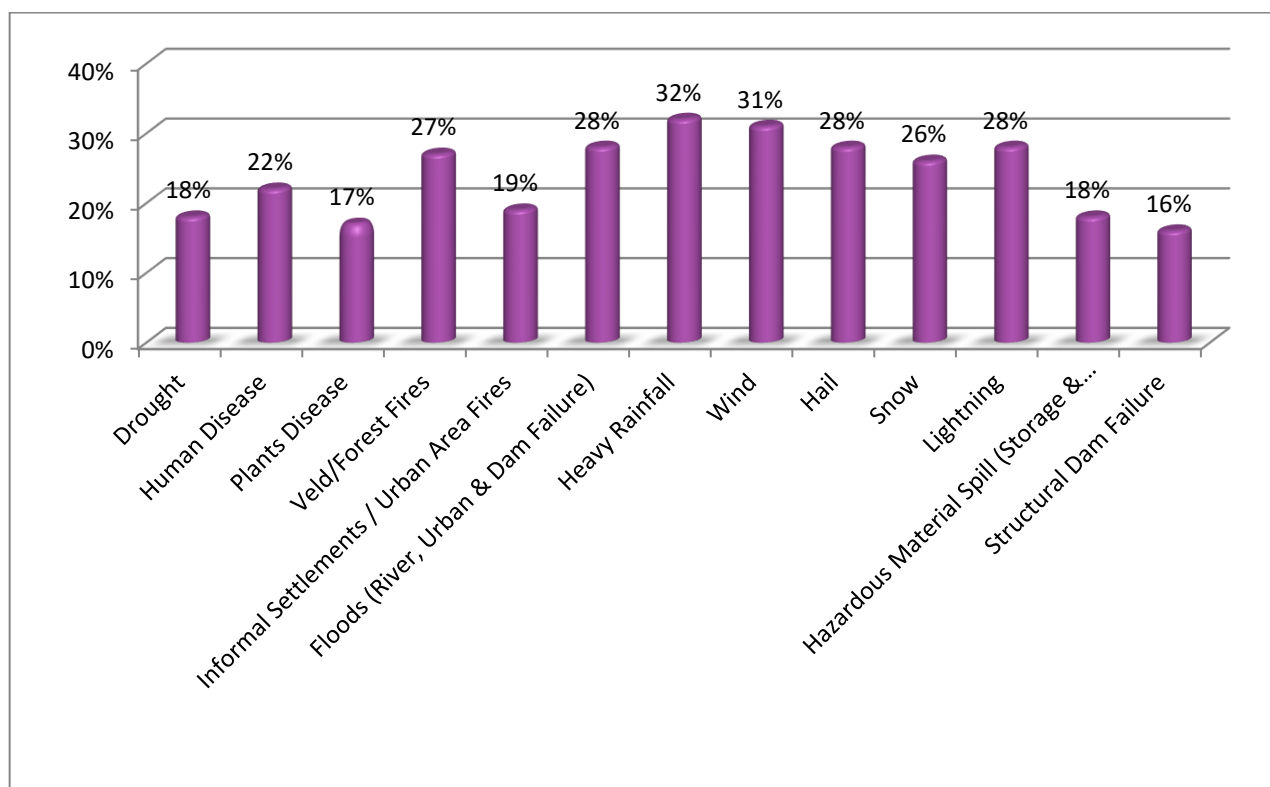
Snow
Hazmat
Air Pollution (CO2, Acid rain, Plants)
Water contamination
N3 or N11 incidents
Possible dam failure (Thukela and Bushman intersect)

These risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments over the past five years.

It was possible to compile appropriate GIS profile maps Using the detail disaster hazard, vulnerability and risk assessments of UTDM. These GIS-profile maps summarise the disaster hazard, vulnerability and risk analysis of UTDM. Hence, these profile maps indicate the risk profile of the UTDM area of jurisdiction. Below is the disaster hazards profile map and a diagram of uThukela district municipality and its family of municipalities

## HAZARDS MAP





### 3.2.15.3 RISK REDUCTION AND PREVENTION

Disaster prevention refers to actions that provide “outright avoidance” of the adverse impact of hazards and related environmental, technological and biological disasters. Strategies applicable to preventive intervention are inter alia (see Disaster Management Plan for detail list):

- ⇒ Effective land-use planning;
- ⇒ Basic public works and
- ⇒ Effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions.

Examples are:

- ⇒ Replanting indigenous grasses or trees on a recently burned slope near roads or dwellings to stabilise the soil and prevent damaging land subsidence;



- ⇒ Locating critical rail: Road and telecommunications structures behind a coastal “setback” line in areas exposed to storm surges to prevent disruption to critical services during violent summer or winter storms;
- ⇒ Careful positioning of storm water drainage and its on-going maintenance, along with protection of natural wetlands, to prevent destructive flooding during heavy rain

It is not possible to completely prevent all disaster events. Their severity can be reduced, however, through on-going disaster mitigation efforts.

#### 3.2.15.4 RISK REDUCTION AND MITIGATION

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

Disaster mitigation efforts can also target people who are at risk, by reducing their vulnerability to a specific threat, e.g. promoting community responsibility for controlling fire risk in an informal settlement. This is often called “non-structural” mitigation, as it promotes risk-avoidance behaviours and attitudes. A shift from structural to non-structural measures took place worldwide. The main reason for this is mainly the non-contribution of structural measures to sustainable development objectives. In most cases, structural measures only reduce disaster damage and the level of risk remains the same. Hence, structural measures only create a false sense of security for communities.

#### 3.2.15.5 RESPONSE AND RECOVERY

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act prescribes that a disaster management plan must contain contingency plans and emergency procedures in the event of a disaster, providing for prompt disaster response and relief and the procurement of essential goods and services.

The Disaster management centre budgets annually for the purchase of relief materials in the form of temporal shelters/tents, blankets, lightning conductors and plastic sheeting. This material is provided to victims of disasters or serious incidents when necessary. All local municipalities are supported in this programme and relief materials are provided to them when it is necessary. Relief efforts, in the event of disasters and/or incidents, are coordinated through the local municipality disaster management officials and the district disaster management centre

In the month of January 2023, the disaster management team attended to 08 incidents for the assessment and the provision of required assistance to victims of disaster. Disaster management volunteers were activated to assist with the erection of temporary shelters and the provision of immediate relief material such as plastic sheets and blankets to the most affected communities.

The table below outlines the incidents reported in our local municipalities for the third quarter of 2022/2023 financial year.

Local Municipalities & No. of people affected	Types of Incidents	Number Incidents	Households Affected	Houses Affected		Fatalities	Injuries	Relief
				Totally Destroyed	Partially Damaged			
Inkosi Langalibalele (757)	Heavy rain, strong winds, Hailstorm, fire & Lightning	33	136	138	86	1	0	34 blankets, 8 B box, 7 sponges and 12 plastic sheeting
Okhahlamba (285)	Heavy Rains, Fires, strong wind and Lightning,	21	47	20	42	0	0	13 blankets, 3 food parcels, 4 plastic sheeting, 1 tent and 2 b box
Alfred Duma (869)	Heavy rain, strong winds, Mudslide, Hailstorm, fire & Lightning	29	134	51	110	3	0	42 blankets and 58 plastic sheeting
Total		83	317	209	238	4	0	89 blanket, 74 plastic, 11 b boxes, 7 sponges, 1 tent and 3 food parcels

### 3.2.15.6 EDUCATION, TRAINING, AWARENESS & RESEARCH

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management.

This key performance area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also outlines that awareness needs to be created within the community including the awareness related to the Covid-19 pandemic.

The uThukela District Municipality is exposed to a wide range of natural and human induced hazards that can cause wide spread of hardship and devastation of lives. Natural disasters are often frightening and difficult for the community to understand, because they have no control over and where they happen. What we can manage to control, however, is the level of preparedness for the communities and organs of state and civil society organizations to deal with the dangers that natural disasters bring.

During this summer and winter season, several incidents have been reported with severe damage to both people's lives and property. Common major incidents in the district include: Runaway veldfires that affect the entire district, especially the rural black communities; the severe storms and strong winds claimed many lives and damages to property and agricultural commodities. Severe flash floods that usually affect communities that have informal houses next to the rivers or small river basins

In line with the provisions of the Disaster Management Act 57 of 2002, this Community Awareness Campaign is a corner stone of ensuring that:

- Communities understand the hazards in their localities;
- Communities are acutely aware of the effects of those hazards and
- Communities are capacitated to deal with identified hazards;

In this regard, communities need to be made aware and educated on the risks in their areas, and what to do when the disaster strikes. The District Disaster Management Centre has therefore developed this Community Awareness, Educational Programme, Capacity Building and Workshops in order to create resilient communities on disaster management. One of the fundamental aims of this campaign is to ensure the visibility of District Disaster Management Centre (DDMC) at local level.



DDMC in consultation with other stakeholders rolled out of the campaign that was in the form of Community Awareness, Educational Programme, Capacity Building and Workshops, where locals played a huge role in identifying proper venues and mobilising local communities, amongst other things. During the programme itself, all messages were based on the district risk profiles for those particular areas. The target audience was communities, community leaders, Operation Sukuma Sakhe, schoolchildren and stakeholders. These programmes have started in the 2017/2018 financial year to 2018/2019 financial year, but other phases of the programme was held in the 2019/2020 to 2020/2021 financial year.

As it was indicated earlier that awareness campaigns in uThukela district are continuous in nature. The latest awareness campaign took place in the month of May 2021 in the whole family of the local municipalities; uThukela district municipality has embarked on the disasters awareness campaigns in all the identified areas as per the risk assessment plan. During the awareness campaigns, the following topics were covered: Heavy rainfall, Covid 19, Strong winds, Hailstorm Floods, Prevention of fires, Mitigation and prevention of all winter and summer incidents, Snow protocol issues and Drought.

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#### 3.2.15.7 FUNDING ARRANGEMENTS

The Disaster Management annual budget is a combination of operational and strategical budget that covers the day-to-day functions of the disaster management matters. In the 2023/2024 financial year, uThukela district municipality and its family of municipalities will put aside some funding for relief material in case of a disaster since the majority of the areas in the district are prone disasters. It is foreseen that every financial year more funding will be pumped in to deal with the issues of disasters in a swift manner not only at the district level but also at the local level; noting that municipalities are having some financial constrains.

### 3.2.15.8 DISASTER MANAGEMENT SWOT ANALYSIS

#### Disaster Management SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>◆ Disaster management plan in place</li> <li>◆ Practitioner's forum in place</li> <li>◆ Disaster management Fleet to respond swiftly to incidents</li> <li>◆ Availability of the applicable DMSP's in the family of municipalities</li> <li>◆ Fully fledged disaster management centre</li> </ul>	<ul style="list-style-type: none"> <li>◆ Support from provincial and national centres</li> <li>◆ Support from local NGO's and business organisations</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>◆ Lacks resources (material)</li> <li>◆ Very limited budget to deal with disasters</li> </ul>	<ul style="list-style-type: none"> <li>◆ Non-compliance with legislative mandates – reporting</li> <li>◆ Deeply rural, agrarian and poverty stricken communities</li> <li>◆ Social tensions</li> <li>◆ Lack of co-operation from supported municipal centres (sharing &amp; exchanging of information)</li> <li>◆ Covid- 19 pandemic</li> </ul>

### 3.3 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

#### 3.3.1 MUNICIPAL TRANSFORMATION

Municipal transformation and organisational development relates to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

Transformation is part of the municipality's strategy and has to be driven from the highest level of management and leadership. Municipalities need to enhance management skills to facilitate team players who will cascade the transformation assignment to the lowest levels of staff.

#### 3.3.2 ORGANIZATIONAL DEVELOPMENT

Organizational development is a deliberately planned effort to increase an organization's relevance and viability. Organisational refers as the future readiness to meet change thus a systemic learning and development strategy intended to change the basics of beliefs, attitudes and relevance of values, and structure of the current organization to better absorb disruptive technologies, shrinking or exploding market opportunities and ensuing challenges and chaos.

Organizational development is the framework for a change process designed to lead to desirable positive impact to all stakeholders and the environment. It can design interventions with application of several multidisciplinary methods and research besides traditional organizational development approaches.

##### 3.3.2.1 INSTITUTIONAL ARRANGEMENTS

Sub-structures such as the Executive Committee, Finance, Corporate services, Infrastructural, Planning and social services portfolio committees, are in place to carry out the decision-making and oversight functions of the uThukela district municipality. In addition to these sub-structures the district has the MPAC (Municipal Public Accounts Committee) and Audit Committees that also oversee the administrative undertakings. As far as the municipal administrative structure is concerned, there are four main municipal departments namely the budget and treasury office, corporate services, water, sanitation and technical services as well as social and economic services that report directly to the Office of the Municipal Manager.

### 3.3.2.2 POWERS AND FUNCTIONS OF MUNICIPALITY

The following are the powers and functions of our municipality:

- ⇒ To provide community & citizen services;
- ⇒ Water supply and sanitation services;
- ⇒ Municipal Health services;
- ⇒ Solid waste disposal sites;
- ⇒ Municipal roads;
- ⇒ Regulation of passenger transport services;
- ⇒ Municipal airports serving the area of the whole district;
- ⇒ Firefighting serving the whole District;
- ⇒ Establishment and control of fresh produce markets;
- ⇒ Establishment, conduct and control of cemeteries;
- ⇒ Promotion of local tourism for the area of the district municipality;
- ⇒ Municipal public works relating to any of the above functions or any functions assigned to the district municipality

The table below summarises the functions of the municipal departments:

Table 22: Municipal Departments and some of their Functions

OFFICE OF THE MUNICIPAL MANAGER	CORPORATE SERVICES	WATER,SANITATION & TECHNICAL SERVICES	BUDGET & TREASURY OFFICE	ECONOMIC PLANNING & DEVELOPMENT AND COMMUNITY SERVICES
<p><u>FUNCTIONS</u></p> <ul style="list-style-type: none"> <li>• The management of the municipality's administration.</li> <li>• The implementation of the IDP and monitoring of the plan.</li> <li>• The implementation of National and Provincial Legislation applicable to the municipality.</li> <li>• The management of the provision of services to communities in a sustainable manner.</li> <li>• Advising the Municipal Council and other political structures as well officials of the municipality,</li> <li>• Develop youth in the District</li> <li>• Develop and promote sports</li> </ul>	<p><u>FUNCTIONS</u></p> <ul style="list-style-type: none"> <li>• Advising Council and its committees on standing orders, code of conduct and applicable Legislation;</li> <li>• Advises the Council, its Committees and Heads of Departments on Human Resource Policy and labour relations</li> <li>• Acts as a Municipal Manager during his absence</li> <li>• Approves all agendas and minutes compiled by his staff</li> <li>• Ensuring a sound Information Technology system within UTDM</li> </ul>	<p><u>FUNCTIONS</u></p> <ul style="list-style-type: none"> <li>• Responsible for the entire technical liaison between UTDM National and Provincial Government Departments</li> <li>• Responsible for rendering technical support services to local authorities within the UThukela area, where such needs exist</li> <li>• Responsible for the approval of the prioritization of projects after technical evaluation</li> <li>• Project administration services including capital budgeting and control of consultants</li> <li>• Provision of portable water</li> <li>• Provision of sanitation services</li> </ul>	<p><u>FUNCTIONS</u></p> <ul style="list-style-type: none"> <li>• Implementing the Financial Regulations</li> <li>• Acting as the direct link between the Council and the Auditor General</li> <li>• Acting as Consultant to Local councils in the region for the administration of projects funded by the Council</li> <li>• Compiling the annual budget and financial statements</li> <li>• Controlling the bank account and arrangement of transfers between accounts.</li> <li>• Contract management</li> </ul>	<p><u>FUNCTIONS</u></p> <ul style="list-style-type: none"> <li>• Prepares the Disaster Management Plan for Council.</li> <li>• Develop and implement social programmes; and</li> <li>• Identify LED opportunities;</li> <li>• Develop the LED Plan;</li> <li>• Source funding for LED projects;</li> <li>• Promote tourism; and</li> <li>• Management of all planning related functions within UTDM;</li> <li>• Ensuring that development occurs in terms of UTDM's Spatial Development Framework;</li> <li>• Ensuring a sound and operational GIS within UTDM;</li> <li>• Ensuring that the WSDP is in place</li> </ul>

<ul style="list-style-type: none"> <li>• Promote gender equality</li> <li>• Drafting and day-to-day management of the IDP and PMS</li> </ul>				<ul style="list-style-type: none"> <li>• Managing and overseeing any programme linked to the Water Service Authority function such as ISWIP</li> <li>• Every water services authority 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 services.</li> <li>• Environmental management</li> <li>• Management of the the day to day of the Covid 19 pandemic</li> <li>• Ensuring compliance with all Water Service Authority functions contained in the Water Service Act 108 of 1997</li> <li>• Ensuring that water service policy including the by-laws and tariffs are in place</li> <li>• Monitoring and evaluating all Water Service Providers delivering services within the council jurisdiction</li> </ul>
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### 3.3.3 ORGANIZATIONAL STRUCTURE / ORGANOGRAM

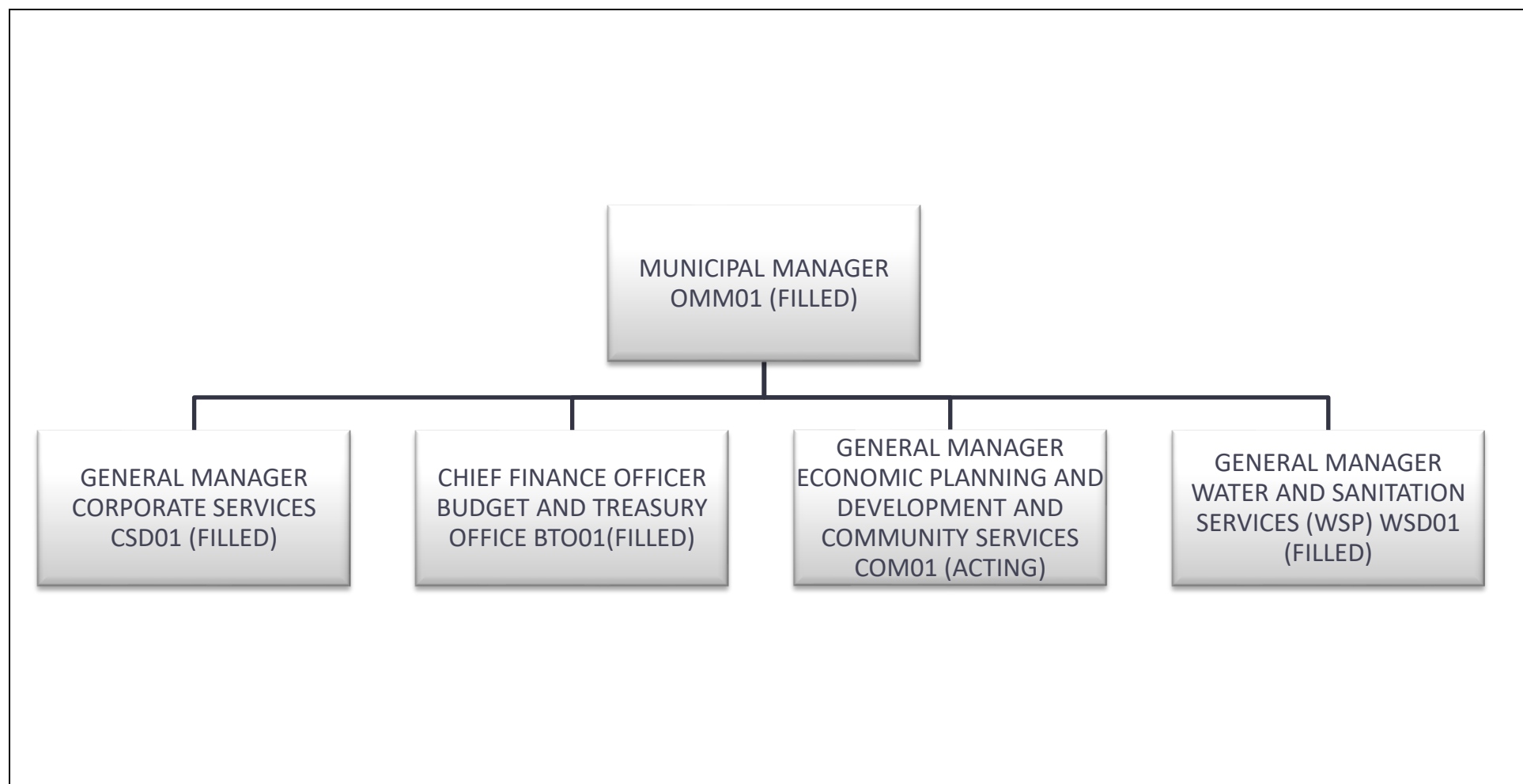
uThukela district municipality has reviewed the organizational structure to inform the 2023/2024 financial year and it was done to ensure that is aligned to the Powers and Functions assigned to the district municipality and implementation of the IDP. The organisational structure is yet to be presented to Council for approval before the start of the 2023/2024 financial year. The uThukela district municipality labour turn over is as follows:

- Permanent : 781
- Fixed term section 54/56 : 04 OUT OF 05
- Contracts : 50
- In service trainee: 0
- Interns:38
- EPWP:92

**TOTAL =965**

**NB: BELOW IS THE MACRO STRUCTURE EXECUTIVE MANAGEMENT THAT SHOWS THE STATUS OF THE POSITIONS. THE FULL APPROVED ORGANIZATIONAL STRUCTURE/ORGANOGRAM OF UTHUKELA DISTRICT MUNICIPALITY IS ATTACHED AS AN ANNEXURE.**

## 3.3.3.1 MACRO STRUCTURE EXECUTIVE MANAGEMENT





### 3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

#### 3.3.4.1 INSTITUTIONAL CAPACITY

The uThukela district municipality have the institutional capacity to undertake its powers and functions. The district is equipped with well-trained and qualified General Managers that are capable of achieving the municipal set targets. **The vacancy rate is sitting at 29.34 as per the new organogram.** The mission of uThukela district is to reduce it further in the coming financial year by filling in the vacant positions and the recruitment is proceeding.

#### 3.3.4.2 CRITICAL POSTS (MM & SECTION 56 POSTS)

The following table illustrates the status of critical positions in the municipality.

**Table 6: Critical Posts**

NAME	DEPARTMENT	STATUS	GENDER
M B Mnguni O S Mnguni BB Sithole NN Khuzwayo	Municipal Manager	Filled	Male
	General Manager: Corporate Services	Filled	Male
	Chief Finance Officer	Filled	Male
	General Manager: Water, Sanitation and Technical services	Filled	Male
Wynand Viljoen	General Manager: Economic planning & development and community services	Acting	Male

#### **PROGRESS ON FILLING IN THE CRITICAL POST**

**General Manager:** Economic planning & development and community services

The contract of the General Manager: Economic planning & development and community services came into an end in December 2022 and the position was advertised and the recruitment processes are in progress and are anticipated to be concluded in June 2023.

### 3.3.5 HUMAN RESOURCE STRATEGY

uThukela district municipality has developed and adopted the human resource strategy; the strategy will be approved by Council at the end of **June 2023**. This strategy is fully aligned to the long term plans of the uThukela district municipality. On the other hand, the municipality have compiled and adopted the Human Resource Policies in an enabling spirit and sets out the policy relating to employment within the municipality. These policies are the enabling tool to facilitate human resources management within the municipality.

In compiling the uThukela District Municipality Human Resource Policies, reference was made to documents such as the Employment Equity Act No.55 of 1998, the Labour Relations Act No.66 of 1995, the Skills Development Act No.97 of 1998, the Municipal Finance Management Act No.56 of 2003, White Paper on Affirmative Action in the Public Service and the White Paper on Human Resource Management in the Public Service. uThukela district municipality has developed and will adopt the following ***HR policies at the end of June 2023***.

- ⇒ Placement Policy;
- ⇒ Employment policy;
- ⇒ Employment Equity policy;
- ⇒ Leave policy;
- ⇒ Recruitment, Skills Retention and Selection policy;
- ⇒ Permanent employment policy;
- ⇒ Temporal employment policy;
- ⇒ HIV/AIDS policy;
- ⇒ Smoking policy;
- ⇒ Sexual Harassment policy;
- ⇒ In service Training policy;
- ⇒ Communication policy;
- ⇒ Training and Development policy;
- ⇒ S&T policy
- ⇒ Promotion policy
- ⇒ ICT policies

### 3.3.6 HUMAN RESOURCE PLAN

The planning processes of uThukela district municipality not only define what will be accomplished within a given time-frame, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc. The human resource plan was developed and will be adopted by Council at the end of **June 2023**. It is important to indicate that the HR Plan is aligned to the municipality's HR strategy and is fully implemented.

#### 3.3.6.1 EMPLOYMENT EQUITY PLAN

In terms of the Employment Equity Act, 1998, it is the duty of uThukela district municipality to consult, draft and implement the Employment Equity Plan in order to achieve equity in the workplace. uThukela district municipality has developed and adopted the Employment Equity Plan that is promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.

The Employment Equity Plan of uThukela district municipality was initially prepared and adopted by Council on the 1<sup>st</sup> October 2015. In 2018, ***the municipality reviewed the plan and the reviewed plan will be adopted before the end of June 2023 and is attached as an annexure.***

In drafting of the Employment Equity Plan all, the relevant stakeholders were involved including the Local Labour Forum. One of the objectives of the Plan is to focus on the development of present staff and an affirmative action programme aimed at specifically addressing the training and advancement needs of previously disadvantaged groups.

#### 3.3.6.2 WORK SKILLS PLAN

Skills planning are central to the improvement of the overall skills level of the municipal officials as well as the unemployed in the uThukela district municipality. The municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we build those skills in order to deliver on our Integrated Development Plan strategic objectives.

uThukela district municipality do comply with Skills Development Act. The District has developed and implementing workplace skills development plan in order to enhance the skills of the staff and thereby

improve their competencies. The Workplace Skills Plan is developed on annual basis and adopted by Council. After the adoption, it is then submitted to LGSETA for accessing of funds. uThukela workplace skills plan outlines the training and development for the municipality. It also addresses the gaps and shortfalls in skills required and identified positive ways of addressing them.

During the financial year 2022/2023, the municipality has offered **16 employees** bursaries through LGSETA Mandatory Grant. No new learnership were received by the municipality. With the assistance from Department of Arts and culture a total of 18 employees were trained on Registry Management Course. SALGA rolled out Councillors Induction Programme for the newly elected Councillors and Department of Cooperative Governance conducted Sector Based Councillor Induction Programme.

The municipality took part on Municipal Internship Programme (MIP) and Municipal In-service Trainee Programme (MISP) wherein Department of Cooperative Governance and Traditional affairs funded the programmes, the municipality placed a total of 38 graduates (internship and In – service programmes). Also with the assistance of South African Council of Graduates 13 graduates are hosted by the municipality. This makes 51 graduates hosted by the municipality during the 2022/2023 financial year.

The planned training interventions for the 2023/2024 will mainly focus on Water, Sanitation and Technical Department. These programmes will be funded through LGSETA Discretionary Grant.

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#### 3.3.6.3 RECRUITMENT AND SELECTION POLICY

The municipality developed and will adopt the Recruitment and Selection Policy before the end of **June 2023**. The policies are both being implemented. Recruitment and selection in the municipality is done according to the documented municipal policy.

The recruitment policy highlights that all posts shall be analysed to determine realistic person and post requirements that meet the needs of the job and which do not privilege people with higher qualifications than those needed for the position. The selection policy emphasises that first preference will be given to the best candidate as per the interview results regardless of whether the applicant is internal or external.

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#### 3.3.6.4 RETENTION AND EXIT POLICY

The municipality has developed a Retention Policy and Exit Policy. Both the Retention and Exit policies will be adopted in the Council sitting of **June 2023** and is under implementation.

**The retention policy** of uThukela district municipality operates within the broader initiatives of talent management. These include, but are not limited to, skills development, staff development, mentorship, performance management, and employment equity and employee relations. Retention initiatives include monetary and non-monetary interventions, and will be approached objectively and holistically. It also remains primarily the responsibility of the Line Management

**The Exit policy** of uThukela district municipality ensures that all matters between the Municipality and the employee are suitably finalised when the employee's employment ends. These procedures are to be followed whenever employees cease employment with the Municipality. The policy aims to achieve the following outcomes: All the relevant role players are informed of the procedures, which follow the decision to terminate employment. One of the outcomes that this policy aims to achieve is that employees leaving the municipality are informed of and formally acknowledge their on-going obligations with regard to confidentiality and intellectual property rights.

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#### 3.3.6.5 ICT GOVERNANCE FRAMEWORK

The municipality has reviewed and is planning to ***adopt the ICT Governance Framework before the end of June 2023***. The framework is in the implementation stage. The purpose of uThukela district municipality ICT Governance Framework is to institutionalize the governance ICT as an integral part of corporate governance within the Institution. The uThukela district municipality's Information and Communication Technology (ICT) is playing an ever-increasing role as a strategic enabler of public service delivery.

The uThukela district municipality is implementing this policy by ensuring that all ICT operations within the municipality are guided by this policy. The ICT Governance framework do the following:

- Aligns ICT with the Institutional strategy.
- Integrates structural requirements.
- Integrates business and technology for ICT value.
- Provides a mechanism for understanding the use and opportunities for ICT.

### 3.3.6.6 HUMAN RESOURCE CAPACITY FOR ENVIRONMENTAL MANAGEMENT

uThukela district municipality has a capacity to perform the environmental management in form of an intern with an assistance from Assistant Directors deployed to municipalities (National Department of Environmental Affairs) & also receive support from Assistant Managers-Municipal Support (Provincial Agriculture, Environmental Affairs &, Rural Development). The municipality has appointed a designated waste management officer as to comply with the requirements of the Waste Act & Air Quality Act.

The role of the waste management officer is to coordinate & account on matters pertained to waste management whilst air quality management accounts on air quality management matters.

### 3.3.7 MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

**Table 7: Municipal Transformation & Organizational Development SWOT Analysis**

Strengths	Threats
<ul style="list-style-type: none"> <li>◆ Provincial Support in the form of grants and capacity building</li> <li>◆ Approved organogram indicating re-alignment of functions;</li> <li>◆ Efficient financial and information management system;</li> <li>◆ Incorporation of critical positions in the budget</li> <li>◆ Adopted of the Equity plan and WSP</li> </ul>	<ul style="list-style-type: none"> <li>◆ Constant changes in legislation and national policies;</li> <li>◆ Changes in the formula for the allocation of government grants including equitable share</li> </ul>
Opportunities	Weaknesses
<ul style="list-style-type: none"> <li>◆ Local Government support from COGTA;</li> <li>◆ Signed MOU with EThekweni emphasising support initiatives.</li> <li>◆ Technical support offered by COGTA(MISA)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Shortage of skilled staff to perform certain functions;</li> <li>◆ Low staff morale</li> </ul>

### 3.4 BASIC SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

This KPA is aligned to Water, Sanitation and technical department of uThukela district municipality. UThukela district municipality is the Water Service Authority (WSA). The core mandate of uThukela district municipality is the provision of water and sanitation services. The primary objective is to extend portable water and sanitation services throughout the district by eliminating the backlogs and also to maintain and ensure sustainability of the existing water and sanitation infrastructure.

Almost half of the district municipality had access to basic services in 2011 at 49.5% this is up from 44.2% from 2001. The lowest levels of access to basic services are in Okhahlamba. Inkosi Langalibalele local municipality is at 95%, followed by Alfred Duma local municipality at 98%.

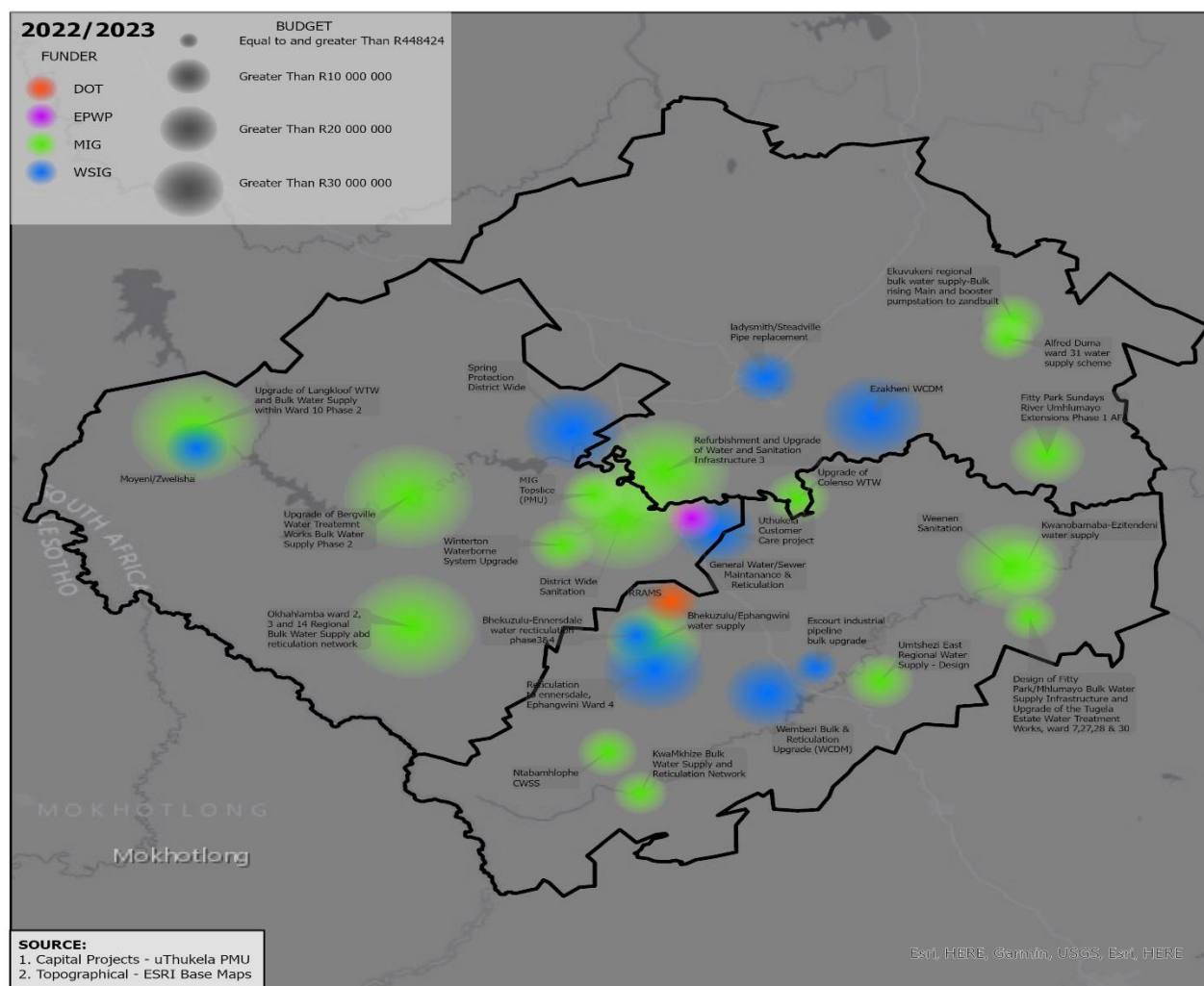
#### 3.4.1 WATER AND SANITATION

The core function of uThukela district municipality is the provision of **water** and **sanitation** services. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned.

*The first map below shows water and sanitation (capital projects) that was planned and implemented in the 2021/2022 financial year.*

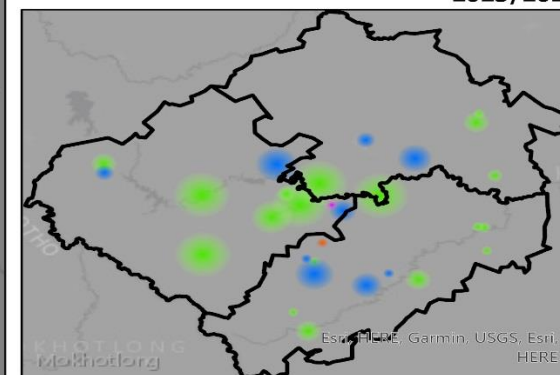
*Whereas the second map below shows water and sanitation (capital projects) that was planned to be implemented in the 2023/2024-2026/2027 financial years.*

## 2022/2023 CAPITAL PROJECTS

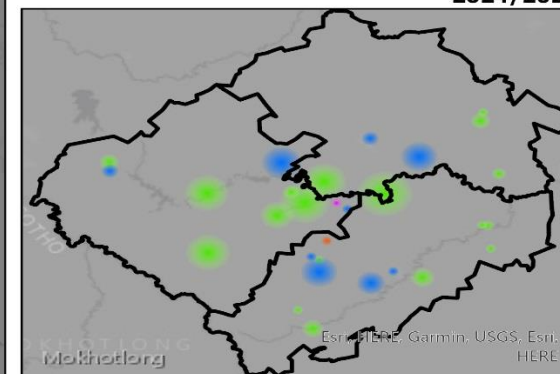


## CAPITAL PROJECTS SDF 2022/2023 uThukela District Municipality

2023/2024

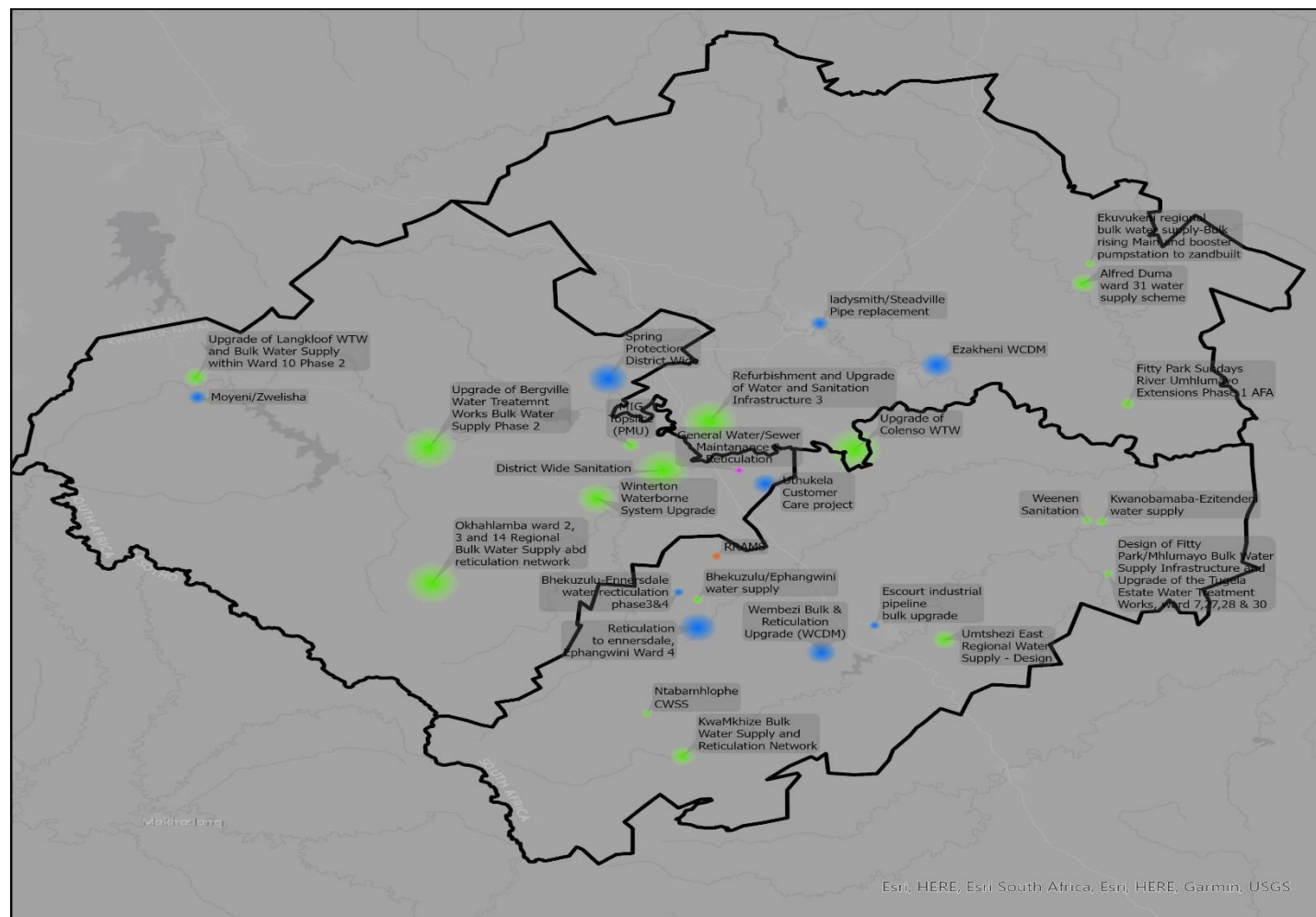


2024/2025

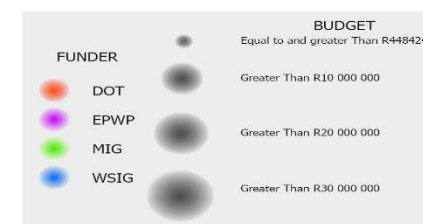




## 2023/2024 PLANNED CAPITAL PROJECTS



### CAPITAL PROJECTS SDF 2023/2024 uThukela District Municipality



#### 3.4.1.1 OPERATIONAL AND MAINTANANCE PLAN FOR WATER AND SANITATION

Generally, water and sanitation projects experience their most serious problems with operation and maintenance and with cost recovery aspects. Hundreds of projects around the world demonstrate how the newly built infrastructure deteriorates after the project's termination. Therefore, it is imperative to plan for operation and maintenance, with a planned withdrawal of external support as local ownership builds.

uThukela district municipality as a Water Service Authority have developed the Operational and Maintenance(O&M) Plan was adopted in **June 2022** and the plan is under implementation.

The water services authority conducts inspections, provides reports and the technical department attends to reported challenges. Refurbishment projects are aligned to attend to infrastrucutre needs. The maintenance plans for WTW & WWTW are continuously implemented.

The uThukela district municipality O &M plan refers to all of the activities needed to run a water supply and sanitation scheme, except for the construction of new facilities. The overall aim of the uThukela district municipal operational maintenance (O&M) plan is to ensure efficiency, effectiveness and sustainability of water and sanitation facilities in the uThukela family of municipalities. The following are some of the advantages of the uThukela district municipality operational and maintenance (O&M) Plan:

- O&M activities ensure that the project is sustainable in a long-term
- O&M allow for the correct provision of services and benefit of end-users
- O&M prevent the systems to collapse creating environmental and health hazards
- Community are involved in O&M

#### 3.4.1.2 THE OPERATIONS AND MAINTENANCE REVIEW REPORT

The uThukela district municipality and its family of municipalities provides top management with an opportunity to evaluate the continuing suitability, adequacy and effectiveness of the assets, asset management and asset management system. ***This report was approved concurrently with the budget of the municiplaity on the 29 May 2023.*** The above-mentioned report of the municipality includes the following:

- a) Achievement of the Operations and Maintenance (O&M) objectives;
- b) O&M performance in terms of the pre-determined performance measures;
- c) Review of the O&M risks as documented in the Risk Register;
- d) The Accounting Officer of the facility or network should review and sign off the Review Report

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#### 3.4.1.3 STATUS OF WATER SERVICES

Sixty seven(67) drinking water sampling points were monitored in uThukela district. Chemical and Physical analysis were conducted over a period of 12 months by qualified and experienced Laboratory Technicians. Analysis is done to ensure that the water that is supplied to the public is fit for human consumption. The overall microbiological compliance rate for uThukela district municipality has reduced from 96.98% to 96.22%. This percentage is reflected on IRIS (Integrated Regulatory Information System). Results are compared with the SANS-241:2015 drinking water quality standard of South Africa.

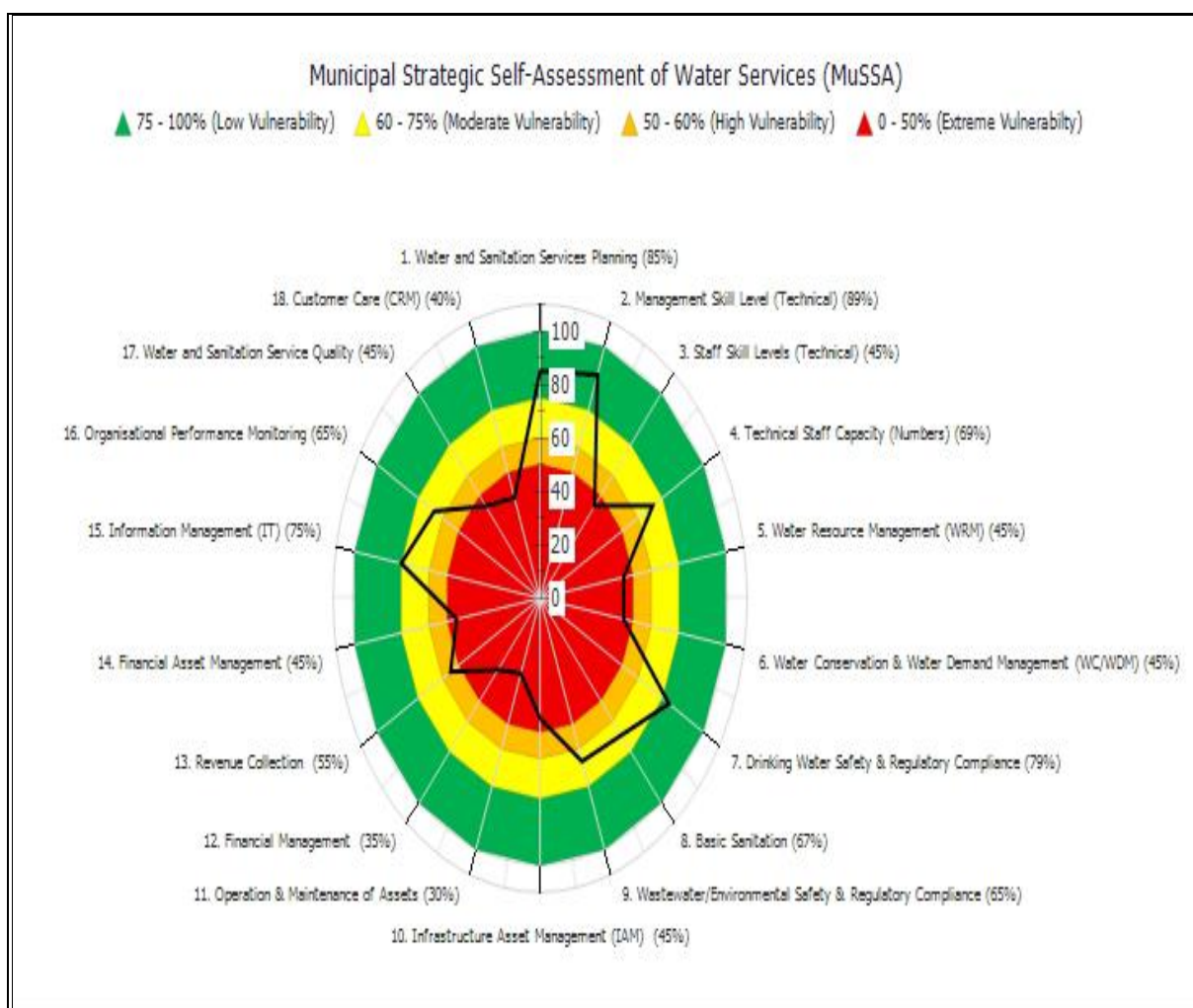
uThukela district municipality's Water Treatment Works and Waste Water Treatment Works performances are evaluated according to the Blue Drop and Green Drop criteria. The Blue Drop and Green Drop Status scores for uThukela District Municipality are low. Based on the Department of Water and Sanitation Blue Drop regulator's assessment which was last conducted in 2014, the district achieved a score of 34.50%. The Green drop score was <30%. Uthukela District Municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.

It is anticipated that the abovementioned water supply challenges will be addressed if all relevant role players namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores.

### 3.4.1.4 SURVEY OF WATER SERVICES VULNERABILITIES ASSESSMENT YEAR: 2022 MUNICIPAL STRATEGIC SELF-ASSESSMENT (MUSSA): UTHUKELA

#### Prioritising What Has to be done to Enable Effective Water Services Delivery

The Department of Water and Sanitation has overseen the annual use of the MuSSA to survey and assess the overall “business health” of a Municipality when fulfilling its water services function. The MuSSA asks senior municipal financial and technical managers 5 clear and relatively simple “essence” questions that cover 18 key business health attributes, and thereby generates key strategic flags (as opposed to deep technical detail, which is captured elsewhere). Responses to the questions are reflected in your MuSSA Spider Diagram below, which illustrates the vulnerability levels across key service areas/business attributes.



The MuSSA Spider Diagram above illustrate the top area/s of vulnerability of concern to the Department are as follows:

1. Infrastructure Asset Management (IAM) (45.0%)
2. Operation & Maintenance of Assets (30.0%)
3. Financial Management (35.0%)
4. Revenue Collection (55.0%)
5. Financial Asset Management (45.0%)
6. Water and Sanitation Service Quality (45.0%)
7. Customer Care (CRM) (40.0%)
8. Staff Skill Levels (Technical) (45.0%)
9. Water Resource Management (WRM) (45.0%)
- 10. Water Conservation & Water Demand Management (WC/WDM) (45.0%)**

***How to address MuSSA vulnerability findings***

The Department of Water and Sanitation (DWS) and the South African Local Government Association (SALGA) recommends the adoption of “a start-to-finish management approach” (i.e. a “Plan-Do-Check-Act” framework), and has developed a structured Municipal Priority Action Planning (MPAP) process to support such. The MPAP comprises the following four parts:

- Step 1. Analyse the current situation via the MuSSA, whereby both the WSA and Regional DWS jointly prioritise where the WSA needs to improve and set associated targets.
- Step 2. Determine the approaches on how to achieve the desired improvements.
- Step 3. Set Actions to achieve these improvements and targets.
- Step 4. Monitor, Evaluate and Communicate progress (including updating the MuSSA), by both the WSA and DWS regional office.

The MuSSA and MPAP are planning tools and form integral components of support for the Water Services Development Plan (WSDP) process at a strategic level. In so doing the MuSSA and MPAP will also guide the DWS Master Planning process and subsequent Feasibility Studies to be undertaken.

Inclusion of the MuSSA and MPAP within the WSDP processes ensures that the WSDP (which informs the IDP) will include an appropriate and supported allocation of resources to systematically address the prioritized vulnerabilities. This will in turn lead to an improvement to the overall water services business health of the WSA.

### 3.4.1.5 THE STATUS OF DROUGHT IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

It is important for the municipality report on the update on the impact of drought experienced by the KZN province particularly in uThukela district municipality and its family of municipalities. The Premier in consultation with other MEC's declared the province of Kwazulu Natal a disaster area in respect of drought in January 2015. This was in line with the legislation (Disaster Management Act 57 of 2002). It must be noted that the drought has never been fully eradicated and currently uThukela district is experiencing severe water shortages.

#### **Alfred Duma Local Municipality**

The operation of the water treatment works at or supplied with raw water from Oliphantskop Dam, which had silted up, and the storage capacity reduced to 12%. This will result in a shutdown in the next coming days. The direct impact of the non-operation of the plant is that; communities that were supplied by a minimum of 6Ml/day are without piped water at the time of compiling the report and the situation has been so for a period of two weeks.

The Ladysmith Treatment Works extract water from the Klip River; the flow in this river currently does not exist hence the two raw water pumps have been switched off. Normally the treatment works

in Ladysmith receive a total of +-31 000 000 L/d i.e. 750 000 L/d from Spieonkop Dam and 541 000 L/d from the Klip River; it therefore means that the raw water supply is 40% less than normal. The 40% will be the higher lying areas of Ladysmith namely Golf Course, Observation Hill, Hyde Park, Mkhamba Gardens, Model Kloof, Limit Hill and Danskraal Industries, Steadville (parts), St Chads (until the new Clinic) and Roosboom.

Driefontein block is supplied from boreholes/underground water; the areas benefiting from this source are currently without water. The raw water abstraction point Embizeni/Ezakheni plant is designed to produce 34 000 000 L/d however at the present moment, it is producing 52 800 000 L/d.

#### **Okhahlamba Local Municipality**

The abstraction challenge experienced at the Bergville treatment works, wherein water was pushing away from the suction line. Okhahlamba has 4 water treatment works namely Bergville WTW, Winterton, Zwelisha/Moyeni and Langkloof which the latter still has reasonable raw water however the current pump has no spares as it was discontinued therefore awaiting a new submersible pump.

The Zwelisha Treatment Works is where a challenge of raw water shortage is experienced, especially when a farmer in close proximity is irrigating the crops. The farmer sources his irrigation water above our abstraction within a canal controlled by a public member. As and when challenge/shortages arises the incumbent goes and request the farmer to change irrigation configurations. It must be noted that four water tankers service the entire Bergville area. Of the 13 existing boreholes, five are not in use, two are undergoing repairs, and two more have electrical undergoing repairs with six non-functioning.

### **Inkosi Langalibalele Local Municipality**

The existing extraction point for the treatment works is at Injisuthi River; this abstraction always gives challenges in winter months. The situation is aggravated with the drought (lack of normal rainfalls) experienced currently. The abstraction is generally supplemented by the spring that fills two concrete dams, these dams dried out in the month of May 2015. Yields in most boreholes have decreased by a minimum of 15% per day and the pumping time has been reduced to protect the pumps.

#### **3.4.1.6 HOW THE MUNICIPALITY IS RESPONDING TO DRAUGHT**

The proposed interventions amounted to: R63 727 000.00 as phase one with the following scope of works: To Refurbish 145 boreholes (hand pumps), drill and equip 12 new production boreholes, drill and equip 60 new boreholes hand pumps, service 134 661 households with water tankers (3 months' duration), protect and supply water storage to 11 springs, supply 697 static tanks and erect 1 package plant.

The progress achieved to date is as follows:

- 70 static tanks (5kl) have been delivered and distributed in Alfred Duma Local Municipality.
- Refurbishment and upgrade of WTW at Alfred Duma and Okhahlamba local municipalities.
- 4x drilling of boreholes and pump testing(Emamfemfetheni)
- Drilled and equipped 2 production boreholes at Emmaus
- 2 Static 200kl tanks
- Refurbishment of hand pumps
- Rand Water R10 M
  - 45 Drilling and equipping hand pumps
  - 5 x elevated static tanks 500kl and -5x production boreholes

#### 3.4.1.7 WATER QUALITY MANAGEMENT –BLUE DROP AND GREEN DROP

Within the uThukela District Municipality, fifteen (15) Drinking water Supply Systems and eighty-two (82) DWS IRIS (Integrated Regulatory Information System) registered drinking water sampling points were monitored. As stipulated in SANS- 241:2015, based on the minimum monitoring frequency and the population served a minimum number of 122 samples must be taken monthly. From 1 July 2022 to 28 February 2023, 1120 potable water samples were achieved, thus complying with SANS Requirements

According to the Department of Water and Sanitation's General Waste Water Discharge Limits, a minimum of 36 samples must be taken monthly. From 1 July 2022 to 28 February 2023, 305 Waste Water samples were achieved. Samples were taken from nine (9) Waste Water Treatment Plants located within the uThukela District Municipality. Over a period of eight (08) months, Chemical, Physical and Microbiological analysis were conducted. Results obtained from the uThukela Internal Laboratory were transmuted to DWS IRIS.

As per SANS-241:2015 specifications, analysis were done to ensure that the water that is supplied to the public, as a basic service, is suitable for human consumption. ***The overall microbiological compliance rate for the uThukela District Municipality as generated by IRIS, has reduced from 98.84% to 96.00% (8 months' data) from the previous year.***

Further improvements to be made is to fast track the Accreditation process of the uThukela Internal Laboratory. The performance of the uThukela District Municipality's fifteen (15) Water Treatment Works and nine (9) Waste Water Treatment Works are evaluated according to the DWS Blue Drop and Green Drop criteria. Both the Blue Drop and Green Drop Status scores for uThukela District Municipality are low. Based on the Green Drop and Blue Drop reports published in 2013 and 2014 respectively, the district achieved a score of 34.50% for Blue Drop and < 30.0% for Green Drop. In 2021, DWS reinstated the GDS and BDS Assessments. The UTDM Green Drop Assessment was conducted by DWS on the 20th September 2021. In this assessment, uThukela District Municipality (UTDM) obtained a Green Drop Score of 46.0%, which was a significant improvement from the 2013 Green Drop Score of 26.66%.



The final moderated results were published in the Green Drop Handbook that was released in May 2023. The uThukela District Municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.

It is anticipated that the abovementioned water supply challenges will be addressed if all relevant role players namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores.

#### 3.4.1.8 WATER SERVICES DEVELOPMENT PLAN

As a Water Services Authority, uThukela district municipality has developed and adopted the Water Services Development Plan (WSDP). This plan was prepared in accordance with the Department of Water Affairs and (DWA) preparation guide. **The WSDP was reviewed and adopted on 25 November 2022.** As a five year document that guides the provision of water and sanitation services and informs the integrated development plan, is now due for the review and update. The process plan for the review and update is as follows:-

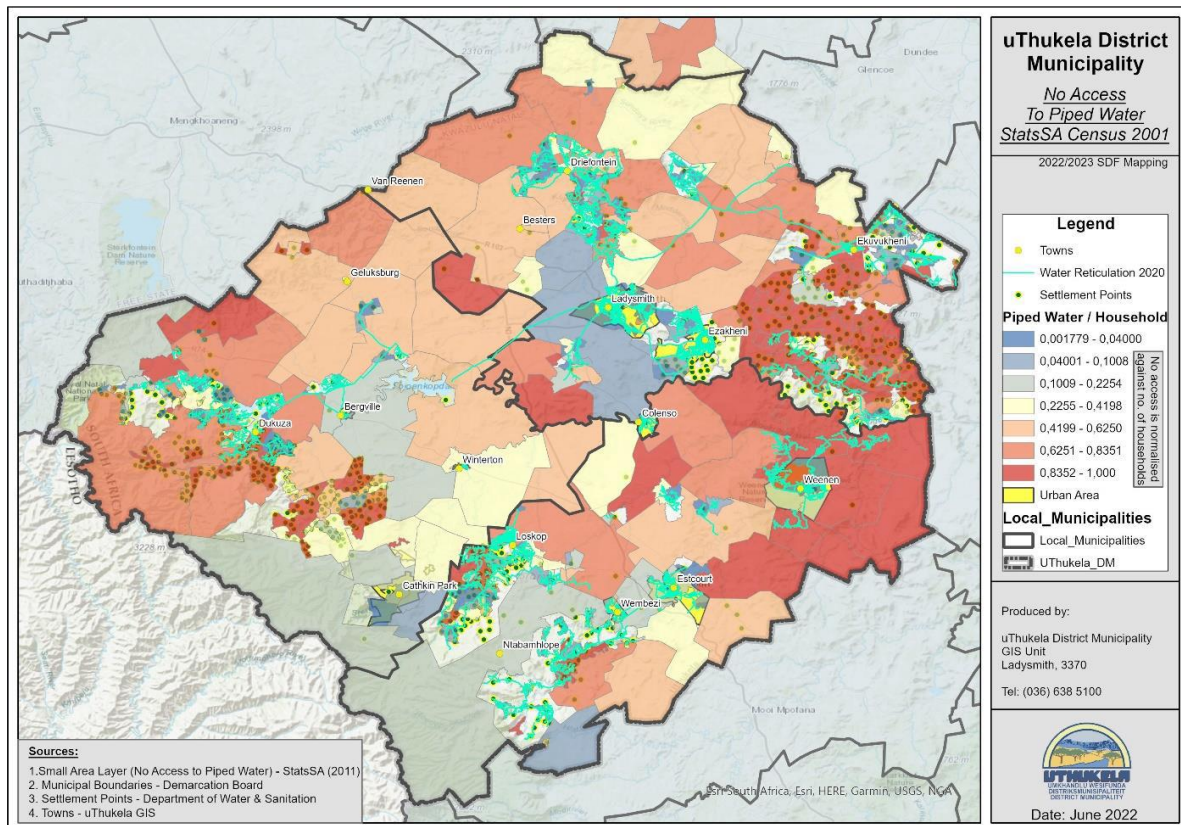
According to the recently adopted WSDP, the DM has a wealth of surface water resources, however much of the dammed water is transferred to Gauteng Province as part of the Tugela-Vaal scheme. Most surface water is abstracted from the Tugela River or one of its tributaries, such as the Klip, Little Tugela or Bushmans. Council has also resolved a free basic water concept, to help the plight of indigent persons with lower levels of services. In rural areas, free water is supplied to communities, under a policy of free communal water provision.

The district strategies on water conservation and demand management are a priority and started implementing it. Through the Implementation of Sustainable Water Services Institutions Programme (ISWIP), the DM is assisted to attain the necessary capacity to perform these WSA functions. Water services infrastructure is more developed in the urban areas supplying a higher level of service, as opposed to the rural areas. Each urban area generally has its own water and wastewater treatment facility. The challenge that is facing the municipality is that some water infrastructure is dilapidated; the date of construction of some components is unknown. **The recently adopted WSDP is attached as an annexure and below is the link.**

The link to the Uthukela DM. WSDP is as follows: Link: <http://ws.dwa.gov.za/wdsp/login>

### 3.4.1.9 WATER BACKLOGS

Water supply backlog as at the end of December 2016 was 17%. This translates that 26205 households do not have access to safe water supply and 132069 households have access to water supply in uThukela district municipality. ***The map below displays the areas that have access to portable water and those that do not have access to portable water.***







**Table 8: Status of Water Supply Backlog per local municipality**

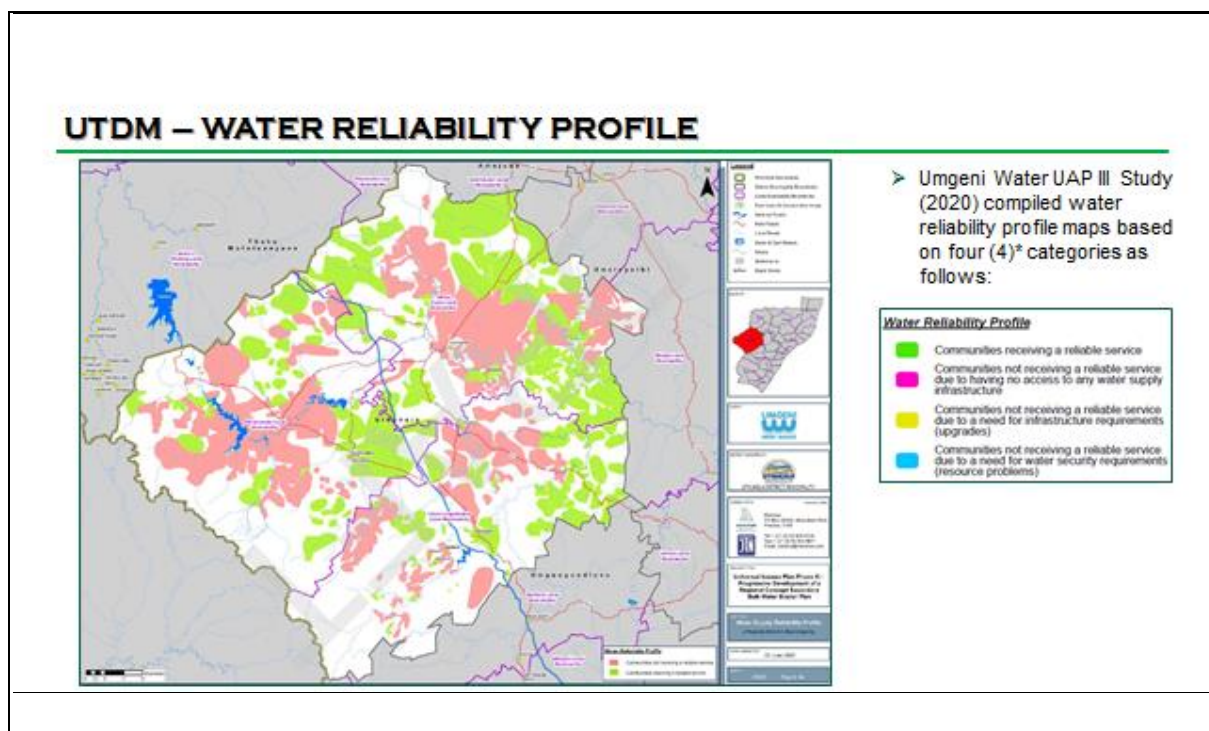
Municipality	Total Number of Households	Households with access to adequate water	Percentage adequate access to water	Households without access to adequate water	Percentage Water Backlog
KZN235 Okhahlamba	32784	19528	60%	13256	40%
KZN237 Inkosi Langalibalele	42993	38027	88%	4966	12%
KZN238 Alfred Duma	82497	74514	90%	7983	10%
Grand Total	158274	132069	83%	26205	17%

Source: WSA Backlog study, water supply, 2016/2017

The following map shows the water reliability profile that was done by Umgeni in their water UAP III study (2020).

The uThukela water reliability profile was compiled based on the following categories:

<b><u>Water Reliability Profile</u></b>	
	Communities receiving a reliable service
	Communities not receiving a reliable service due to having no access to any water supply infrastructure
	Communities not receiving a reliable service due to a need for infrastructure requirements (upgrades)
	Communities not receiving a reliable service due to a need for water security requirements (resource problems)



#### 3.4.1.10 WATER NEEDS AND PRIORITIES

Access to water is considered to be a major challenge within UThukela District Municipality. The water needs and priorities in the uThukela district municipality is highlighted in the following areas:

- Mhlumayo and Sahlumbe;
- Pepsworth and Elandslaagte;
- Frere and Cornsfield;
- Cathedral Peak; and
- Loskop.

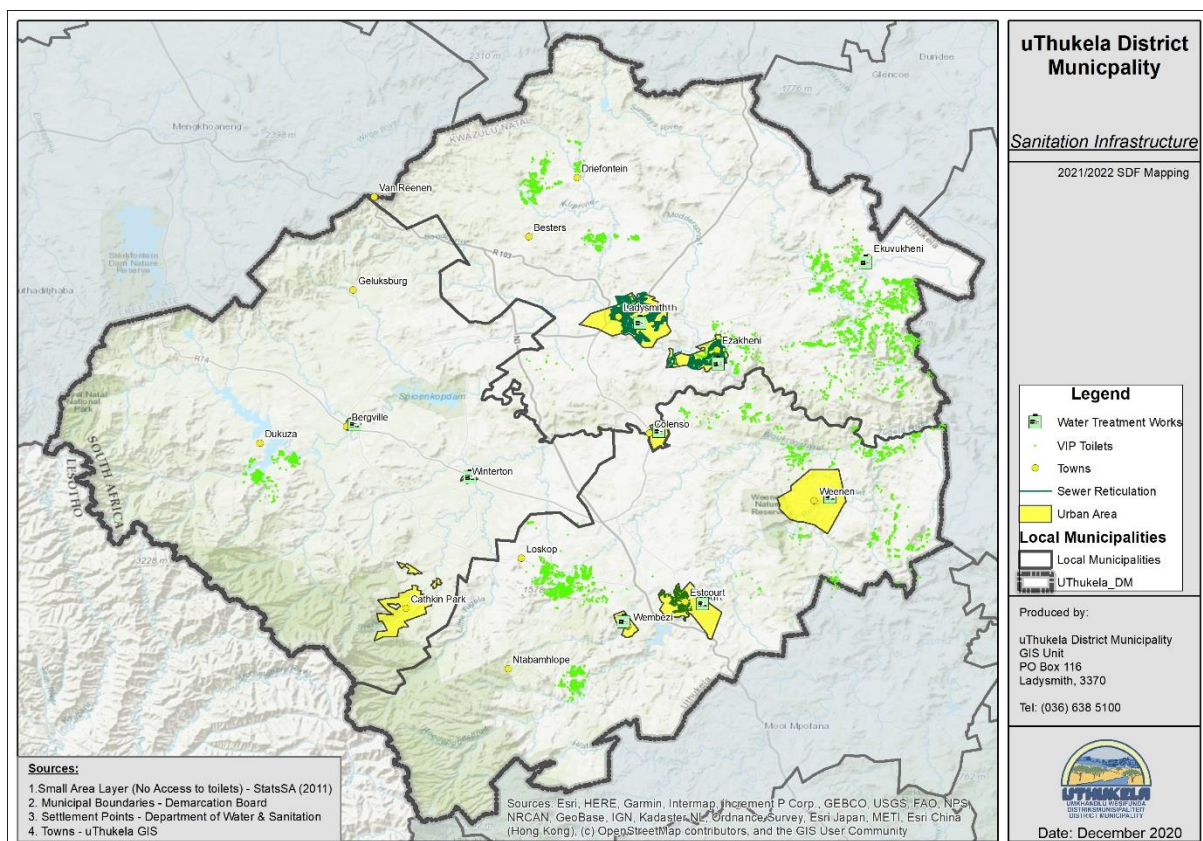
These areas have between 1001 – 1800 households that lack access to adequate water supply. This is followed by a number of areas that have between 501 – 1000 households that lack access to water. These areas are mainly found around the rural areas that surround Bergville.

#### 3.4.1.11 STATUS OF SANITATION

Sanitation is one of the core functions of uThukela district municipality. In the 2018/2019 financial year, 6 504 new households were provided with appropriate sanitation services in form of VIP Latrines.



During the implementation of sanitation projects, 5 298 local community people were employed for the duration of the projects and some of them were empowered with new skills such as building and project management. It is proper to say that in the whole of uThukela, there are no bucket systems as it was incorrectly stated in the 2011 statistics. ***The following map shows the sanitation infrastructure in the uThukela and its family of municipalities:***



### 3.4.1.12 SANITATION BACKLOG

There are a number of rural areas that lack access to appropriate sanitation facilities. The appropriate sanitation services backlog as at the end of December 2016 was 18%. This translates that 28829 households do not have appropriate sanitation services. ***The following map replicates the areas with no access to sanitation:***

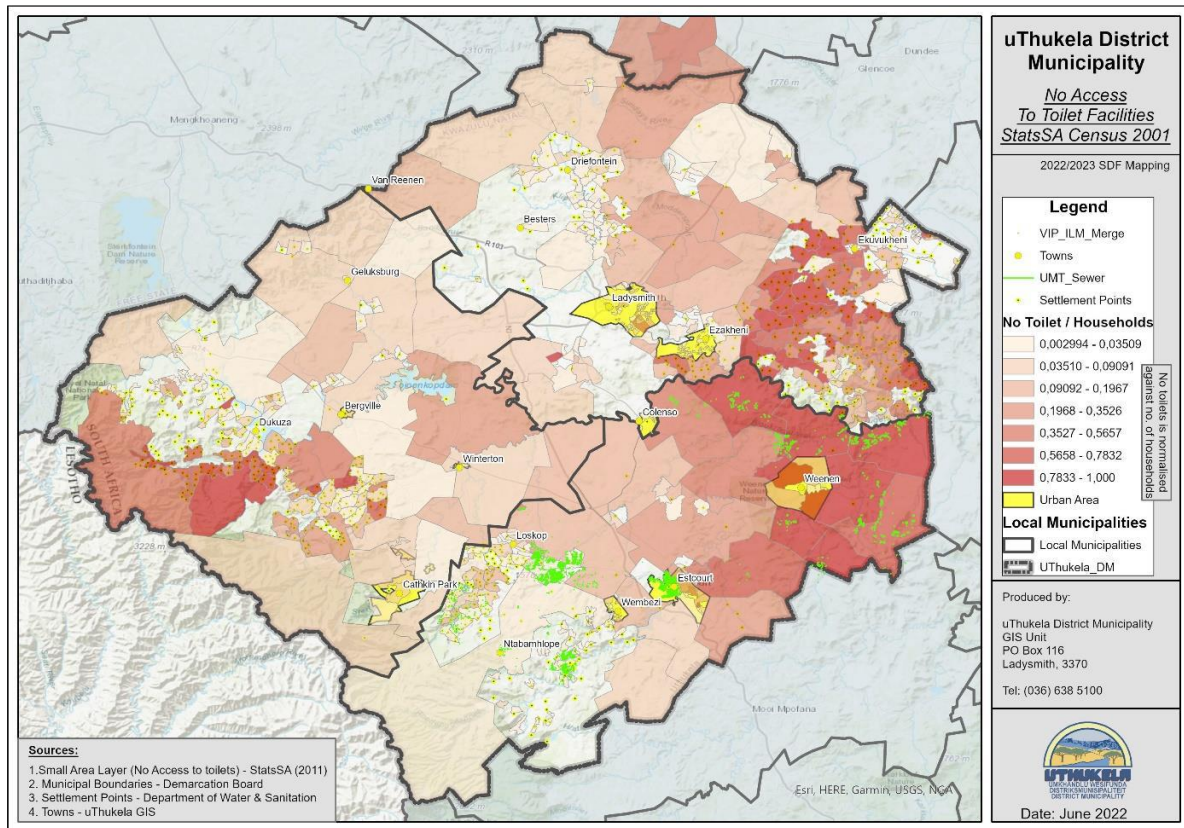


Table 9: Sanitation Backlog

Municipality	Total Number of Households	Households with access to adequate sanitation	Percentage adequate access to sanitation	Households without access to adequate sanitation	Percentage Backlog
KZN235 Okhahlamba	32784	19703	60%	13081	40%
KZN237 Inkosi Langalibalele	42993	34907	81%	8086	19%
KZN238 Alfred Duma	82497	74835	91%	7662	9%
Grand Total	158274	129445	82%	28829	18%

Source: WSA Backlog study, water supply, 2016/2017

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#### 3.4.1.13 SANITATION NEEDS AND PRIORITIES

Concerning sanitation needs, uThukela district municipality will spend most of its resources in areas such as Mhlumayo and Weenen. Each one of these areas has 1001 – 1300 households that lack access to sanitation facilities. The other areas that experience a level of hardship are Sahlumbe, Frere & Cornfield and Injisuthi Area. These areas have between 501 – 1000 households without sanitation.

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#### 3.4.1.14 COORDINATION OF WATER AND SANITATION BETWEEN DEPARTMENTS

Department of Water Affairs (DWA), Department of Human Settlements, local municipalities and uThukela district municipality coordinates water and sanitation.

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#### 3.4.1.15 ASSET MANAGEMENT PLAN FOR WATER AND SANITATION INFRASTRUCTURE

The uThukela district municipality asset renewal plan is aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance, and materially extend its useful life (which may be a full or partial extension of life – i.e. less than its original expected useful life). The plan is supported by resources such as financial to ensure its feasibility. uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan.

***The Asset Management plan was presented to Council for adoption on the 29 May 2023.***

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#### 3.4.1.16 THE INFRASTRUCTURE PROCUREMENT STRATEGY

The Infrastructure Procurement Strategy for water and sanitation that was presented to Council for adoption on the 25 May 2022 includes a list of programmes and projects covering the prescribed planning period and include the following minimum contents:

- a) Delivery Plan;
- b) Contracting Arrangement
- c) Procurement Arrangements.

It is important to emphasise that uThukela district municipality is a WSA and ***the Infrastructure Procurement Strategy for water and sanitation was approved on the 29 May 2023.***

#### 3.4.1.17 INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN FOR WATER AND SANITATION

The uThukela Infrastructure Programme Management Plan for water and sanitation stipulate how the municipal infrastructure programme will be implemented, monitored and controlled over the planned Medium-Term Expenditure Framework (MTEF) period and in the case of uThukela district municipality, the focus was more on water and sanitation as a core function. ***Infrastructure Programme Management Plan for water and sanitation was presented to Council for adoption concurrently with the IDP and the budget on the 29 May 2023.***

#### 3.4.1.18 THE END OF YEAR REPORT

The annual report that was adopted by the municipality is consistent and aligned to the Infrastructure Programme Management Plan (IPMP). The report specify the:

- a) Progress made by the end of financial year by Programmes against the objectives and outcomes;
- b) Past financial and non-financial performance of the infrastructure delivery of the Department;
- c) Impact that the previous year's performance will have on planning and implement on the next and subsequent year's delivery;
- d) Monitoring of key competencies deployed to track and report on progress;
- e) Risks on Programme and Project Management levels;
- f) Overall management of the Programme;
- g) Organisation capability and individual capacity to manage infrastructure".

***The End year report was approved together with the integrated development plan and the Budget of the municipality on the 29 May 2023.***

#### 3.4.1.19 REVIEWED ASSET REGISTER FOR WATER AND SANITATION INFRASTRUCTURE

Assets management is given a serious attention that it deserves to improve it is prioritised and ensuring that councils assets are managed properly. Asset register for water and sanitation is in place. The municipality have a huge responsibility of reducing expenditure on non-essential assets and prioritising repairs and maintenance of municipal assets.

The Updated Asset Register is for a Facility or Infrastructure Asset Network. The Updated Asset Register is an "updated record of infrastructure asset information and data attributes and is required preferable quarterly, but at a minimum annually. These updates are required on completion of work carried out on the infrastructure assets i.e. acquisition, construction, renewal, maintenance and



disposal. The uThukela asset register for water and sanitation is reviewed on annual basis. ***The recently updated register was approved on the 29 May 2023.***

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#### 3.4.1.20 THE SERVICE DELIVERY NEEDS OF FARM DWELLERS

Farm dwellers within uThukela district municipality and its family of municipalities are one of the municipality's stakeholders. They are consulted during the IDP needs analysis and before the municipality adopts the IDP and the Budget. In our last consultation with the farm dwellers, the shortage of water was a common denominator especially in areas that are in Okhahlamba local municipality.

They also appreciated the handpumps that were installed by the municipality since there were promised to them in previous engagements/consultation.

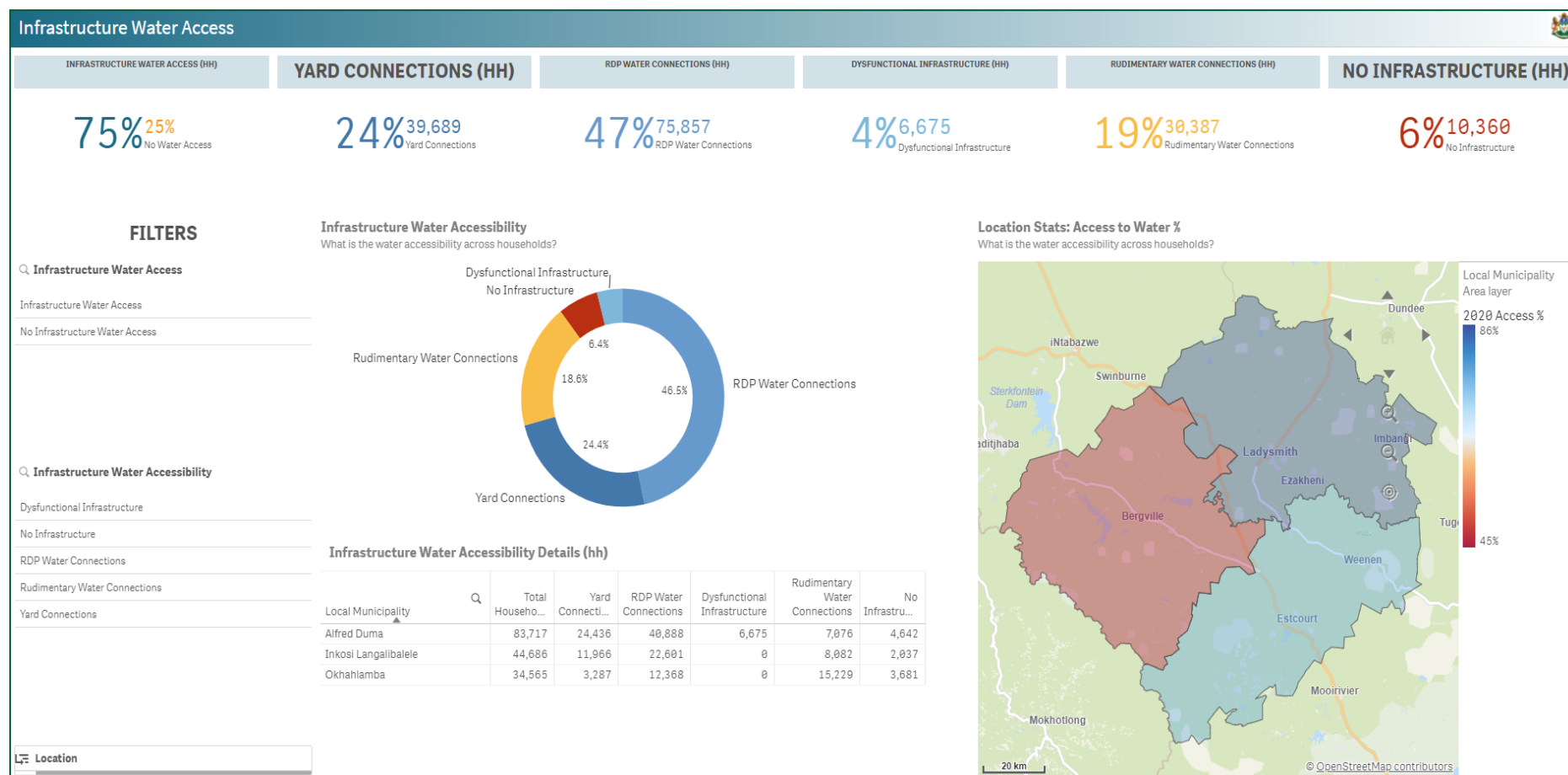
Concisely, the uThukela district municipality acknowledges the service delivery needs of every citizen who resides in the jurisdiction of uThukela including the farm dwellers.

In ensuring that there is a proper consultation with the communities, the municipality took a stance to have two consultations, which is the collection of needs, where the community raised their needs to be considered by the municipality.

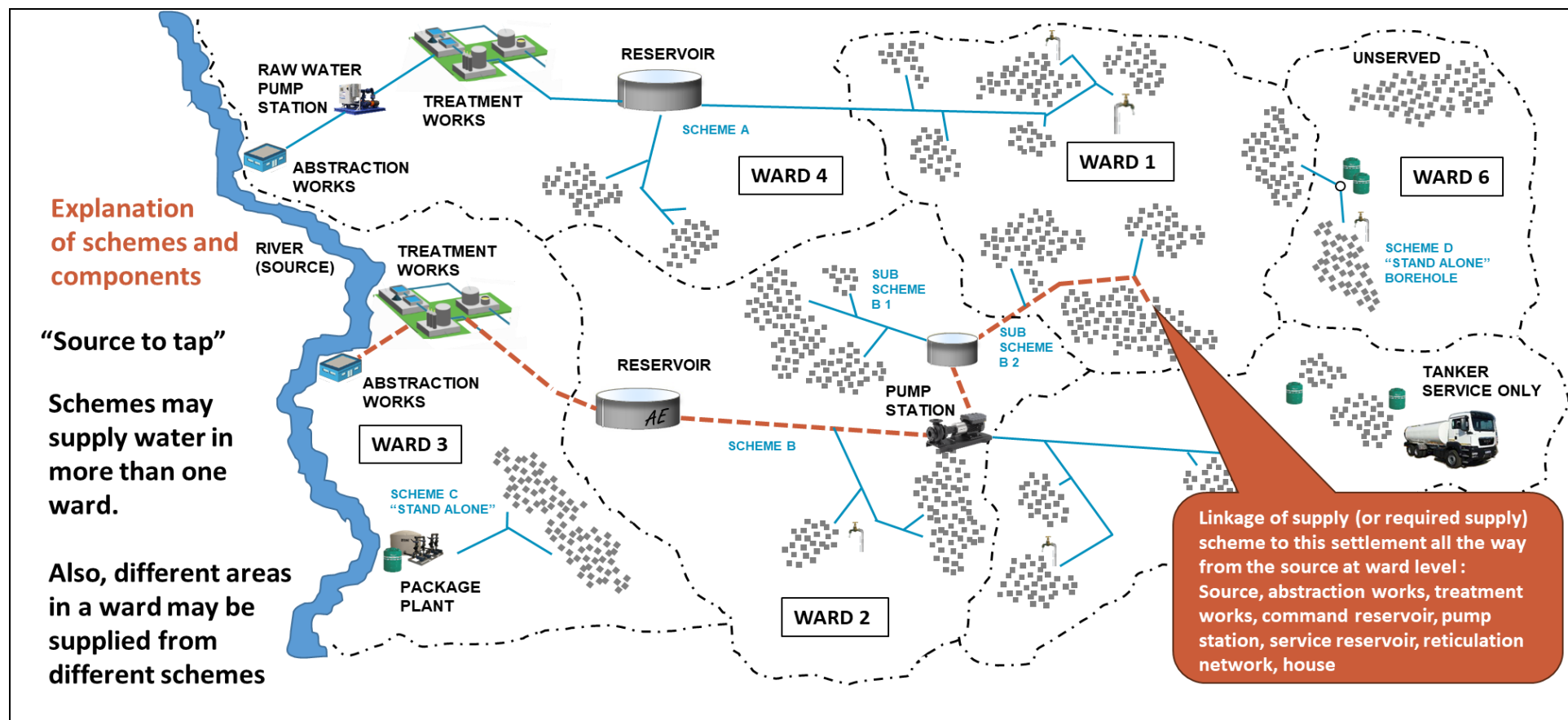
The second round of public consultation is where the municipality takes both draft IDP and a draft Budget to the community to tell them of what has been budgeted based on the first consultation.

### 3.4.1.21 UTHUKELA DISTRICT MUNICIPALITY INFRASTRUCTURE ACCESS TO WATER

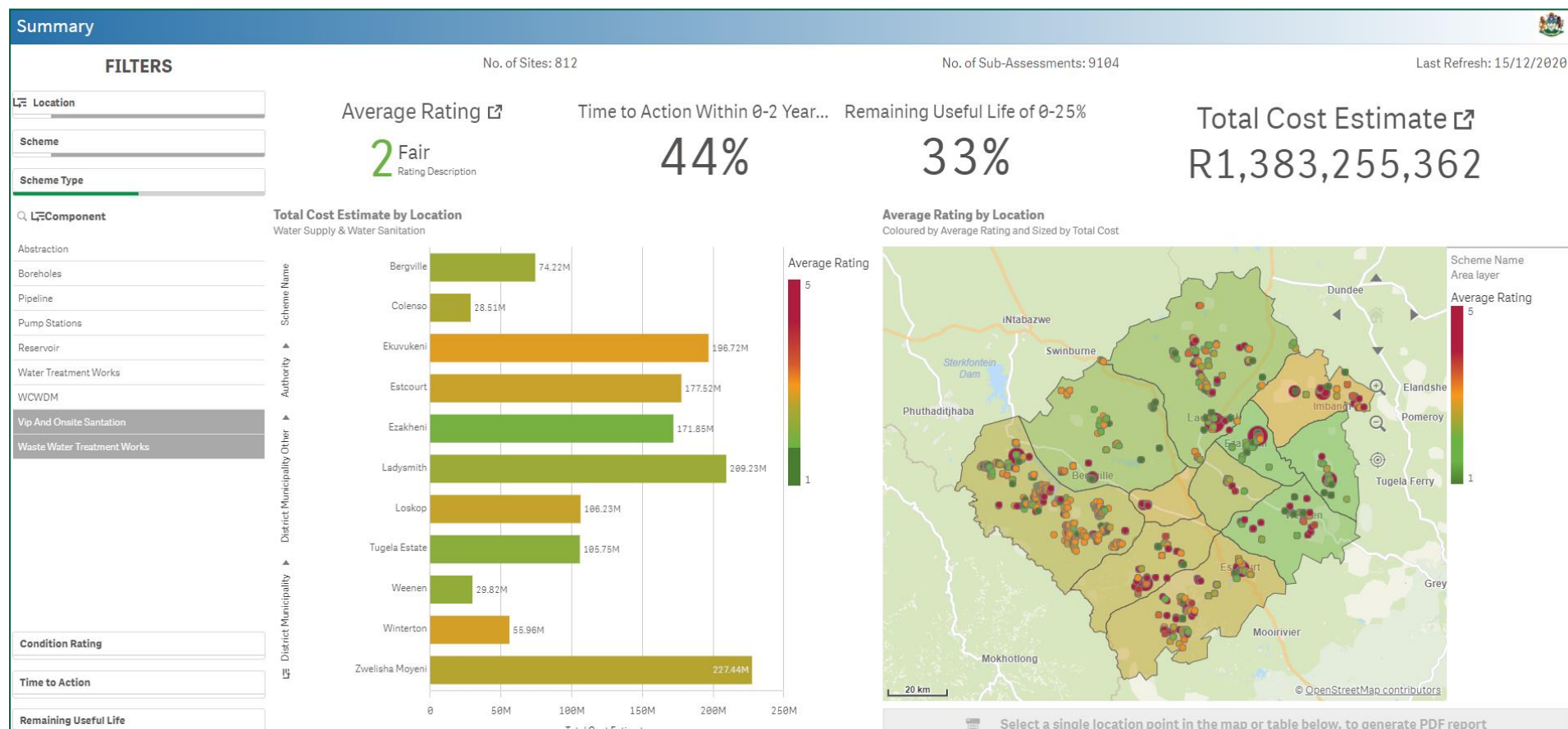
The below diagram shows a complete picture of uThukela district infrastructure access to water and also a synopsis on how potable drinking water is provided in the municipality



# WATER SUPPLY VALUE CHAIN – TO WARD LEVEL

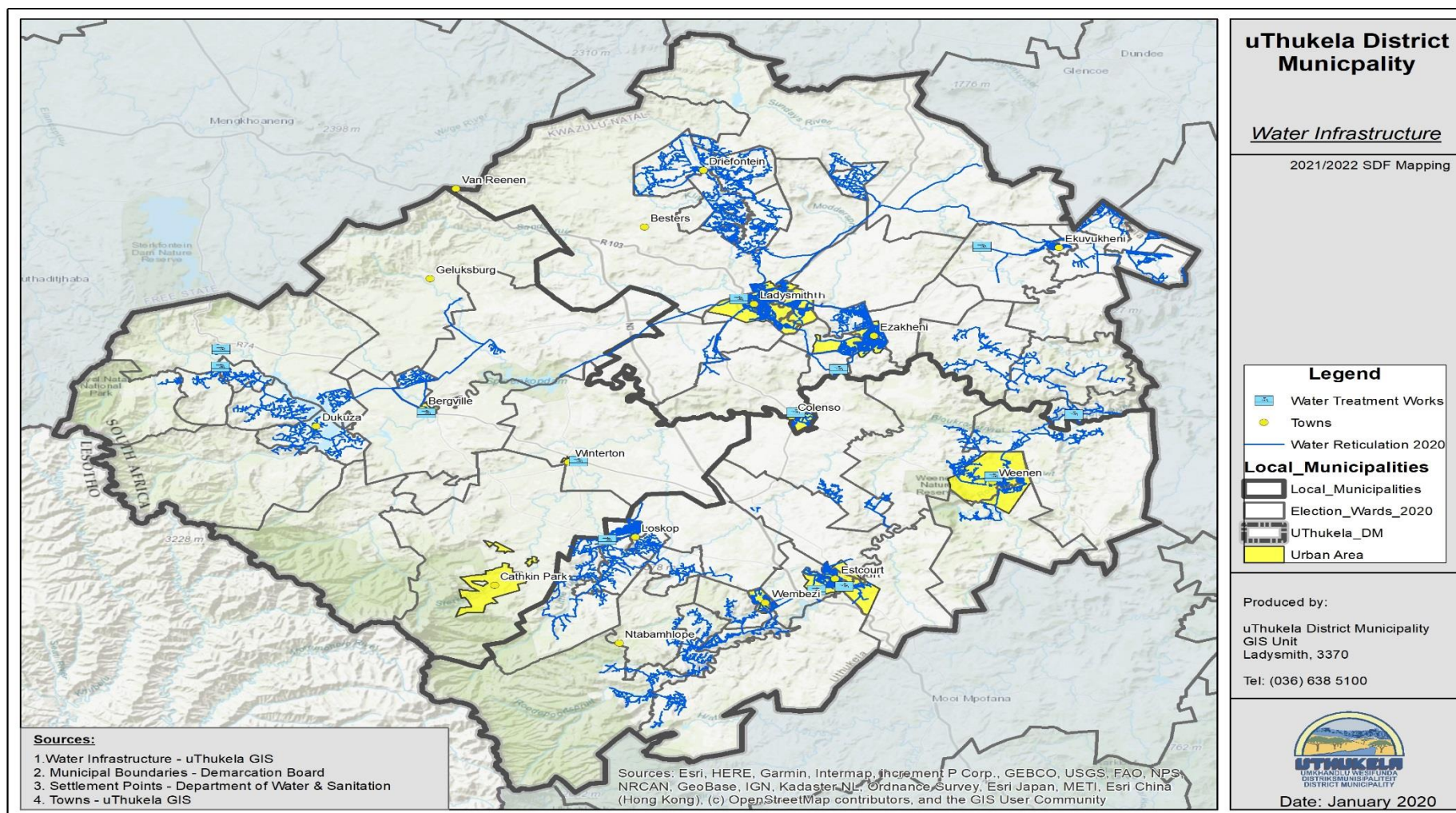


The diagram and the map below summarizes the state of municipal water infrastructure in uThukela district municipality and its family of municipalities.



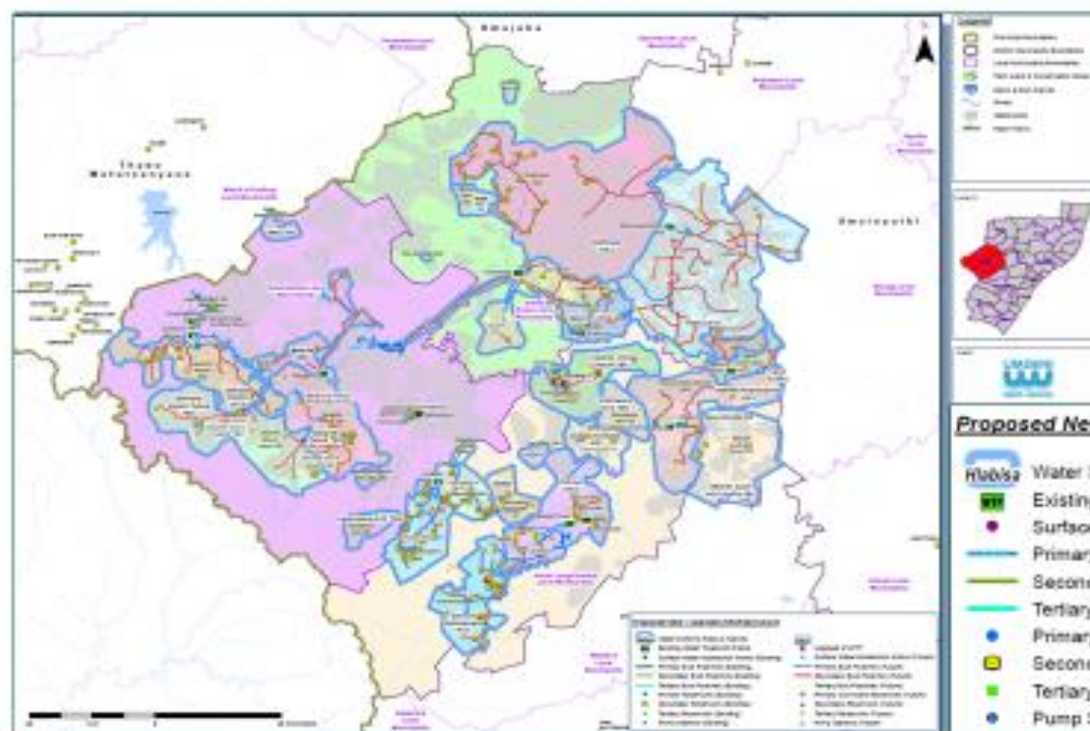


## UTHUKELA DISTRICT MUNICIPALITY WATER INFRASTRUCTURE



The map below summarizes the uThukela interventions in as far as the bulk planning is concerned.

## UTDM – INTERVENTIONS – BULK PLANNING



### UNIVERSAL ACCESS TO WATER – THE BIG PICTURE FOR BULK PLANNING

UAP Phase III has identified 16 Water Supply Intervention Areas (WSIA) within UTDM.

These WSIA provide for solutions for sustainable water access for all citizens in all wards of UTDM to meet the anticipated 2050 water demand.

The cost of these interventions (total for UTDM) is **approximately R4,63 billion**

#### Proposed New / Upgrade Infrastructure

Water Scheme Areas & Names	Upgrade of WTW
Existing Water Treatment Plants	Upgrade of WTW
Surface Water Abstraction Works (Existing)	Surface Water Abstraction Works (Future)
Primary Bulk Pipelines (Existing)	Primary Bulk Pipelines (Future)
Secondary Bulk Pipelines (Existing)	Secondary Bulk Pipelines (Future)
Tertiary Bulk Pipelines (Existing)	Tertiary Bulk Pipelines (Future)
Primary Reservoirs (Existing)	Primary Command Reservoirs (Future)
Secondary Reservoirs (Existing)	Secondary Reservoirs (Future)
Tertiary Reservoirs (Existing)	Tertiary Reservoirs (Future)
Pump Stations (Existing)	Pump Stations (Future)

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### 3.4.2 SOLID WASTE MANAGEMENT

Solid waste management is a shared function between the District and the Local Municipalities. In terms of section 84 of the Municipal Structures Act, the District Municipality is responsible for establishment, operation and control of District wide waste disposal sites, which must be accessible to more than one local Municipality. Currently all three local municipalities are operating their own waste disposal sites which are licenced appropriately, therefore there is no need for the District municipality to establish a district waste disposal site at this stage.

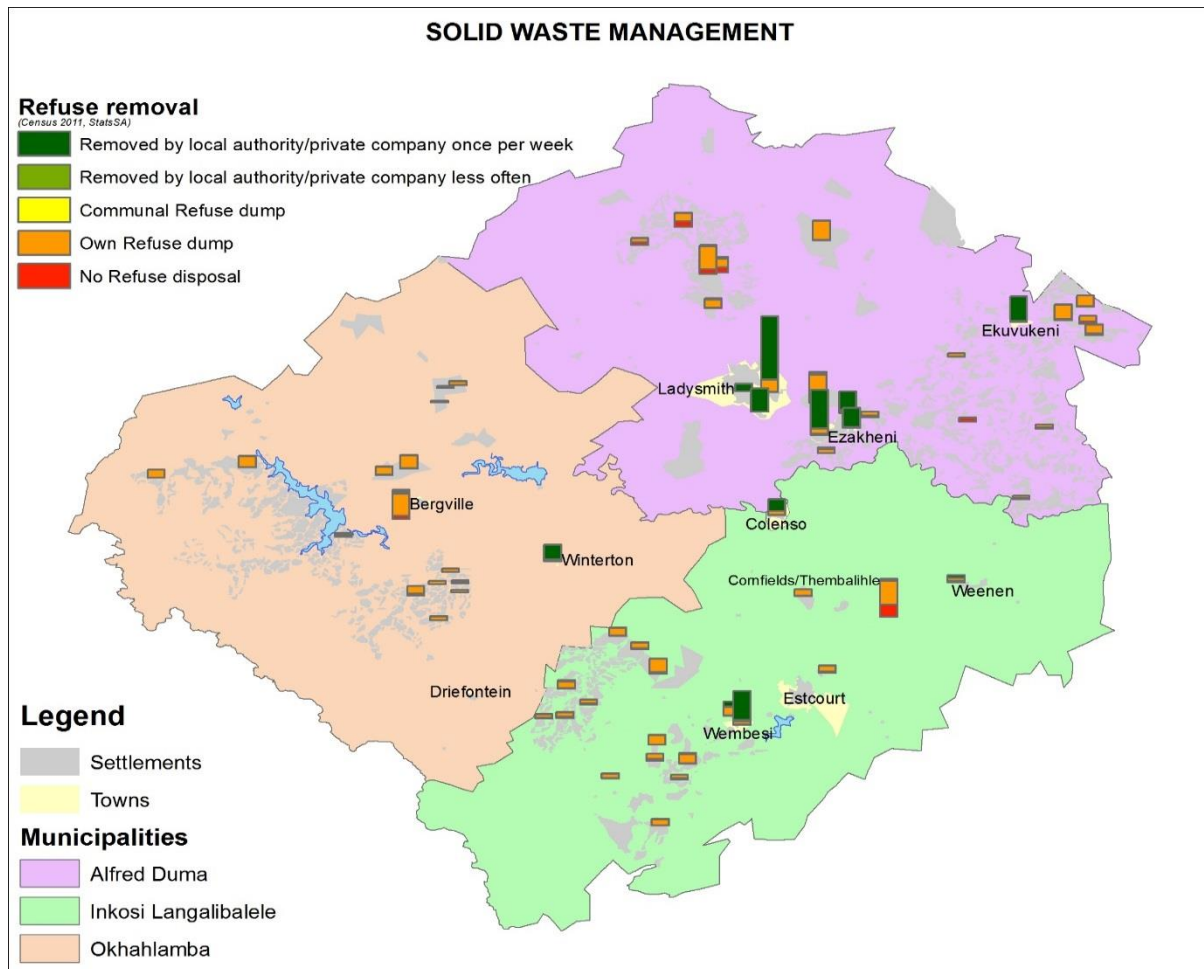
The uThukela District Municipality is not responsible for waste collection. It is the responsibility of the local municipalities in our District that deal with solid waste collection removal and disposal.

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#### 3.4.2.1 STATUS OF SOLID WASTE

Access to refuse removal remains a problem in the district, particularly in Okhahlamba. There is however a decrease of households utilizing community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental health issue. The district municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community based refuse collection service in order to address this challenge. The municipality is also implementing the free basic solid waste for the indigent. It is important to say that the waste quantities in the following are in Kilograms. The map and diagrams below shows the status of solid waste management in uThukela.





Source: 2011 statistics South Africa and 2016 community survey

Table 10: Refuse Removal Frequency

	Alfred Duma	Inkosi Langalibalele	Okhahlamba
Removed by local authority once a week	36,398	9,874	2,549
Private company less often	502	484	318
Communal refuse dump	801	630	510
Own refuse dump	30,880	26,042	20,766
No rubbish disposal	8,916	3,761	3,100
Other	596	827	333
<b>Total</b>	<b>78,093</b>	<b>41,618</b>	<b>27,576</b>

Source: 2011 statistics S.A and 2016 community survey



Table 11: Existing Waste Management Systems and Practices

VARIABLE	Alfred Duma	Inkosi Langalibalele	OKHAHLAMBA
Collection Services	Yes	Yes	Yes
Cleansing Services	Yes	Yes	Yes
Transport of Waste	Yes	Yes	Yes
Waste Minimization	No	No	No
Recycling Systems	No	No	No
Waste Disposal	Yes	Yes	Yes

Source: 2011 statistics S.A and 2016 community survey

Table 12: Waste Treatment Facility

DESCRIPTION	Alfred Duma	Inkosi Langalibalele	OKHAHLAMBA
Geographic Location	None	None	Cathkin Park
Type of Treatment	None	None	Incineration
Year of Construction	None	None	2001
Capacity	None	None	NR
Throughput	None	None	NR
Hours of Operation	None	None	8
Input & Output Chart	None	None	None
Residue Characteristics	None	None	Ash
Environ Monitoring Program	None	None	Monthly
Environmental Impact	None	None	None
Permit Certificate	None	None	None

Source: 2011 statistics S.A and 2016 community survey

#### 3.4.2.2 WASTE DISPOSAL SITE

The UThukela district municipality does not own any waste disposal sites currently, there is no need for the district municipality to establish a waste disposal site since all three local municipalities own licenced waste disposal sites.

#### 3.4.2.3 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The uThukela district municipality has developed and adopted the IWMP on **the 5<sup>th</sup> June 2015**. The IWMP was reviewed and **approved by Council on the 29 June 2022**. The plan focuses on two main categories describe the waste that is generated within uThukela district municipality namely:

- ⇒ General waste: This is waste that does not pose an immediate threat to humans or the environment (like household waste, building rubble, garden waste and certain dry industrial and business waste);
- ⇒ Hazardous waste: Means waste that is associated with chemical reactivity or toxic, explosive, corrosive or other characteristics, which cause or are likely to cause danger to health or the environment whether alone or in contact with other waste. Medical waste, which is quite prevalent in the area, falls under this category.

Waste management practices within uThukela district municipality need more attention to conform to the National Integrated Pollution and Waste Management Strategy. The municipality is also investigating the District Waste Disposal Site. The table below shows the existing waste management systems and practice and the waste treatment facility.

#### Existing waste management systems and practice

VARIABLE	ALFRED DUMA	INKOSI LANGALIBALELE	OKHAHLAMBA
Collection Services	Yes	Yes	Yes
Cleansing Services	Yes	Yes	Yes
Transport of Waste	Yes	Yes	Yes
Transfer of Waste	No	Yes	No
Waste Minimisation	No	No	No
Recycling Systems	No	No	No
Waste Disposal	Yes	Yes	Yes

**Waste treatment facility**

DESCRIPTION	ALFRED DUMA	INKOSI LANGALIBALELE	OKHAHLAMBA
<b>Name</b>	None	None	Bergville
<b>Geographic Location</b>	None	None	Cathkin Park
<b>Type of Treatment</b>	None	None	Incineration
<b>Year of Construction</b>	None	None	2001
<b>Capacity</b>	None	None	NR
<b>Throughput</b>	None	None	NR
<b>Hours of Operation</b>	None	None	8
<b>Input &amp; Output Chart</b>	None	None	None
<b>Residue Characteristics</b>	None	None	Ash
<b>Enviro Monitoring Programme</b>	None	None	Monthly
<b>Environmental Impact</b>	None	None	None
<b>Permit Certificate</b>	None	None	None

## 3.4.2.3 LAND FILL SITES

The following table shows the landfill sites in the district.

Table 13: Landfill Sites within the District

DESCRIPTION	ALFRED DUMA	OKHAHLAMBA	INKOSI LANGALIBALELE
<b>Name</b>	Acaciavale & Ekuvukeni	Bergville	Estcourt
<b>Geographic Location</b>	Acaciavale	R74 Bergville	Beacon Hill near R103
<b>Area Covered</b>	Ladysmith, Ekuvukeni Steadville & Zakheni	Bergville & Winterton	Estcourt & Weenen
<b>Year of Construction</b>	1995	1975	1993
<b>Resources Available</b>	Compactor	Incinerator	Guard house, shed, jojo water tank, compactor, leachate dam,
<b>Permit Certificate</b>	B33/2/2020/p163	None	B33/2/2020/15pP76
<b>Type and Quantities</b>	Household, Business & Industrial 44 640 and 66 tons	Household & Business, 117 tons	Household, Business & Industrial 581 tons
<b>Description of Neighboring Area</b>	Residential and rural	Residential, River	Informal Settlement
<b>Signposting &amp; Road Access</b>	Yes	Poor & Accessible	Yes
<b>Type of Site</b>	General	General	General
<b>Access Control</b>	No	Yes	24 Hour Security
<b>Collection of Disposal Tariffs</b>	Yes	Yes	Yes
<b>Landfill Operation</b>	Compacting & Cover	Cover	Compacting & Cover
<b>Method of Landfilling</b>	Trench System	Trench System	Trench System
<b>Co-disposal</b>	Solid Waste Only	Solid Waste Only	None
<b>Health Care Waste</b>	None	None	None

<b>Excavation for Cover</b>	Yes	No	Yes
<b>Drainage</b>	Yes, cut off drains around site	Not Required	Yes, cut off drains around site
<b>Control of Nuisances</b>	Daily Covering	Daily Covering	Daily Covering
<b>Salvaging Activities</b>	Prohibited	Prohibited	Prohibited
<b>Waste Reclamation</b>	Prohibited	Prohibited	Prohibited
<b>Leachate &amp; Waste Management</b>	Random Checks	Not Checked	Random Checks
<b>Rehabilitation</b>	Ongoing	Ongoing	Ongoing
<b>Final Cover</b>	Ongoing	Ongoing	Ongoing
<b>Public Participation</b>			Yes
<b>Plans for Extending/Closing</b>		Closing	No, 10 years left
<b>Environmental Monitoring</b>	Yes, Random	Yes	Yes, Random

*Source: 2011 statistics South Africa*

#### 3.4.2.4 PROGRESS ON THE IMPLEMENTATION OF THE IWMP

As we mentioned above that the IWMP was developed and adopted by Council. The uThukela district municipality monitors the local municipalities in terms of waste collection and disposal, and the district support the local municipalities by identifying the illegal dumping and reporting to the relevant Local Municipality to ensure that waste is cleared and disposed accordingly.

Recycling of waste has improved in the district that indicates that there is progress in the implementation of the IWMP.

#### 3.4.2.5 SYSTEM THAT DIVERT WASTE FROM THE LANDFILLS FOR RECYCLING

uThukela district municipality does not have a system that divert waste from the landfill site recycling but there are two municipalities in the family that have system of diverting waste from the landfill, which is Alfred Duma, and Inkosi Langalibalele local municipalities. In the uThukela district municipality, the following are recycling activities that are taking place in uThukela district:

- There is separation of waste

- The scrap metal is sold to the scrap metal merchants currently
- Paper, plastic and cupboards are sold to **WHY WASTE** paper recycling company; only unrecyclable waste is disposed at the landfill site.

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### 3.4.3 TRANSPORTATION INFRASTRUCTURE

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#### 3.4.3.1 ROAD NETWORK

The road hierarchy within the municipal area can be divided in three major categories that can be classified as:

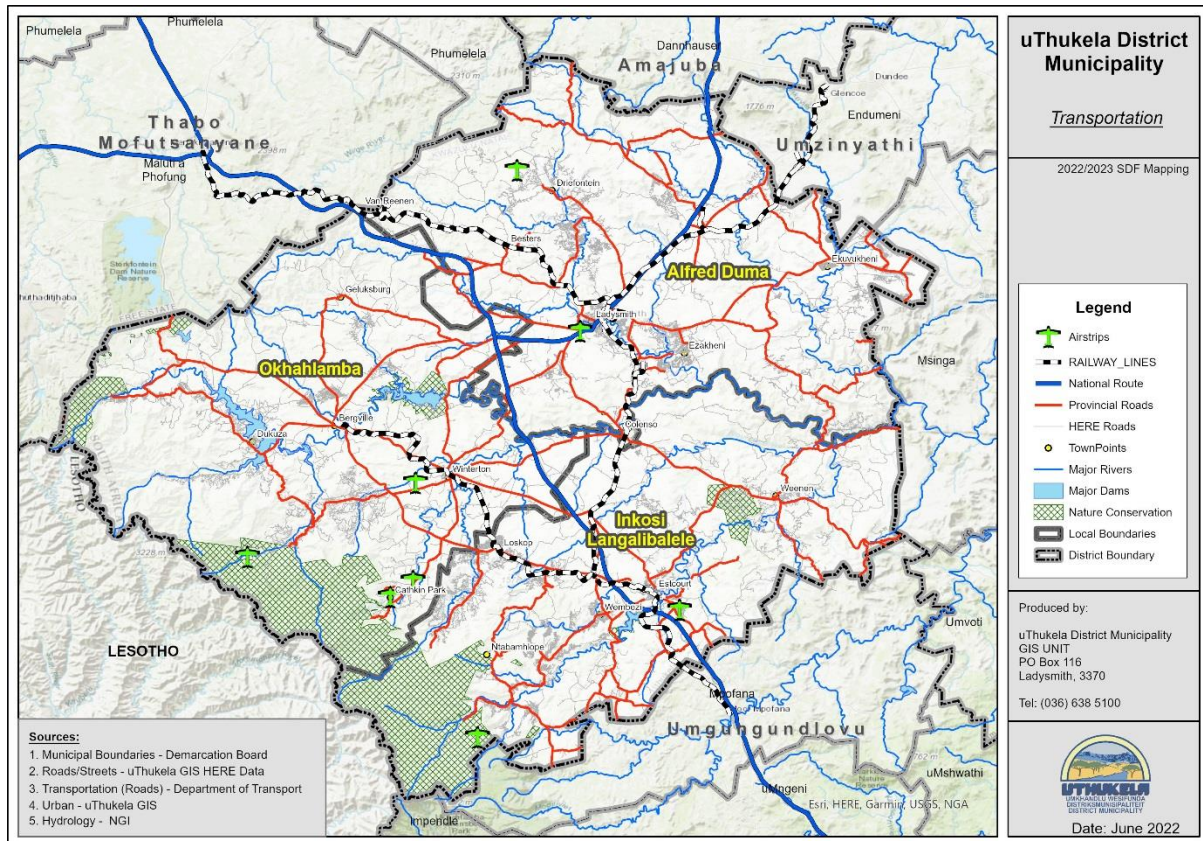
- National roads;
- Provincial roads; and
- District and local roads.

The primary routes include the national routes that exist within the area and few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area. The general quality of these routes is good with exception of the local access routes within the rural areas.

uThukela district is mainly served by an East-West and North-South corridor. These corridors are the N11 national route that connects the N3 with Mpumalanga Province coal mining areas and the N3 that forms an East-West link, which connects two of the country's most economically active metropolitan areas namely Gauteng and Durban in KwaZulu Natal. The N3 also serves a major urban community namely Pietermaritzburg.

The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access unsurfaced roads are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers, use several of these access roads. Of all roads in the uThukela district area 1 410km are surfaced roads and 1 320km are un-surfaced or gravel roads. The majority of the surfaced roads can be found in Alfred Duma municipality. The following maps displays the transportation infrastructure and road network in the district.







### 3.4.3.2 RAILWAY LINE

Although the district municipality has one of the best industrially orientated rail systems, currently all rail facilities in the municipality are under-utilised, with approximately 55 trains running through Ladysmith station on a daily basis. Rail passenger services are limited to between 3 - 4 trains operating between Durban and Johannesburg 3 days a week. As a result, increased reliance by industry on road transport has placed increased pressure on the road network. The three-way rail junction run along the N11 and the Ladysmith station is located close to the CBD. Few railway tracks serve to connect the towns of Bergville, Winterton, Weenen and Van Reenen with the main stations located within Estcourt and Ladysmith. However, the decline in the usage of commodity rail caused this infrastructure to remain redundant and the infrastructure has now been worn out of the railway line from Ladysmith to Bergville crossing R74 Provincial Road). There are two main functional railway stations within UThukela District Municipality. These are located within the towns of Ladysmith and Estcourt. This infrastructure will continue playing a critical role when the railway operations are revamped.

### 3.4.3.3 RAILWAY STATIONS



There are two main functional railway stations within UThukela District Municipality. These are located within the towns of Ladysmith and Estcourt. This infrastructure will continue playing a critical role when the railway operations are revamped. The railway stations in other localities of UThukela District Municipality require serious attention. In fact, most of the infrastructure is currently at the state of disrepair.

### 3.4.3.4 MUNICIPAL ROADS AND MAINTENANCE PLAN

uThukela district municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities must compile a public transport plan (PTP). The plan is a 5-year plan that is reviewed annually. This plan was prepared in conjunction



with the local municipalities. It is aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5-year period.

The municipality is planning to have its Integrated Transport Plan (ITP) in the 2023/2024 financial year as per the requirement of the National Land Transport Transition Act (Act No.26 of 2006).

UThukela District Municipality is currently gathering information relating to road classes, traffic studies and road inventory information through Rural Road Asset Management (RRAMS) as funded by Department of Transport. To fulfill this exercise the DOT has put aside the grant funding of R2.6 million to uThukela district municipality for 2023/2024 financial year.

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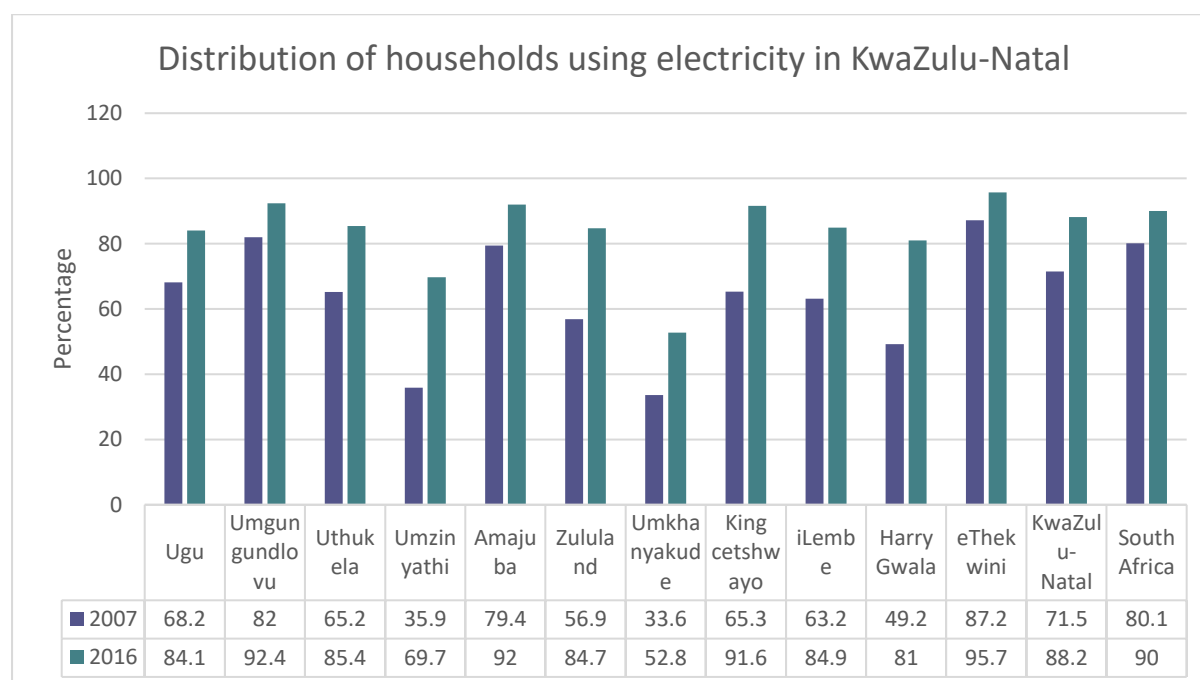
#### 3.4.3.5 AIRPORTS AND LANDING STRIPS

There is a small aerodrome located at the intersection of the N11 and R103. The aerodrome is on the list of the uThukela Catalytic projects for 2023-/2024 as per the reviewed DGDP. The aerodrome is poorly developed, and the area does not generate sufficient air traffic. The nearest airport is in Pietermaritzburg approximately 150km from Ladysmith.

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#### 3.4.3.6 STATUS OF ELECTRICITY SUPPLY

According to 2011 Census, the number of households with electricity in uThukela district municipality was sitting at 74.5% in 2011. In 2007, the percentage number with access to electricity was 65.2%. The results of the 2016 community survey shows the increase number of people who have access to electricity by 85.4%. There are plans to re-open the decommissioned power station at Colenso. The re-opening of the mine could be dedicated to electricity generation using methods that reduce gas emissions. The backlog together with population and economic expansion needs, make it imperative for this districts long term electricity planning. The figure below shows the electricity provision at the provincial level.

**Figure 9: Electricity Provision**

**Source: Statistics South Africa 2011, community survey 2007 and 2016**

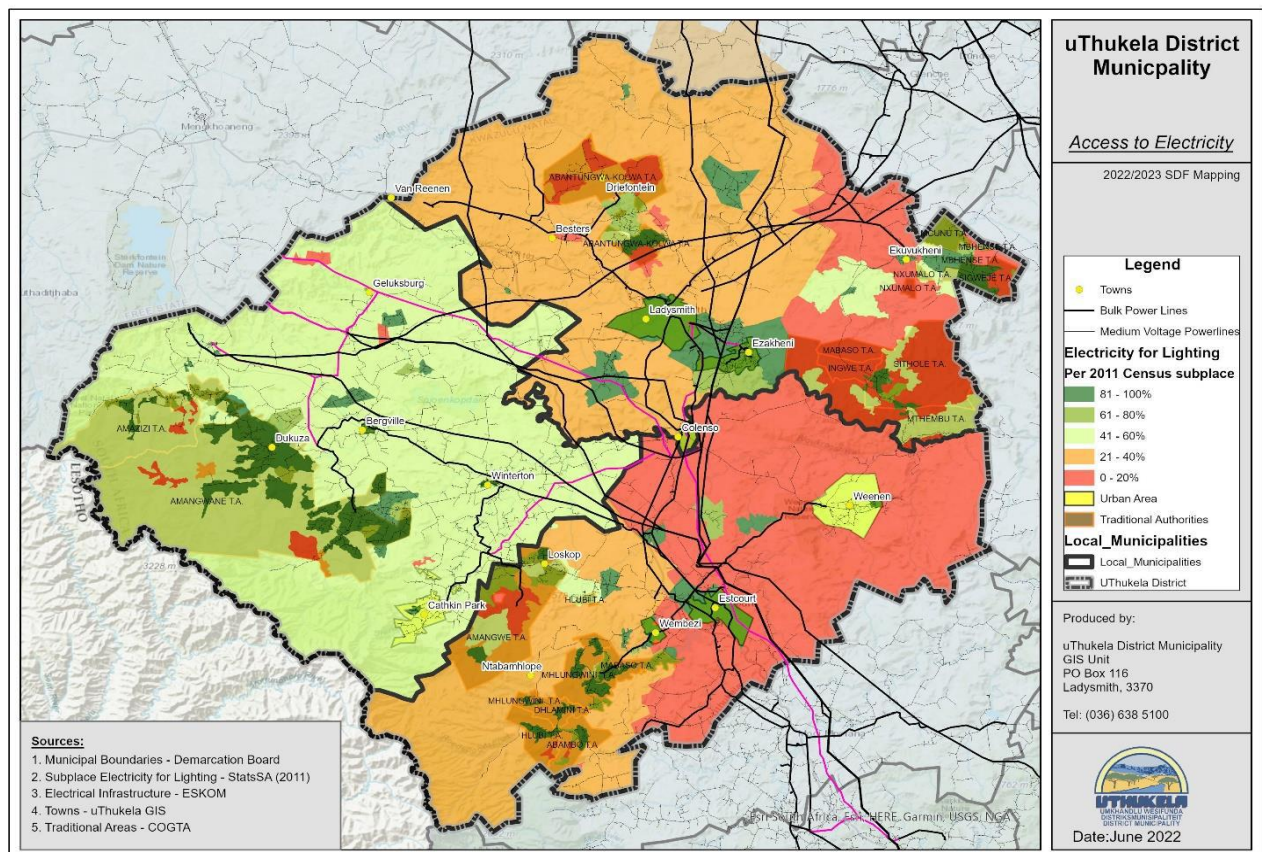
The current reticulation network in UThukela District Municipal area as indicated in the Map below shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is not a surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Towns and Townships, this has a relatively high population size and economy in the UThukela District and as such has more areas that would require bulk electricity infrastructure. There are 36 sub-stations located within uThukela District. Most of these are found within Alfred Duma Municipality.

There are also a number of HV and MV cables that originate from these substations that distribute electricity within different parts of the municipal area. This is further supported by the MV stations. The existing sub-stations are nearing capacity and needs to be upgraded. Eskom has made plans to address this situation. This includes the development of two major sub-stations in Braamhoek and Driefontein (Mathondwane). Each of these sub-stations has a capacity of 22kv and costs approximately R8 billion.

Although major strides have been made concerning extending access to energy, however universal access to electricity services has not been achieved. According to the 2011 Census data, the areas that lack access to electricity the most are as follows:

- Mhlumayo and Sahlumbe;
- Cornsfield; and
- Cathkin Park.

The map below displays the areas that have between 21 – 40 households that do not have access to electricity as per 2011 statistic South Africa and community survey,2016.



### 3.4.3.7 COORDINATION OF ELECTRICITY BETWEEN DEPARTMENTS

Electricity is coordinated by ESKOM, local municipalities and uThukela district municipality. The IDP engagement forums is utilized for alignments of projects with other sector departments and stakeholders to ensure harmonisation. The following table and the map below presents the Eskom infrastructure plan as well as the progress.

## ESKOM INFRASTRUCTURE PLAN

## PROJECTS FOR 2021/22

Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Actual Conns	Status
KZN233_Alfred Duma	Nkunzi # 4	24	Households	30	10	Construction is 100% complete
KZN233_Alfred Duma	Vergeleegeen ext.	32	Households	272	86	Construction is 100% complete
KZN233_Alfred Duma	Kleinfontein #4	3	Households	109	76	Construction is complete , busy returning material, balance of connections to be done in the next phase
KZN236_Inkosi Langalibalele	Inkosi extensions Langalibalele	Various wards	Extensions	190	145	Busy with construction
KZN233_Alfred Duma	Alfred Duma extensions	Various wards	Extensions	194	149	Project complete. Finalizing invoices and material recon
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Actual Conns	Status

KZN233_Alfred Duma	St Chads/Kwamsini/Nhlalakahle #4	7	Households	23	22	Project is 100% complete.
KZN233_Alfred Duma	KwaShozi #2	29	Household	72	46	Busy with construction
KZN233_Alfred Duma	Drongwaal/Mazinyane	24	Household	53	46	Construction of MV is 80% complete , LV on construction
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Actual Conns	Status
KZN233_Alfred Duma	Esahlumbe # 5	29/30	Household	105	62	Busy with construction
KZN233_Alfred Duma	Mathondwane #6	24/26	Household	147	0	Commissioning in progress 95% complete, balance of scope to be done
Total				1244	380	

### PLANNED PROJECTS FOR 2022/23

Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN236_Inkosi Langalibalele	Drycat(Bhekuzulu)	6	Household	80	Project is at design stage
KZN236_Inkosi Langalibalele	Mandabeni/Thamela/Silimangamehlo/Emadolobheni	1	Household	157	Project is at design stage
KZN236_Inkosi Langalibalele	Ekucasheni/Mgwamama/Becwale/Mkholombe	21	Household	266	Project is at design stage
KZN236_Inkosi Langalibalele	Nhliwe/Mbelekwan/Mkholombe	21/22/23	Household	1024	Project is at design stage
KZN233_Alfred Duma	Kwamsini/Nhlalakahle #4	7	Household	68	Project is at design stage
KZN233_Alfred Duma	Emabhekazi Phase 4	7	Households	209	Project is at design stage
Total					

### PROPOSED PROJECTS FOR 2023/24

Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
KZN235_Okhahlamba	Emmause ward 13 infills	13	Households	210	Project is at design stage
KZN235_Okhahlamba	Dukuza,Moyeni,Sandlwana, Shiyabazali ward 10 Infills	10	Households	200	Project is at design stage
KZN238_Alfred Duma	Oqungwini #3		Households	91	Project is at design stage
KZN238_Alfred Duma	Braamhoek #2		Households	31	Project is at design stage
Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns	Status
Alfred Duma	Drongwaal/Mazinyane phase 2		Households	67	Project is at design stage
Inkosi Langalibalele	Ekuphumuleni/Nguva ward 24 infills	24	Households	60	Project is at design stage
Inkosi Langalibalele	Maqaqeni ward 20	20	Households	100	Project is at design stage

Alfred Duma	KwaShozi phase 3		Households	218	Project is at design stage
oKhahlamba	Emgangadweni ward 01	1	Households	20	Project is at design stage
oKhahlamba	Kwamzansi ward 01	1	Households	30	Project is at design stage
oKhahlamba	Emampevini ward 01	1	Households	65	Project is at design stage
Total					



## uThukela DM – Infrastructure Plan



### 3.4.4 STATUS OF COMMUNITY FACILITIES

#### 3.4.4.1 EDUCATION

There are 445 public schools and 15 independent schools in uThukela District Municipality. The primary and high schools are adequate in the District and institutions for higher learning are not available. Only one Further Education and Training College that is based in Ladysmith Town that is offering education and training to prospective students in the district.

#### 3.4.4.2 HEALTH

UThukela District Municipality has 4 Hospitals, 37 Primary Health Care Clinics and 12 Mobile Clinics. The challenge that is facing the District is that not all clinics open 7 days a week as some open 5 days a week only. Emergency Medical and Rescue Services are provided in the District; however, Ambulance Services are inadequate to provide an equitable and satisfactory service to all the communities within the District. HIV/AIDS, TB and Children not gaining weight are the leading problematic diseases affecting the majority of uThukela communities.

Poverty is a major factor that predisposes the people of uThukela District to the aforementioned diseases. The reality is that uThukela District does not have sufficient Health Services. The deployment of Health Workers is making a difference especially in rural areas but it needs to be strengthening by deploying more Community Workers.

#### 3.4.4.3 POLICE STATIONS

There are fifteen police stations, which are located within Alfred Duma (6), Inkosi Langalibalele (5), and Okhahlamba (4). Although these facilities are servicing the entire district municipal area most of these facilities are located within the urban centres of different municipalities, which is sometimes inefficient for the remote rural settlements.

#### 3.4.4.4 SPORTS FACILITIES

UThukela does not appear to be well provided with sports and recreational facilities. The sport facilities are mainly found within the urban centres i.e. Ladysmith, Estcourt and Bergville Towns. A need exists to ensure that these facilities are rolled out within the rural areas.

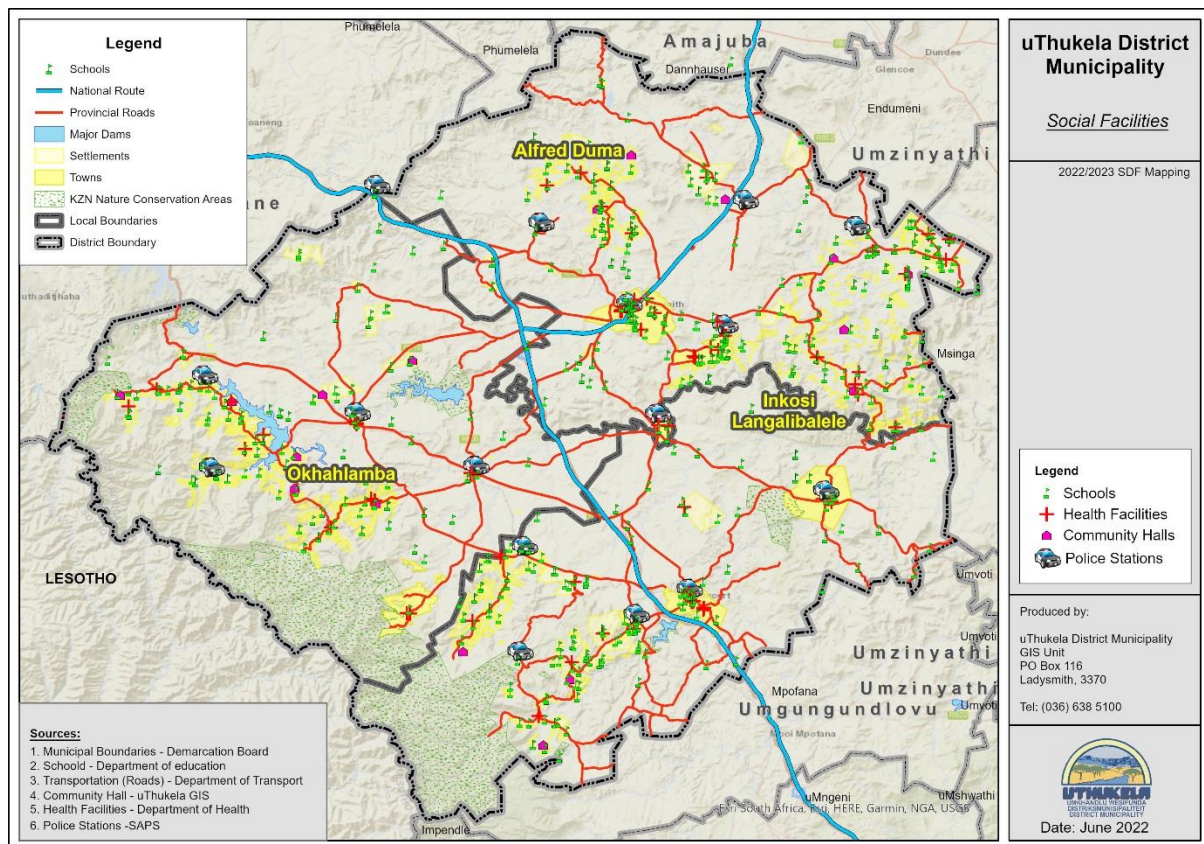
### 3.4.4.5 PUBLIC TRANSPORT FACILITIES

There are 31 minibus taxi ranks in the uThukela District Municipality area. A total of 25 ranks provide commuter services only, while the remaining six provide both commuter and long distance services. Only ten of the 31 minibus-taxi ranks in uThukela are formal ranks, with 22 being located off-street of which nine ranks have any type of all-weather surfacing. Some of the projects that were prioritized in the Public Transport Plan (PTP) are completed and a total amount of R30 million is required to complete all the identified projects. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

Facility Name	Code	Status	Type	Ownership	On/Off Street	Paving
Alexander Street Taxi Rank	K234TT01	Formal	Taxi Rank	Municipal	Off-Street	Yes
Connor Street Taxi Rank	K234TT02	Formal	Taxi Rank	Municipal	Off-Street	Yes
Weenen Taxi Rank	K234TT03	Formal	Taxi Rank	Municipal	Off-Street	Yes
Hlathikhulu Taxi Rank	K236TT04	Formal	Taxi Rank	Municipal	Off-Street	Yes
Bergville Taxi Rank	K235TT05	Informal	Taxi Rank	Municipal	Off-Street	Yes
Emmaus Taxi Rank	K235TT06	Formal	Taxi Rank	Municipal	Off-Street	Yes
Lylle Street (Municipal) Taxi Rank	K232TT07	Formal	Taxi Rank	Municipal	Off-Street	Yes
Lylle Street (Private) Taxi Rank	K232TT08	Informal	Taxi Rank	Private	Off-Street	Yes
Illing Street Bus & Taxi Rank	K232PT09	Formal Informal	Bus Terminus Taxi Rank	Municipal	Off-Street	Yes
Driefontein Taxi Rank	K232TT10	Formal	Taxi Rank	Municipal	Off-Street	Yes
Ezakheni Taxi Rank	K232TT11	Informal	Taxi Rank	Municipal	Off-Street	Yes
Complex of Limehill (Uitval) Taxi Rank	K233TT12	Formal	Taxi Rank	Municipal	Off-Street	Yes

As evident from the table, above all these facilities are paved and in a relatively good condition which is creditable. The map shows the social facilities in the uThukela district.

## SOCIAL FACILITIES



**NB**

**THE INSUFFICIENT OF THE FACILITIES SUCH AS RECREATION AND HEALTH WERE NOTICEABLE WHEN THE MUNICIPALITY WAS CONDUCTING THE IDP CONSULTATION. VANDALISM OF COMMUNITY HALLS WAS ALSO A CONCERN.**

### 3.4.4.6 COORDINATION OF COMMUNITY FACILITIES BETWEEN DEPARTMENTS

Regarding uThukela district municipality and its family of municipality's community facilities, the uThukela IDP Representative Forum, uThukela Service Providers/Sector departments Forum and mayoral stakeholder's engagement plays a significant role in ensuring synchronization. The above-mentioned structures are effective in our District because all the relevant departments and local municipalities are part of these structures.

### 3.4.5 HUMAN SETTLEMENTS

#### 3.4.5.1 HOUSING CHAPTER

In terms of the National Housing Act, every municipality must, as part of its process of integrated development planning take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis by:

- Setting housing delivery goals
- Identifying suitable land for housing development
- Planning, facilitating, initiating and coordinating housing development in its area of jurisdiction

The Housing Chapter is a summary of the housing planning undertaken by a municipality and should be used together with the IDP. The Housing Chapter is a 5-year plan, which is reviewed annually. Therefore, it is not a comprehensive, stand-alone plan resulting from a separate planning process. This Housing Chapter is aligned with the Provincial Human Settlement Master Plan of KZN as well as the Multi Year Human Settlements Development Plan (MYHSDP) 2019 – 2024.

**The main purposes of the Housing Chapter are as follows:**

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritizing housing projects in order to obtain consensus for the timing and order of their implementation;
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operations requirements
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development intervention in one plan;
- To ensure budget allocation to local and district municipalities as well as provinces are most effectively applied for maximum impact;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructures investment;
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality.



- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process

#### 3.4.5.2 STATUS OF THE MUNICIPAL HOUSING SECTOR PLANS

The development of the Housing Sector Plans is the responsibility of the local municipalities in our family. The role of uThukela district municipality is to play a coordination role and to ensure that there is bulk available for the Housing projects.

The uThukela family of municipalities with the assistance from the department of Human Settlements has developed and adopted their Housing sector plans. The plans provide an analysis of the housing situation within the district and outlines strategies to address the backlog and the associated housing problems. It clearly indicates the growth of the urban core and the need to accommodate the ever-increasing demand for housing. The result of the influx is informal settlements or back-yard shacks. However, some of these plans need to be updated to provide appropriate guidance towards the development of sustainable urban human settlements. The following table shows the status of Housing Sector Plans in the uThukela family of municipalities

NAME OF THE MUNICIPALITY	STATUS
Inkosi Langalibalele L M	Reviewed and adopted by Council
Okhahlamba LM	Reviewed and adopted by Council
Alfred Duma LM	Reviewed and adopted by Council

On top of that, a service provider has been appointed by the HDA and the Department of Human Settlements for the Development of the Kwa-Zulu Natal Provincial Multi-Year Human Settlements Development Plan (MYHSDP) 2019-2024. As part of the process, the service provider met with the uThukela family of municipalities on the 3<sup>rd</sup> March 2021 to compare, verify and collect data, which will be included in the MYHSDP 2019-2024.

### 3.4.5.3 HOUSING NEEDS

The adopted Housing sector plans and the 2023/2024 IDP consultation of the family of municipality's shows the needs of the housing in the following areas. The following table summarises the areas that are in need of housing:

NAME OF THE MUNICIPALITY	AREA
Inkosi Langalibalele L M	Emdwebu,Mandabeni,Vala,Madolobheni,Nyezane
Okhahlamba LM	Sandlwana,Tabhane,Shiyabazali,Eyethu
Alfred Duma LM	Nazareth,Sahlumbe,Rockcliff,Kwahlathi

### 3.4.5.4 MECHANISM FOR COORDINATION OF HOUSING PROJECTS

Monthly housing forums, IDP forums alignments of projects with other sector departments and stakeholders. The other Forum that is playing a significant role is the Joint Service Delivery Forum with other departments

### 3.4.5.5 CURRENT PROJECTS AND THREE YEAR PLANNED PROJECTS

The following tables replicates the current projects that are in the implementation stages and the three-year plan projects with committed funding in the uThukela family of municipalities.

## CURRENT PROJECTS AND THREE-YEAR PLAN PROJECTS

PROJECT NAME	LOCALITY	RESPONSIBLE MUNICIPALITY	TYPE (Phased Ongoing Periodic)	FUNDER	PROJECTS AND PROGRAMMES				
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Ezakheni C	-28,5205 29,9113	Alfred Duma Municipality	Current	KZN DOHS	R80 000				
Mthandi	29,82649 -28,616322	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000			
St Chads	29,87603 -28,580884	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000			
Thembalihle	29,91648 -29,53621	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		



Gumtree	29,8996 28,624079	- Alfred Duma Municipality	Feasibility	KZN DOHS	R1 000 000	R1 000 000			
Acaciaville Ph1	29,67205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Acaciaville Ph2 (20% Flisp)	29,66205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Colenso - A (5% Flisp)	29,85756 -28,752732	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Roosboom Ph2	29,695 -28,64833	Alfred Duma Municipality	Current	KZN DOHS	R500 000				
Paapkuilsfontein (5% FLISP)	29,85988 -28,982276	Alfred Duma Municipality	Current	KZN DOHS	R180 000				
Wembezi A Ph2	29,76858 -29,040865	Inkosi Langalibalele	Current	KZN DOHS	R200 000				

Wembezi C Ph3	29,76805 29,033379	- Inkosi Langalibalele	Current	KZN DOHS		R1 000 000	R2 000 000		
Ikhwezi	29,89942 -29,016927	Inkosi Langalibalele	Current	KZN DOHS	R500 000	R1 000 000			
Acton Homes	29,40937 -28,64028	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000				
Colenso - B (5% Flisp)	29,82841 -28,75732	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000		
Colenso - C (5% Flisp)	TBC	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		
Colenso - D (5% Flisp)	TBC	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		
Limit hill	29,80729 -28,53414	Alfred Duma Municipality	Feasibility	KZN DOHS	R500 000	R1 000 000			

Colenso 152/ R	29,91286 -28,628032	Alfred Duma Municipality	Feasibility	KZN DOHS		R200 000	R200 000		
Ezakheni E (20% Flisp)	29,91646 -28,604139	Alfred Duma Municipality	Feasibility	KZN DOHS			R500 000		
Rensburgdrift (5% FLISP)	29,89135 -28,976337	Inkosi Langalibalele	Feasibility	KZN DOHS		R1 000 000			
Nazareth	30,2097 -28,5021	Alfred Duma Municipality	Current	KZN DOHS		R300 000			
Vaalkop	30,19539 -28,467515	Alfred Duma Municipality	Current	KZN DOHS	R300 000				
Cremin	29,95168 -28,442964	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000			
Nkomokazini Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R120 000				

Nkomokazini Ph2 Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R200 000				
Bhekabezayo/ Dutch Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mafikeni/ Mkhanyoni Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Thembalihle - A	29,91648 -28,8814	Inkosi Langalibalele	Current	KZN DOHS	R200 000				
Ntsukangihlale B Rural Housing Project	29,04582 -28,731079	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mamfemfetheni Rural Housing Project	29,36398 -28,876095	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Nogaga - B Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS	R100 000				

Hoffental - A	29,17743 -28,867722	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Hoffental - B	29,24693 -28,791313	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Mandabeni/ Vala/ Madolobheni Housing Project	29,53621 -28,989156	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mhlwazini - B Rural Housing Project	29,29463 -28,93023	Okhahlamba Municipality	Current	KZN DOHS	R300 000				
KwaSmahla - A Rural Housing Project	29,38815 -28,887829	Okhahlamba Municipality	Current	KZN DOHS	R300 000				
KwaSmahla - B Rural Housing Project	29,36597 -28,928441	Okhahlamba Municipality	Current	KZN DOHS	R1 300 000				
Masumpa -B Rural Housing Project	29,107 -28,680314	Okhahlamba Municipality	Current	KZN DOHS	R100 000				

Sandlwana Rural Housing Project	29,09995 -28,831747	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000				
Besters	29,69717 -28,437977	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000		
Nogaga - A Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Intshukangihlale - A Rural Housing Project	29,07314 -28,677445	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Mhlwazini - A Rural Housing Project	29,17446 -28,910357	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Masumpa - A Rural Housing Project	29,09181 -28,6606	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		

Ogade Rural Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Mara Farm Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R60 000				
Ezakheni D Ph2	28 37' 02.1" S 29 56' 07.2" E	Alfred Duma Municipality	Current	KZN DOHS	R100 000				
Ekuvukeni	20 27' 57.6" S 30 09' 25.02" E	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000	R500 000		
Ezakheni D Ph3	28 36' 47.60" S 29 55' 54.53" E	Alfred Duma Municipality	Current	KZN DOHS		R500 000	R500 000		
Dunlop	28 32' 52.8" S 29 48' 41.76" E	Alfred Duma Municipality	Current	KZN DOHS					
Indoor sports Complex	28 34' 12.5 S 29 46' 00.8 E	Alfred Duma Municipality	Current	KZN DOHS	R500 000				

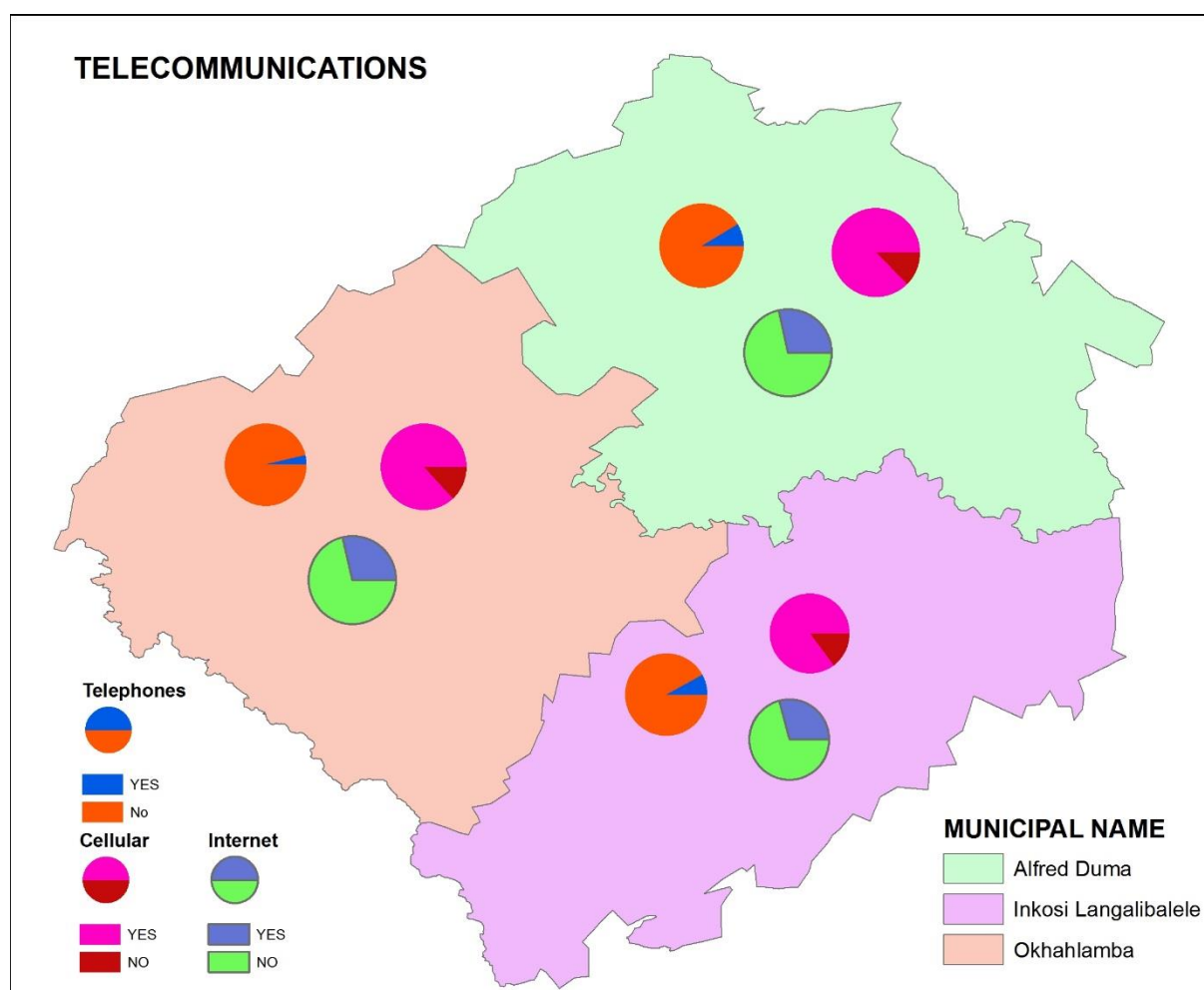
### 3.4.5.6 TELECOMMUNICATIONS

It is important to note that nearly 87% of households in uThukela have a cell phone. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc. The number of households who have access to landline is dropping drastically due the availability of cell phones. Access to internet is still a challenge in our district, only 28, 67% of households who have access to internet. The table and the map below depicts the status of telecommunications in uThukela and its family of municipalities.

Local Municipality	Households		Landline/Telephone		Cell phone		Access to Internet	
			Yes %	No %	Yes %	No %	Yes %	No %
Alfred Duma	78 093	53.02	4.51	48.52	46.31	6.71	15.06	37.97
Inkosi Langalibalele	41 617	28.25	2.24	26.02	24.07	4.19	8.24	20.02
Okhahlamba	27 576	18.72	0.69	18.03	16.25	2.48	5.37	13.36
Uthukela District Municipality	147 286	100	7.44	92.57	86.63	13.38	28.67	71.35

Source: Statistics South Africa 2011, community survey 2016





#### 3.4.6 UTHUKELA DISTRICT MUNICIPALITY COMPREHENSIVE INFRASTRUCTURE PLAN

Comprehensive Infrastructure Plan of uThukela district municipality fits into the annual municipal planning cycle and it provides direction on the required institutional capacity as well as the Provides guidance on financial capex constraints and ***is aligned to Draft KZN Integrated Infrastructure Master Plan.***

The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level serves as a clear business model providing strategically focused actions for implementing the key initiatives identified in the IDP, while addressing sustainability. This will be achieved by ensuring that the necessary infrastructure be provided to address services backlogs, that efficient operations and maintenance is

performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

In the first cycle of CIPs, the emphasis is on infrastructure needs and backlogs. Projects and initiatives are identified to address the critical shortages, which is then used to define funding requirements. Finally, institutional challenges are identified that affects housing, water, sanitation and wastewater, and roads in the uThukela family of municipalities.

It identifies the different challenges in the LM's, the overall assessment of service delivery in the DM, the budgets, institutional issues, namely policies, processes and structure, which have an impact on services delivery and the different needs for project implementation. All of the above mentioned are taken into consideration to formulate an intervention plan for this municipality. The intervention plan is divided into an immediate impact, medium term and longer term plans.

#### 3.4.7 PROVISION FOR INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT ELECTIONS

In preparation for the 2023/2024 IDP, the elections of the National and Local Government were taken into consideration. The provision was made by the municipality for the 2019 and 2021 elections, since the strategic development plan (IDP) which extends over five years aligning with the term of Council. Each year, we give a concrete expression of how we intend to give life to that 5-year plan within the permits and limits of every financial year. The provision was made through our grant funding and other sources of income. The idea is that every year during the IDP review and Budget preparation, we will keep on monitoring the provision made by the district.

Briefly, the uThukela district municipality makes provision for bulk water supply infrastructure projects every financial year, the list and the budget of the water and sanitation infrastructure projects are contained in this draft 2023/2024 IDP document.

## 3.4.8 SERVICE DELIVERY &amp; INFRASTRUCTURE SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> <li>◆ Well-planned, coordinated and developed infrastructure projects;</li> <li>◆ Availability of Bulk infrastructure and services in urban areas to support district economy;</li> </ul>	<ul style="list-style-type: none"> <li>◆ Availability of Grants funding to financially support delivery of infrastructure;</li> <li>◆ Public private partnerships;</li> <li>◆ Existence of Intergovernmental relation</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>◆ Poor infrastructure maintenance strategies;</li> <li>◆ High level of water loses;</li> <li>◆ Ageing infrastructure which causes non-sustainability of services provision</li> <li>◆ Failure to spend infrastructure grants</li> </ul>	<ul style="list-style-type: none"> <li>◆ Increasing rate of illegal connections to water supply infrastructure;</li> <li>◆ High rate of infrastructure vandalism;</li> <li>◆ Prolonged turnaround time Eskom when applied for new power connection;</li> <li>◆</li> <li>◆ Service delivery protests still do happen sporadically in areas such as Ntabamhlophe, Loskop, Hlathikhulu, Okhahlamba, Ekuvukeni Pep worth, Roosboom etc.</li> </ul>

### 3.5 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

This section should be read in conjunction with the approved 2021/2022 LED Plan/strategy of the municipality that has been recently completed and adopted by Council.

Local economic development (LED) in uThukela district municipality is seen as one of the most important ways of reducing poverty. UThukela's LED aim to create jobs by making the local economy grows. Local economic development focuses on the development of rural enterprise guided by the statistical population distribution of the district municipality. The 2011 and 2016 statistics indicate that 75% of the population of uThukela district municipality lives in rural areas. It is also responding to some of the Provincial Priorities, which is Rural Development, Food security, economic growth and agrarian reform.

#### 3.5.1 SOCIO-ECONOMIC IMPACT OF COVID-19

The COVID-19 pandemic is far more than a health crisis: it affected societies and economies at their core. It increased poverty and inequalities at a global scale, making achievement of SDGs even more urgent. The pandemic put a strain on the district economy, including small business owners and ordinary citizens. The economy was hit hard and people lost their jobs, businesses and their livelihoods.

Assessing the impacts of the COVID-19 crisis on societies, economies and vulnerable groups is fundamental to inform and tailor the responses of governments and partners to recover from the crisis and ensure that no one is left behind in this effort.

Without urgent socio-economic responses, global suffering will escalate, jeopardizing lives and livelihoods for years to come. Immediate development responses in this crisis must be undertaken with an eye to the future. The following indicates the potential impacts on the District economy:

**Labour** short time, retrenchment, no work available, especially low and medium skilled workers, and those in informal employment.

**Business** fall in demand for durables and semi-durables, personal services, retail, recreation and Restaurants.

**Business** lost production time due to sick leave and quarantines.

**Business** public transport losses as individuals avoid taxis, buses and trains

**Communities** where public health is already at full capacity, likely to find difficult to access medical services, potentially leading to higher mortality rates exacerbated by underlying disease burden.

**The poor** may find it more difficult to recover from the outbreak due to lower accumulated savings, the impact of funeral costs and loss of breadwinner income. – Government – unsustainable public finances, increased need to reprioritise towards health while reducing spending in other priority areas.

The Stats SA Business Survey<sup>4</sup> released on the 21st April 2020 aimed at providing close to real time economic insight into the impact of the COVID-19 pandemic indicated that:

- Majority of businesses (85,4%) reported turnover below normal;
- 46,4% indicated temporary closure or paused trading activity;
- 50,4% expected their workforce size to stay the same & 36,8% reported to decrease in two weeks after survey;
- 28,3% indicated their workforce has decreased working hours and 19,6% reported laying off staff in the short term;
- 19,1% indicated that prices of materials, goods or services purchased increased more than normal;
- 38,2% of businesses applying for financial assistance reported that they would use government relief schemes;
- 30,6% indicated they can survive less than a month without any turnover, while 54,0% can survive between 1 and 3 months.

### 3.5.2 PROCESS FOLLOWED IN THE REVIEW OF THE UTHUKELA ECONOMIC DEVELOPMENT AGENCY ECONOMIC DEVELOPMENT STRATEGY AND UTM ECONOMIC DEVELOPMENT STRATEGY FOR 2022/2023 FINANCIAL YEAR

It is important to indicate that the uThukela district municipality economic development strategy for 2022/2023 financial year was prepared concurrently with the one of the Agency. This part aims to summarise the progress for the development of the uThukela Economic Development Agency (UEDA) Strategy and the uThukela Economic Development Strategy. The review was prepared amongst other things to respond to the 2021/2022 MEC Letter and to ensure relevancy.

The local economic development (LED) strategy for the uThukela District Municipality is a sector plan that forms part of the municipal IDP and it aims to help local government and their partners to address the challenges facing the local economy. In other words, the LED strategy aims to build up the economic capacity of a local area to improve its economic future and the quality of life for all its residents. The LED plan is a strategic yet meaningful guideline to the local municipality in terms of where it should focus its economic development initiatives.

The uThukela district municipality LED Strategy undergo a thorough review to address the needs of the Municipality and to deal with the priority issues in alignment with the Municipal IDP. The LED Strategy included a matrix to assist with the selection and prioritisation of projects within the various sectors to enable strategic and focussed decision-making. A communication strategy to ensure a system of coordinated decision-making and a list of projects or investment opportunities to undergo fully-fledged feasibility studies and possible implementation in the next financial year, together with a list of potential private investors for each opportunity. The fully-fledge feasibility studies of the identified projects was undertaken.

#### **DEVELOPMENT AGENCY STRATEGIC OBJECTIVES.**

Create an enabling and business-friendly environment, thus ensuring the retention and attraction of local and international investments and promoting new business ventures working with all social and business partners to achieve a prosperous, sustainable economic development for uThukela District by focusing on the following:

- *Maximizing the opportunities offered by our Unique Natural assets and Cultural Heritage*
- *Promoting intergovernmental relations and community participation in LED programs*

- Diminishing poverty in the area through a broad based skills development program,
- Supporting LED institutional capacity and programs of local municipalities and
- Supporting the conservation of our Natural Diversity

**NB:**

The annual review of the LED Implementation Plan was undertaken in the review of the LED strategy since it is crucial element in the strategy and also It is crucial to mention that uThukela District LED Strategy integrate Social Labour Plans projects (from Mining and Quarry sectors) in the Implementation Plan.

The recently reviewed LED strategy is also specifying the LED capacity constraints or challenges that are faced by the municipality and its family of municipalities such as financial constraints to fund LED projects

Below is the the table indicating on the approach used in the review to inform 2022/2023 LED strategy.

Phase		THUKELA LED	Deliverables
1. Project Inception		1.1 Confirmation of the project scope	Inception Report and PSC Established
		1.2 Finalisation of work plan and TOR for PSC developed	
		1.3 Initial Stakeholder Consultation List developed	
		1.4 Finalisation PSC Membership and Processes	
		1.5 Collation of required documentation	
STATUS QUO PHASE	. Review of LED Policy Environment and LED Structures in UThukela and surrounds	2.1 Review the implementation of previous uThukela LED	STATUS QUO REPORT
		2.2 Review recent relevant district, provincial & national	
		2.3 Identify LED support structures and review of structures	
		2.4 Determine success of existing monitoring and evaluation	
		2.5 Identify additional key stakeholders in LED for inclusion in	
		2.6 Ascertain LED Training Needs	
		2.7 Status on investment promotion, business support and	
	3. Socio-Economic Profile and Sector Analysis	3.1 Develop detailed socio-economic indicators (including	
		3.2 Review sector performance analysis	
		3.3 Overall economic trends analysis in key sectors: agriculture, industry, trade and commerce, tourism in	
		3.4 SWOT Analysis	
		3.5 Use profile as basis to review existing LED intervention.	
		3.6 Identify key intervention areas based on Socio-Economic	
		4.1 Engage with key stakeholders in business, agricultural,	
Phase			deliverables
		4.2 Undertake realistic LED scenario planning with Key	

4. Strategic Development Framework for LED	4.3 Formulate key intervention areas identified from uThukela	Strategic Development Framework for LED and First Draft LED
	4.4 LED Capacity Building Workshop	
	4.5 Determine desired performance of LED Structures	
	4.7 Identify required programmes to achieve strategic goals	
	4.8 Determine suitable LED projects aligned to the desired	
	4.9 Develop project prioritisation process	
Phase 5: Project Prioritisation and Time-Lining	5.1 Packaging of existing projects identified	Detailed Project Database and Project Prioritisation Matrix
	5.2 Developing of new projects	
	5.3 Confirmation of programmes and projects by PSC	
	5.4 Collective support of the prioritisation by the PSC and key	
	5.5 Finalisation of Project Selection	
Phase 6: Monitoring & Evaluation Framework and Implementation Plan	6.1 Identify the key implementing requirements of each project and ascertain critical partnerships	M & E Framework Implementation Plan
	6.2 Time frames and key actions and quantifiable measures identified for opportunity and tied into a specified	
	6.3 Draft a detailed action plan for execution and	
	6.4 Determine short, medium and long-term implementation	
Phase 7: Report Collation and Close-Out	7.1 Finalise Comprehensive LED Strategy Draft Report	Final LED Strategy and Close Out Report
	7.2 Circulated for comment	
	7.3 Presentation to PSC	
	7.4 Incorporation of Comment and Feedback	
	7.5 Final report development and Close Out Report developed	

### 3.5.2.1 STATUS OF THE LED STRATEGY

*Council adopted the initial LED strategy in 2013. The uThukela district municipality started with the processes of reviewing the LED strategy. The review processes was completed and approved in June 2018 to be able to incorporate the newly established (merged) municipalities and to respond to the MEC Letter. The uThukela district municipality is fully implementing its LED strategy. **The latest LED strategy that will inform 2021/2022 and beyond, was presented to Council for approval on the 29 March 2021 and it is important to mention that the LED strategy is not older than five years since it was reviewed and adopted on the 29 March 2021. The LED strategy is attached as an annexure.***

#### Comments from the MEC on LED section

During the 2022/23 financial year IDP assessment, the comments from the MEC on LED was as follows:

- The uThukela district municipality was commended for reviewing the district LED strategy and addressing the comments raised during the 2021/2022 IDP Review assessment.



- The District municipality is encouraged to ensure implementation of the strategy by allocating a budget, as well as through appropriate partnerships with relevant stakeholders

**In response to the MEC comments, the uThukela district municipality acknowledged the comments raised in the 2021/2022 IDP review.**

The uThukela district municipality 2023/2024 IDP review has attempted in addressing the above comments that were raised during the assessment.

The 2023/2024, IDP review indicates that the uThukela district municipality is doing everything in their power to implement strategies that will ensure that it increases the revenue collection so that it will be feasible for the municipality to allocate budget. The municipality has put the target of collecting revenue of at least 65% in order to allocate budget for other programmes and projects such as LED. Pertaining the issue of forging partnerships with appropriate stakeholders, The UEDA is playing a substantial role in this regard.

### 3.5.3 LED CAPACITY

uThukela district municipality has established an LED unit that responds to the community needs and also respond to some of the Provincial priorities. The LED unit of uThukela district municipality consists of the Senior Manager Planning and LED, LED and Tourism Specialist as well as LED officer. The purpose of LED is to create an enabling environment in which local people and institutions can make realistic and practical decisions to strengthen the local economy, create more jobs, promote new enterprises, including self-employment, and to improve the quality and prospects of life for all. Within this context, the priority of the LED Unit within uThukela district is to promote socio-economic development and to create opportunities for sustainable and inclusive employment and increased economic activity. ***Following are the capacity constraints or challenges in the LED Strategy; Delivering results in pro poor communities i.e implementing unsustainable community projects; No personnel responsible for research within the LED unit; Lack of SMMES support and Development; Lack of strengthening of Local Economic base; No ring fencing of LED funding from MIG; No Budget allocations for almost a decade; Poor financial support of the uThukela Economic Development Agency, leaving it extremely underfunded. Financial constraints to fund LED projects are identified in the recently adopted LED strategy.***

**The function of the Research and Development is done inhouse with the assistance from UEDA due to the financial constrains that is faced by the municipality.**

#### 3.5.4 INSTITUTIONAL ARRANGEMENTS

One of the comments that made by the MEC for COGTA in the previous years IDP Review was that uThukela district municipality was requested to strengthen the LED Forum to track the progress made about the progress made and the implementation of the strategic /catalytic projects identified.

In response to the call made by the MEC, uThukela district municipality has resuscitated its LED and Tourism forum. The Terms of reference were developed and adopted by Council in June 2016. ***The LED and Tourism forum is functional*** and it meets once quarterly. The Forum is adhred to the approved TOR. There is a great improvement with stakeholder participating especially from the family of municipalities, private sector, sector departments as well as the Chambers in the district. The last LED and Tourism Forum meeting was held on the 28 March 2023.

uThukela district municipality invites the private sector for accessing the resources since they are a key contributor to alleviating poverty, interventions to promote growth and the private sector already 'does' development and has a shared interest in achieving 'development outcomes'

The issues of alignment are taking place in this structure because most of the stakeholders are part of the Forum. The other structure that is playing a significant role in alignment of LED is the November IDP engagement that takes place annually in preparing for the new IDP. The last engagement was on the 11 November 2022.

#### 3.5.5 ECONOMIC DEVELOPMENT, NATIONAL, PROVINCIAL AND DISTRICT POLICIES

The uThukela LED strategy is formulated within the context of the relevant national and provincial economically related policies and programmes, the LEDs of the three Local Municipalities. ***(District LED strategy is informed by the strategies of the LM's)*** as well as the sector specific strategies that have been articulated for this purpose. These are:

- Accelerated and Shared Growth Initiative for South Africa (ASGISA).
- Regional Industrial Development Strategy (RIDS).
- National Development Plan (NDP)
- National Framework for Local Economic Development in South Africa Provincial Growth and
- Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS).
- The DPLGs Toolkit for Economic Development.

### 3.5.6 THE NATIONAL DEVELOPMENT PLAN 2011

The National Development Plan (NDP) introduces the long-term vision for the future development of South Africa. As such, the National Planning Commission (NPC) has formulated a National Development Plan (NDP) - 'vision 2030' as a strategic plan to guide development at a national level over the short to medium term. The plan is based on a detailed diagnosis of issues facing the country and strategic engagement with all key sectors. It identifies unemployment, poverty and inequality as some of the key challenges facing South Africa, and outlines a number of strategic interventions to address these issues. It also identifies the need to activate rural economies through the stimulation of small-scale agriculture, tourism and mining investments (NDP 2011: 117).

The NDP set the seven strategic goals, which require all spheres of government to develop their action plan to address the national development plan challenges. The LED Strategy need to respond to goal number 1 being Job Creation. The plan such as the LED strategy needs to respond directly to the area specific issues, including the following strategic objectives:

- Unleash Agricultural Potential and develop knowledge base to enhance the knowledge economy
- Enhance sectoral development through trade & investment
- Improve the efficiency of government led job creation programmes
- Promote SMME and entrepreneurial development

### 3.5.7 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development strategy echoes the sentiments expressed in the National Development Plan and begin to provide key analytical points that identify **comparative economic advantage** that Provincial government seeks to harness through the strategy. The KwaZulu-Natal Province development vision is outlined in the Provincial Growth and Development Strategy. The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2035. The provincial vision was shifted from 2030 to 2035. It provides the province with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2016).

Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these

changes are responded to with resilience, innovation and adaptability. The 2016 amended strategic goals and the associated vision and strategic objectives are reflected in figure below:



PGDS Strategic Framework

### 3.5.8 UTHUKELA DISTRICT MUNICIPALITY GROWTH & DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district, but will rather focus on limited but strategic projects of high-impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan serves as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective;

- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance;
- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2035;
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives;
- Establishing a District Wide platform for Monitoring, Evaluation;

### 3.5.9 ALIGNMENT OF UTHUKELA 2023/2024 LED PROGRAMMES AND DGDP INTERVENTIONS WITH PROVINCIAL PGDS

STRATEGIC GOAL	PGDS STRATEGIC OBJECTIVES	LED STRATEGIC PROGRAMMES	UTHUKELA STRATEGIC INTERVENTIONS IN ORDER TO ALIGN TO PGDS/DGDP
<b>INCLUSIVE ECONOMIC GROWTH</b>	Develop and promote the agricultural potential of KZN	Agriculture and Rural Development Strategies	<ul style="list-style-type: none"> <li>• Agri Park Implementation</li> <li>• Expediting resolution of land claims</li> <li>• Specific agricultural technical capacity building for production systems</li> <li>• Investigation of the feasibility and locality of an abattoir</li> <li>• District Agri-processing Hub</li> <li>• Revive the Farmers Association relationship with District and Local Municipalities who will also investigate alternative production methods e.g no-till agriculture. Institute training programmes.</li> <li>• Support livestock farming, Establish grazing camps, fence &amp; protect them</li> </ul>
	Enhance sectoral development through trade, investment & business retention	LED Strategy Review, Economic Summit and facilitation of TIKZN workshops and packaging of incentives	<ul style="list-style-type: none"> <li>• uThukela LED Strategy Review</li> <li>• uThukela Economic Summit</li> <li>• TIKZN Marketing Packaging Workshop</li> </ul>
	Promoting SMME, Entrepreneurial and Youth Development	SMME Support Programmes and facilitation of training and	<ul style="list-style-type: none"> <li>• Agri Park Implementation</li> <li>• SMME Support Programme</li> <li>• District Informal Trader Support</li> <li>• RASET implementation</li> </ul>

		support from the Department of Small Business Development	
	Create developed and expanded business sector comprising of the full spectrum of large, medium, small, micro informal businesses	SMME Support Programme and Economic Summit	<ul style="list-style-type: none"> <li>• SMME Support Programme</li> <li>• Economic Summit</li> <li>• District Informal Traders Support</li> <li>• RASET implementation</li> </ul>
	Enhance the Knowledge Economy	District Informal Trader Support Programme, Economic Summit and SMME Support Programmes	<ul style="list-style-type: none"> <li>• District Informal Traders Support</li> <li>• SMME Support Programme</li> <li>• Economic Summit</li> <li>• TIKZN Marketing Packaging Workshop</li> </ul>

### 3.5.10 UTHUKELA AND ITS FAMILY OF MUNICIPALITIES CATALYTIC PROJECTS

“Catalytic projects are large-scale development projects, which directly stimulate and leverage much higher levels of development and initiation of further projects. They usually require significant capital investment and infrastructure which lead to further growth of a value chain and increased private investment.” - KZN PGDP

The following attempts at unpacking the uThukela and its family of municipalities’ catalytic projects as aligned to uThukela One Plan: ***It is also important to mention that the following projects are under review to ensure that are all catalytic in nature.***

Programmes/ Projects	Municipality	Budget	Responsibility	Status	Comment
<b>Transformational Area 1: People development</b>					
1. Bergville Hospitality School	Okhahlamba	TBD	Okhahlamba	TBD	Hospitality School run by an FET College

Programmes/ Projects	Municipality	Budget	Responsibility	Status	Comment
2. Watersmeet Spring Water Bottled Project	Alfred Duma	15 Million	ADLM / COGTA / EDTEA / DSBD	Business Plan developed	TBD
<b>Transformational Area 2: Economic Positioning</b>					
3. Aerodrome in Ladysmith	Alfred Duma	TBD	Alfred Duma	Feasibility study completed	Involves the upgrading of the existing aerodrome
4. Cableway	Okhahlamba	TBD	Okhahlamba	Feasibility completed in 2013	Northern Berg Escarpment development
5. District Agri-Park	Okhahlamba	7 Million	Okhahlamba	Not funded	Agri-Hub to be developed in Bergville
6. Metalum Iron & Steel	ILM	380 million	Private Developer	TBC	TBC

<b>Transformational Area 3: Spatial Restructuring and Environmental Sustainability</b>					
7. UThukela Tourism Routes	All	TBD	All	TBD	Develop a tourism route incorporating western Drakensburg and inland Battlefield attractions

8. Maluti-Drakensberg Trans frontier park	Okhahlamba	TBD	Okhahlamba	TBD	Linking Drakensburg Park world to Sehlabathebe National Park in Lesotho
<b>Transformational Area 4: Integrated Service Provisioning</b>					
9. Colenso Gas Generation	Alfred Duma	6.3 Billion	Private	UEDA assisting developer	TBD
10. Ekuvukeni Regional Bulk Water Supply	Alfred Duma	13.2 Million	UThukela	Projects ongoing for upgrading of WTW	Projects ongoing for WTW
11. District Wide Sanitation	All	20.8 Million	UThukela	Business Plan Submitted to DWS	TBD
12. Steadville 770 Housing Project	Alfred Duma	89 Million	TBD	TBD	TBD

<b>Transformational Area 5: Infrastructure Engineering</b>					
13. SIP2: Corridor plan to improve the logistic capability of the N3	All	TBD	SANRAL	TBD	Municipalities not involved
14. N11 Corridor	All	TBD	SANRAL	TBD	Municipalities not involved
15. Estcourt Intermodal Terminal	ILM	Private Developers	Private Developers	Planning Stage	Pre-Feasibility Planning stage
16. ILM Aerodrome	ILM	TBC	ILM	Planning	Development proposal stage



17. Maintenance of Tourism Routes	All	TBC	KZN Department of Transport	Engagement	Link with the uThukela Tourism Route
<b>Transformational Area 6: Governance and Management</b>					
18. Water War Room	UThukela	TBD	Thukela	Functioning war room made up of officials to ensure the sustainable delivery of services	Established
19. Development of Local Area Plans	All	TBD	All	Plans developed to promote SPLUMA and improve land development	Some areas addressed

**NB: THE REVIEWED 2018 /2019, DGDP OF UTHUKELA CONSISTS OF AMONG OTHER THINGS THE INDICATORS, TARGETS, LEAD RESPONSIBILITY&PARTNERS, UTHUKELA FAMILY OF MUNICIPALITIES INTERVENTIONS AS WELL AS TIMEFRAMES**

### 3.5.11 UTHUKELA DISTRICT GROWTH AND DEVELOPMENT SUMMIT 2018

uThukela district municipality and its family of municipalities hosted the Growth and Development Summit on the 25-26 June 2018. The summit was hosted under the following theme:

***“Stimulating Local Economic Development of the uThukela district and its family of municipalities Through Shared Growth Initiatives”***

### 3.5.11.1 PURPOSE OF THE SUMMIT

The purpose of the uThukela district growth and development summit was to accomplish the following:

- To discuss and agree on the long-term vision and direction for development in the uThukela district.
- To solicit stakeholder consensus in setting the strategic framework for the development of the District as set out in the draft uThukela DGDP.
- To start a process of forming partnerships with stakeholders, thereby establishing a clear institutional or governance structure to drive development in the district.
- To finalize the prioritization of the catalytic infrastructure projects.
- To finalize the process towards the approval of the draft UThukela District Growth & Development Plan.

### 3.5.12 UTHUKELA LED VISION

The uThukela District Municipality LED vision is:

**“The development of a local economy characterised by sustained economic growth, a diversity of sectors and the development of firms, which is inclusive of all local residents through job creation, skill development and training, and poverty reduction, in both urban and rural areas”**

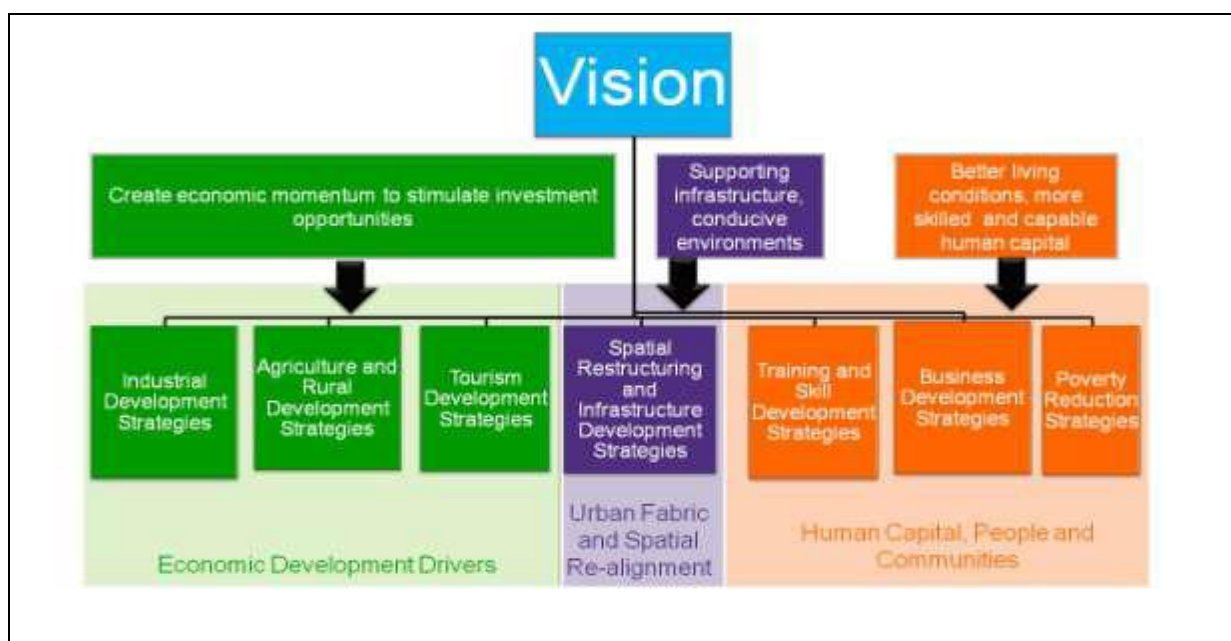
### 3.5.12.1 LED STRATEGIC PROGRAMMES

The following strategies are proposed to realise the above uThukela LED vision:

- Manufacturing Development Strategies;
- Business Development Strategies;
- Agriculture and Rural Development Strategies;
- Tourism Development Strategies;
- Spatial Restructuring and Infrastructure Development Strategies;
- Training and Skill Development Strategies; and Poverty Reduction Strategies

The formulation of the LED Strategy was informed by a number of economic development proposals and the sub-sector visions, goals and pertinent interventions have been included within in this report. The below figure depicts the strategies to realise the vision as well as other related strategies that do

not form part of the LED Strategy, but are critical. These include improving living conditions and supporting the development of more skilled and capable human capital.



#### 3.5.12.1.1.1 RURAL DEVELOPMENT PLAN

uThukela district municipality is 75% rural and therefore it is imperative to have a plan that aims at developing those areas. It is against that backdrop that the Department of Rural development prioritised uThukela district as one of the rural municipality to develop the plan. The initial rural development plan was developed and ***adopted by Council on the 31 May 2017 and is attached as annexure.***

The Department of Rural Development and Land reform reviewed it to ensure its relevancy; ***Council adopted it on the 31 May 2019.***

The plan is under implementation by the uThukela and its family of municipalities, and it has a 20-year implementation cycle.

The formulation of the Rural Development Plan for uThukela DM adopted the principle of sustainable development. Management, planning and development decisions based on integration of economic, environmental and social considerations. Development of a strong, growing and diversified economy should enhance the capacity to protect the environment. Acknowledgement should be made of the

need for community consultation and participation in decision making to achieve cooperative response to environmental, economic and community issues.

#### 3.5.12.1.1.2 UTHUKELA DISTRICT AGRI- PARK

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uThukela district municipality is part of the 27 rural districts that was identified to develop Agri – Parks. The Department of Rural Development and Land Reform put aside an amount of R2 billion that was equally split among the 27 rural districts. The aim of this programme is to develop the rural economy. In uThukela, the site for the Agri-Park is in Okhahlamba local municipality and is operational

The Department of Rural Development and Land Reform (DRDLR) was working with various stakeholders to establish 44 Agri –parks across the country in order to kick-start rural economic transformation in the identified areas. The establishment of Agri-parks is a component of the DRDLR mandate to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. The CRDP focused on enabling rural people to take control of their destiny and deal effectively with rural poverty with the support of government. According to the DRDLR, this will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.

An Agri-park is a networked innovation system of agro-production, processing, logistics, and marketing, training and extension services, located in a District Municipality. The uThukela agri-park is situated in Okhahlamba local municipality. As a network, it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The Agri-park comprises three distinct but interrelated basic components:

- The Farmer Production Support Unit (FPSU) -a rural smallholder farmer outreach and capacity building unit that links with farmers and markets. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation.
- The Agri-hub (AH) - a production, equipment hire, processing, packaging, logistics, innovation and training unit.
- The Rural Urban Market Centre (RUMC)

While the uThukela Agri-Park is seen as the main market or destination point for products emerging from traditional areas and land reform farms, there is also an opportunity to link or expand the market

base with other production units that have their presence within the district municipality area. This may include but not exclusively limited to:

- Nestle in Estcourt.
- Clover in Estcourt.
- Abattoirs in Estcourt, Ladysmith, Winterton, Weenen and Bergville.
- Maize Mills in Winterton.

#### 3.5.12.1.1.3 RADICAL AGRARIAN SOCIO-ECONOMIC TRANSFORMATION (RASET)

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The department of Economic Development, Tourism and Environmental department have set aside R57 million for the coming financial year to be allocated for the Radical Agrarian Socio-Economic Transformation (Raset) programme initially launched with government procuring agricultural produce from small-scale farmers at community level. The department wanted to ensure that they provide support needed by SMMEs. The department of Economic Development, Tourism and Environmental Affairs is also committed to train small, micro- and medium-sized enterprises (SMMEs) since the lack of training contributes to their collapse and unsuccessful operations.

The RASET programme aims to create benefits to emerging farmers by creating an alternative value chain in the agricultural produce sector by producing produce for the consumption of governmental institutions. The programme aims to develop sustainable food value chains, the suppliers of produce and employment opportunities through the development of emerging farms with signed agreements between suppliers and farmers. Through this initiative, government wishes to uplift local and rural communities and stimulate the district wide economy.

#### THE STATUS OF RASET IN UTHUKELA DISTRICT MUNICIPALITY

- In uThukela district family of municipalities, R3 000 000 Grant for the implementation and support of RASET was received from COGTA on 4 December 2018
- RASET Champion was appointed
- A Business Plan was prepared and is in place
- Several RASET Engagement meetings were held with COGTA and a PSC has been established
- EXCO and Council was briefed about the RASET concept and their roles and the grant was spent.

#### 3.5.12.1.1.4 UTHUKELA ECONOMIC DEVELOPMENT AGENCY

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The KZN (COGTA) in partnership with the South African Local Government Association (SALGA) through an appointed service providers have undertaken to support the uThukela District Municipality in the implementation of the Cabinet Legotla Resolution 2013, that say each district municipality shall establish District Development Agencies (DDA) to implement and facilitate local economic development projects in their respective jurisdictions.

***The uThukela district municipality has established the District Development Agency as to comply with the Cabinet Lekotla resolution. The official name of the agency is the uThukela Economic Development Agency (PTY) Ltd. The uThukela Economic Development Agency is functional.***

The main objective of the uThukela economic Development Agency (PTY) LTD is to implement and facilitate local economic development projects within the family of municipalities. On 25 October 2016, five Board Members were appointed to the uThukela District Development Agency. They were members that represented the sectors of Business, Legal, Agriculture, Tourism, Business, Finance and Accounting. Following these appointments, the need was raised for Board Members representing the fields of Production and Community Development. The five board members are as follows:

Dr K Nduli (chairperson)

Mr B Kubheka

Mr. M Msomi

Mrs M Asmal

Mr. W Kunene

Mr. M Sithole

Ms N Zikalala

On top of that, the CEO, Ms DCP Mazibuko was appointed and there are staff that were seconded from uThukela district, Okhahlamba and Alfred Duma to the Agency.

**The uThukela Economic Development Agency is coordinating the implementation of the Afristarch project and the details of this project are as follows:**

PROJECT NAME	ESTIMATED BUDGET	FUNDER	LOCALITY	FINANCIAL YEAR	STATUS
Afristarch project	The total cost of investment estimate is R565m	signed NDA and currently in negotiations with the IDC, NEF, DTIC, AFEXIM Bank and the DTIC to fund both the project preparation and the project execution phases through loans and equity in the project	Alfred Duma LM	the project is anticipated to be completed in December 2025	The project is at the Bankable Feasibility Study Phase

### 3.5.12.2 ECONOMIC DEVELOPMENT PARTNERSHIPS

The challenges and demands of economic development at local level have highlighted the importance of partnerships involving role players such as the public sector, private sector, NGO's and CBO's. The public sector, through policy and investment in infrastructure, has a significant impact on creating the context and parameters for private sector investment. The challenge is to ensure that public sector investments create the confidence for the private sector to respond, particularly through partnership opportunities.

The following partnership arrangements in uThukela district municipality:

**Public Driven – Community Development Partnerships:** This approach is based on the public sector as primary driver of development with strong community development objectives. This model is specifically designed to manage urban regeneration programmes with an emphasis on redevelopment of lagging areas with a focus on targeted infrastructure investment to direct and drive development.

**Private Driven-Political Partnerships:** This approach is driven by private sector but mobilising community and political support to gain the necessary approvals.

**Public Driven-Private Response Partnerships:** This approach has been used in areas where the private sector has not been active in economic development and attempts are made to entice the private sector to participate.

**Public-Public Partnership:** Municipalities need to form partnerships with other municipalities and government departments in order to ensure that services are delivered concurrently, effective and efficiently.

**CBO/NGO Driven- Public Assisted Partnership Private Model:** This approach involves a community based organization (e.g. NPO or co-operative) taking primary responsibility for an economic development initiative with the public sector providing financial support, approvals and authorisations.

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### 3.5.12.3 BUILDING ECONOMIC DEVELOPMENT INSTITUTIONAL CAPACITY

CoGTA KZN undertook a benchmarking assessment of Local Economic Development (LED) maturity during 2012. An implementation plan contained the following recommendations for the uThukela district municipality:

- Use the District's register of businesses to profile the potential private sector partners, and better structure and select the LED interventions.
- Fill the many LED vacancies as a matter of urgency, with suitably qualified and experienced individuals who can manage the implementation of the LED strategy.
- Consider revitalising the District LED Forum.
- Adapt the District's communication strategy to better target key stakeholders through specialised communications channels and approaches appropriate for the context.
- Creating a LED unit, which has the ability to carry out its mandate, through specific actions relating to budget allocation, and LED learning.
- Undertake regular implementation review and adjust the strategy implementation plans accordingly, using in-house capacity. This requires developing internal analytical and project management skills where this is lacking.

**NB:** *It must be noted that the above-mentioned recommendations were implemented by uThukela District Municipality in ensuring that the LED is taken seriously.*



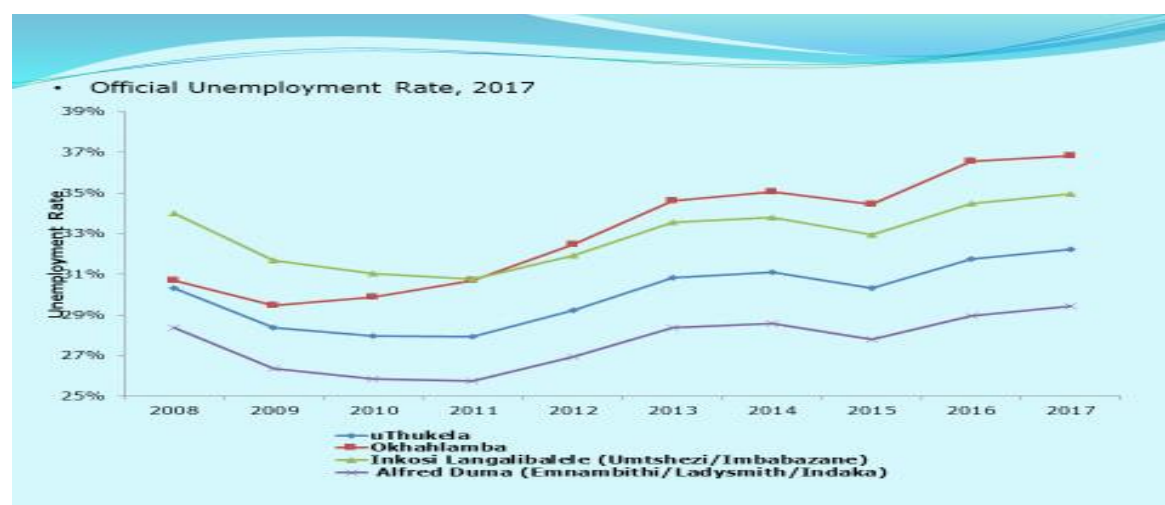
### 3.5.13 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

#### 3.5.13.1 EMPLOYMENT STATUS

The unemployment rate in uThukela district municipality was sitting in 31.8% in 2016 and 32.2% in 2017. The trend is that in the uThukela district and its family of municipalities, the unemployment rate is accumulative.

Alfred Duma local municipality unemployment rate was sitting at 29.0% in 2016 and 29.4% in 2017. Inkosi Langelibalele local municipality recorded the unemployment rate of 34.5% in 2016 and 34.9% in 2017. Okhahlamba local municipality was sitting at 36.5% in 2016 and 36.8% in 2017. The figure below depicts the picture of unemployment rate in uThukela and its family of municipalities from 2008 to 2017.

The figure below illustrates the unemployment rate per local municipality from 2008 to 2017.

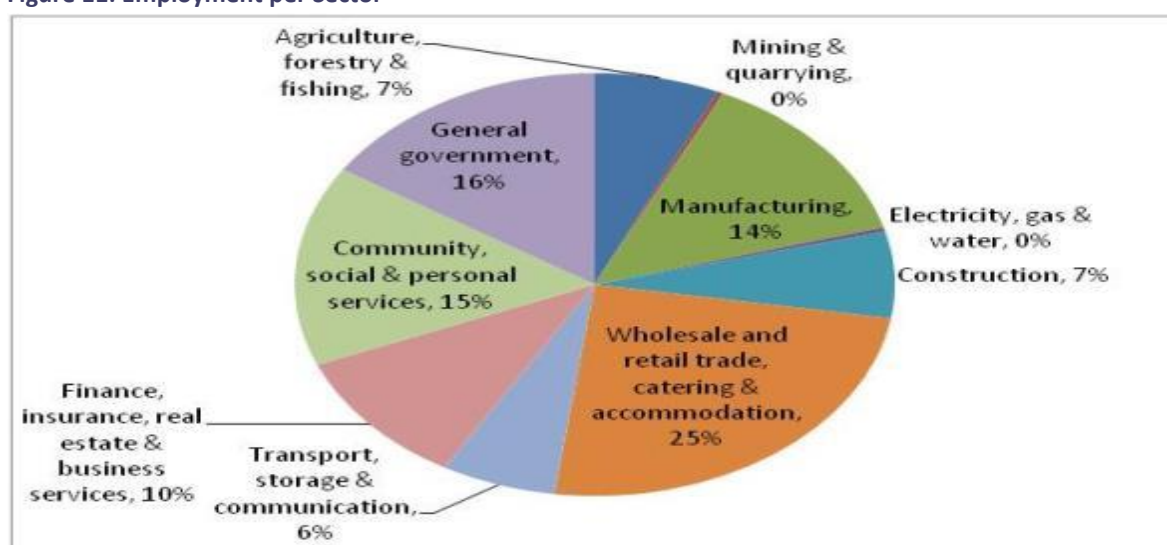


Source: Statistic SA and 2016 Community survey

#### 3.5.13.2 EMPLOYMENT BY SECTOR

The main source of employment within the district in 2011 was wholesale and retail trade, catering and accommodation at 25%. This was followed by government at 16% and community, social and personal services at 15%. Employment in the primary sector comprised around 7% of total employment in the district in 2011.

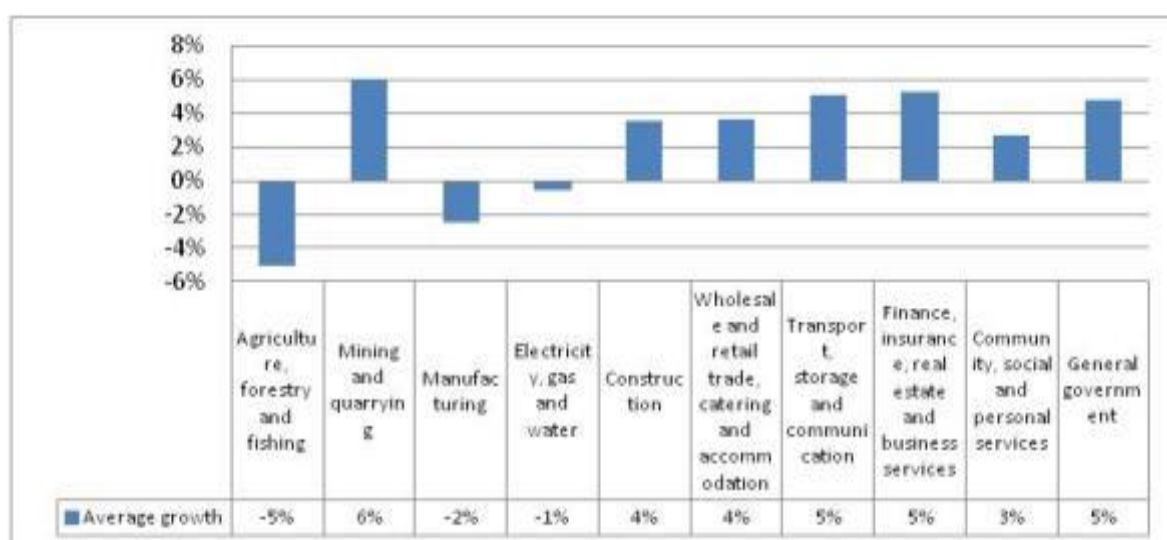
Figure 11: Employment per Sector



Source: Statistics South Africa 2011

From an employment growth perspective, the agriculture; manufacturing; and electricity, gas and water sectors showed an average decrease in employment of 5%, 2% and 1% respectively between 2001 and 2011. The biggest employment gains were in mining and quarrying (6% growth); finance, insurance, real estate and business services; transport, storage and communications; and general government (all 5% growth respectively).

Figure 12: Average Growth in Employment per Sector 2001 - 2011



Source: Statistics South Africa 2011

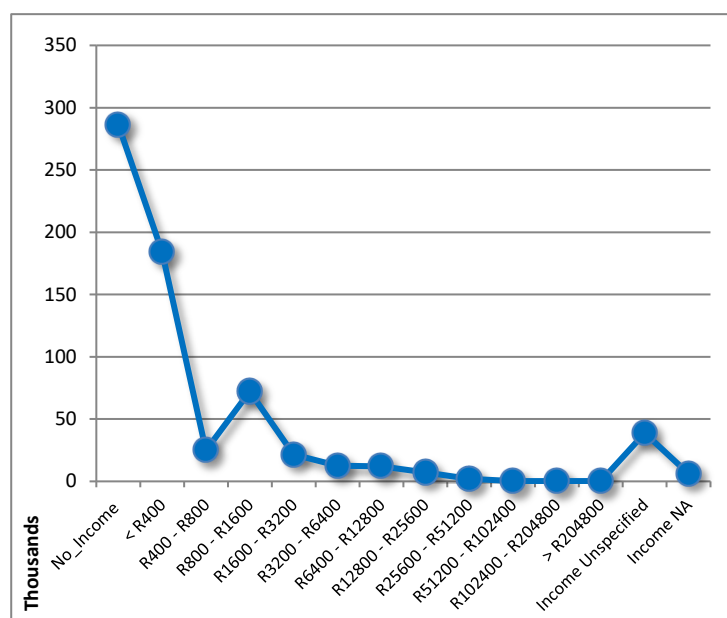
### 3.5.14 INCOME LEVEL

#### 3.5.14.1 INDIVIDUAL INCOME

Approximately 286, 410 (i.e. 42.8%) of the population has no source of income and about 184, 170 (i.e. 27.5%) earn less than R400 per month which translate to almost 70.3% of the population live below the poverty line. Approximately 2,894 of the population in uThukela earn over R25, 600 per month. These people work around Ladysmith, Estcourt, and Bergville in senior management and professional positions in government and private institutions. The diagram and table below illustrate.

INDIVIDUAL MONTHLY INCOME	
No Income	286410
< R400	184170
R400 - R800	24891
R800 - R1600	72182
R1600 - R3200	21541
R3200 - R6400	12597
R6400 - R12800	11936
R12800 - R25600	7149
R25600 - R51200	2022
R51200 - R102400	347
R102400 - R204800	273
> R204800	252
Income Unspecified	38808
Income NA	6247

Source: Statistics South Africa 2011



#### 3.5.14.2 HOUSEHOLD INCOME

Household income can be used as a proxy for economic well-being of household and individuals, as it determines their consumption and savings potentials. Changes in the income by households is one of the direct indicator available that can be used to establish who benefits from economic development and by how much are the beneficiaries benefiting. Furthermore, data on household income can be used to inform poverty analysis.

In uThukela the R1-R4, 800 and R, 4801-R9600 household income categories have increased considerably throughout the years; this can be an indication of improvement in the socio-economic status of the households in the district. The number of households in the upper end income categories (i.e.R1 228 801-R 457 600) have decreased throughout the years.

The table below shows the households income of uThukela district municipality and KZN province in 2011.

INCOME CATEGORY 2011	KZN 2011	UTHUKELA 2011
No income	387,240	22,150
R 1 - R 4800	125,843	8,876
R 4801 - R 9600	217,220	17,024
R 9601 - R 19 600	494,870	32,817
R 19 601 - R 38 200	500,449	31,121
R 38 201 - R 76 400	300,450	15,365
R 76 401 - R 153 800	210,595	9,339
R 153 801 - R 307 600	158,363	6,174
R 307 601 - R 614 400	98,245	3,271
R 614 001 - R 1 228 800	30,829	638
R 1 228 801 - R 2 457 600	9,201	253
R 2 457 601 or more	6,017	254
Unspecified	107	3
Grand Total	2,539,429	147,286

Source: Statistics South Africa 2011

### 3.5.15 MAIN ECONOMIC CONTRIBUTORS

#### 3.5.15.1 GROSS VALUE ADDED (GVA) CONTRIBUTION

The total value of goods and services produced in uThukela in 2011 was R13.4 billion, contributing 5% to the provincial economy. The district's GVA contribution grew at an average of 6% per annum between 2001 and 2011, which is above the overall average for KZN of 4%. This is attributed to the high average growth in Okhahlamba, Alfred Duma and Inkosi Langalibalele municipalities.

The table below shows the GVA contribution of KZN, uThukela and its local municipalities in 2001, 2006 and 2011.

**Table 14: GVA Contribution**

	2001	2006	2011	2016	Average Annual Growth 2001-2016
KZN	194 419	239 894	277 530	277 530	4%
uThukela	7 294	10 110	13 472	13 472	6%
Alfred Duma	3 993	4 892	5624	6204	13%
Umtshezi	1206	1 888	2779	4097	16%
Okhahlamba	1170	1 982	3141	3141	10%

**Source: Statistics South Africa 2011, community survey 2016**

### 3.5.15.2 GVA CONTRIBUTION PER SECTOR

The table shows the GVA contribution per sector in constant prices for the district municipality from 2001-2011. The most significant sector in 2011 was manufacturing which contributed 21% to the district's total GVA. This was followed by wholesale and retail trade, catering and accommodation at 17%; and then finance, insurance, real estate and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at 1%. From a growth perspective, construction grew at an average of 11% per annum between 2001 and 2011, followed by finance, insurance, real estate and business services at 10% per annum. The largest sector, manufacturing, grew at 4% per annum. Mining and quarrying showed a negative average growth rate over the period of 2% per annum.

**Table 15: GVA Contribution per Sector**

	2001	2006	2011	Average annual growth 2001-2011
Agriculture, forestry and fishing	425	619	946	8%
Mining and quarrying	90	75	76	-2%
Manufacturing	1 917	2 389	2 857	4%
Electricity, gas and water	333	378	402	2%
Construction	184	249	394	11%
Wholesale and retail trade, catering and accommodation	1 116	1 688	2 342	8%
Transport, storage and communication	806	1 326	1 873	9%
Finance, insurance, real estate and business services	833	1 433	2 069	10%
Community, social and personal services	475	617	730	4%
General government	1 116	1 334	1 784	5%

**Source: Statistics South Africa 2011**

### 3.5.15.3 AGRICULTURAL SECTOR

Agriculture contributed R946 million to the district economy in 2011 and employed 7 959 people. The sector had one of the highest average annual growth rates in terms of GVA at 8% for 2001 to 2011, although employment growth was negative at -5% per annum. The number of people employed in agriculture, forestry and fishing started decreasing in 2007, which is in line with provincial trends in the sector.

The sector contributed 7% to total GVA and employment within the municipality in 2011. The municipality's agricultural sector contributed 7% to total agricultural GVA of KZN in 2011, up from 4% in 2001. Employment in uThukela's agricultural sector as a proportion of total agricultural employment in KZN was 8% in 2011, also up from 4% in 2001. Commercial agriculture occupies a large portion of the municipal land area but subsistence farming is the dominant activity in the municipality.

Table 24 below shows the relative contribution of uThukela's agricultural sector in 2001, 2006 and 2011.

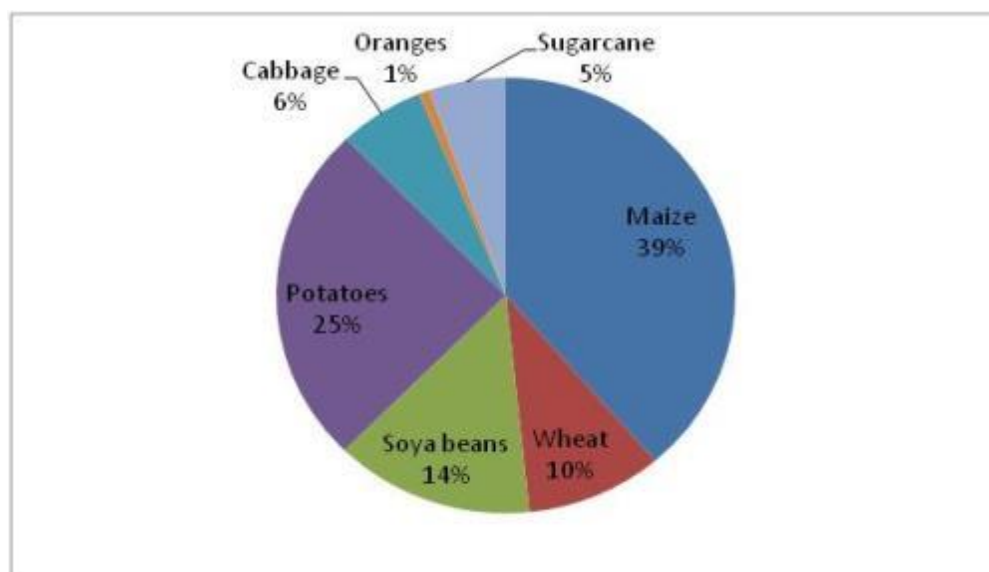
**Table 16: Contribution of Agriculture to the uThukela District's Economy**

	2001	2006	2011
uThukela's agriculture, forestry and fishing GVA contribution (Rm)	425	619	946
Relative contribution to total GVA within uThukela	6%	6%	7%
Relative contribution to total GVA within KZN	4%	6%	7%
uThukela's agriculture, forestry and fishing employment contribution	13 772	16 305	7 959
Relative contribution to total employment within uThukela	14%	15%	7%
Relative contribution to total employment within KZN	4%	6%	8%

**Source: Department of Agriculture, 2014**

According to the 2007 Census of Agriculture, there was approximately 63 000 ha of area planted to crops in the district in 2014. The main crop planted was maize followed by potatoes, with the main areas for cropping being Estcourt and Bergville.

Figure 13: Crops Planted in uThukela District in 2015



Source: Dept. of Agriculture, 2015

In addition, there were 1 million chickens, 56 000 pigs, 47 000 cattle and 26 000 sheep in the district in 2015. Beef ranching dominates in Alfred Duma local municipality, whilst chickens are the dominant activity in Inkosi Langalibalele local municipality. The main area of sheep and pig farming is also in Inkosi Langalibalele local municipality.

The challenges facing agriculture in the district are:

- ⇒ Traditional value systems hinder the ability of communal farmers to become more commercialized as the economic value of their livestock is not appreciated;
- ⇒ Poor herd quality in terms of cattle means that commercialization of cattle farming is limited;
- ⇒ Stock theft is a major problem in the district;
- ⇒ Failure of land reform to produce viable and sustainable farming operations;
- ⇒ Communally owned cattle represent a huge proportion of stock in the district and this asset needs to gear further investment in agriculture;
- ⇒ Whilst it is important to identify potential value adding opportunities, these must be done within the context of the broader economy and impacts on businesses elsewhere in the supply chain;
- ⇒ There is a need to make people directly responsible for their farming activities and their own success;
- ⇒ Make use of existing knowledge systems within communities to make agriculture a success;

- ⇒ There is a need to develop incentives and tax breaks to support investment in the industry;
- ⇒ There is a need to improve perceptions of the agricultural industry so that it is appealing to the younger generation;
- ⇒ Farmers in the region are concerned about the threat of land claims and land grabs;
- ⇒ There has been a steady decline over time in the number of people entering agriculture given the challenges faced by farmers and the attractiveness of other sectors to the younger generations;
- ⇒ There seems to be a sense of disillusion from commercial farmers with government and programmes to mentor emerging farmers;
- ⇒ There is a need to identify agricultural activities that are labour intensive and develop these to address some of the employment issues that exist.

#### 3.5.15.4 TOURISM

The current tourism destinations (or regions) that fall within the district municipality are the 'Battlefields' and 'Drakensberg' destinations (as defined by TKZN). The assessment of tourism in the municipality is based on data available for these destinations. The information provided in this section is sourced from the uThukela Tourism Strategy (2012).

#### 3.5.15.5 FOREIGN TOURISM

The following is a summary / statistics of the tourism trends in uThukela District:

- ⇒ An estimated 162 967 foreign tourists visited the district municipality in 2010. This is based on 126 492 tourists to the Drakensberg and 36 475 tourists to the Battlefields;
- ⇒ The main source markets of foreign tourists in the district are the UK, Germany, Netherlands and USA (as reported in the uThukela tourism strategy);
- ⇒ The average spend per trip of foreign tourists to the district municipality is reported in the tourism strategy as R7 215. This is equivalent to the average spend per trip reported by TKZN for all foreign tourists to KZN.

#### 3.5.15.6 DOMESTIC TOURISM

- ⇒ The district received an estimated 349 860 domestic trips in 2010. This is based on 295 148 trips to the Drakensberg and 54 713 trips to the Battlefields. The market share of total trips to the Drakensberg and Battlefields is therefore 26% and 23% respectively;
- ⇒ The average length of stay of domestic tourists to the Drakensberg is reported in the uThukela tourism strategy as 4.5 nights, with the length of stay to the Battlefields at 2.0 nights;



- ⇒ The main domestic source markets in the district are Gauteng and KZN itself;
- ⇒ The average spend per trip of domestic tourists to the district municipality is reported in the tourism strategy as R710. Again, this is equivalent to the provincial figures in terms of average spend.

#### 3.5.15.7 EMPLOYMENT IN TOURISM IN UTHUKELA

The total number of people employed by tourism in the district is estimated at 2 968 direct and 4 544 direct and indirect (Urban Econ Tourism, 2012). This equates to around 3% of provincial employment in tourism (direct).

#### 3.5.15.8 TOURISM RESOURCES AND FACILITIES IN UTHUKELA

The district is rich in natural, cultural and historical heritage with the major attractions being the uKhahlamba-Drakensberg World Heritage Site and the Battlefields. In addition, the municipality has cross-boundary linkages with Lesotho and the Free State (e.g. through the Maloti Drakensberg Trans frontier Project); Amajuba and uMzinyathi Districts (e.g. Battlefields); and the midlands (including the Midlands Meander).

#### 3.5.15.9 INVESTMENT IN TOURISM IN UTHUKELA

The uThukela tourism strategy indicates that no baseline data could be obtained on the status of tourism investment in the municipality. The following priority tourism projects are identified in the uThukela tourism strategy for future investment and have relevance to the LED Strategy:

- ⇒ Establishment of an uThukela tourism route;
- ⇒ Expansion and consolidation of Weenen Game Reserve and potential to establish it as a Big Five reserve;
- ⇒ Restore Umsuluzi Game Reserve near Colenso;
- ⇒ Upgrade the rock art centres in Okhahlamba and develop environmental interpretation centres;
- ⇒ Cableway in the Drakensberg;
- ⇒ Develop township and rural tourism projects;
- ⇒ Develop a themed heritage and cultural route along the R74;
- ⇒ Develop a new conference venue in the district;
- ⇒ Reconstruction of Royal Natal Hotel;
- ⇒ Develop a themed tourism information node/hub and district craft hub along the N3 and N11; and
- ⇒ Establish a hospitality and tourism training centre in the district.

### 3.5.15.10 STATUS OF SMALL MEDIUM AND MICRO ENTERPRISE (SMME) IN UTHUKELA DM

The South African economy is highly centralised and dominated by a set of monopoly industries. Capital-intensive industries tend to exclude SMME'S participation and make employment creation expensive. The SMME's strategy that has been finalised by uThukela district municipality deals with the following:

- ⇒ Addressing poverty, economic marginalisation and equality;
- ⇒ Improving the distribution of returns from economic activity more equitably across the society;
- ⇒ Ensuring the basic needs are accessible and affordable;
- ⇒ Improving the way in which people participate in the economy;
- ⇒ Increasing poor people's ability to gain and secure assets;
- ⇒ Reducing unemployment

Small Micro and Medium Enterprise (SMME) play a crucial role in employment creating and income generation in uThukela. uThukela District Municipality (LED Unit) aims to redress previous imbalance, create equal opportunities, and promote accessibility, transparency and accountability of target groups development programmes.

The Department of Small Business Development (DSBD) is mandated to advance the growth and sustainability of SMMEs and cooperatives. In pursuit of vision 2030 as expressed in the National Development Plan (NDP), the department must coordinate and guide the wider- government system in the creation of enabling policy, legislative and regulatory environment for sustainable SMMEs and cooperatives capable of delivering the NDP vision of generating between 60 to 80 % of the GDP and 9,7 million new jobs by 2030.

Since 2014, the department of Small Business Development supported 400 cooperatives of which 1 constitute part of uThukela district municipality in Alfred Duma local municipality and the details of the cooperative are as follows:

Name of Co-operative	Town	Contact person	Contact Number
Gcwabe	Ladysmith	Nomkhosi Sibiyi	073 2021362

This will lead in to pillars of a long term collaborative relationship between the department of Small Business Development, uThukela district and Alfred Duma local municipality in strengthen the role of the SMMEs

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#### 3.5.15.11 DATABASE FOR REGISTERED SMMEs AND COOPERATIVES

The uThukela district municipality has developed a database for SMMEs and cooperatives. The database preparation process was participatory. Between January 2017 and May 2017, several zonal meetings/communications with local municipalities were held to discuss the status of the sector and to lay down the strategies for boosting the development of the sector, therefore the database was developed using the information from our local municipalities and sector departments.

Building a profile uThukela district SMME and cooperatives database gives access to many useful e-learning courses, government support and potential customers. Furthermore, with our help, SMMEs can elevate their 'business sustainability rating', which proves the solidity and sustainability of enterprise to potential customers and investors.

uThukela district SMME and cooperatives database act as a dynamic tool that help government to make evidence-based policy decisions on how to better support and to grow SMMEs.

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#### 3.5.15.12 UTHUKELA SMME FAIR

Section B of the South African White Paper, read in conjunction with Section 7 of the South African Constitution mandates local municipalities to create a conducive environment in which local communities can operate in a sustainable manner thereby ensure meaningful economic growth.

In light of the above, the uThukela district municipality seeks to reaffirm its commitment in the promotion and development of SMMEs within its area of jurisdiction by hosting its first SMME Fair that took place on the 3 and 4 May 2016. The aim of the SMME Fair was to create a platform for local entrepreneurs and role players in various SMME sectors to convene and deliberate on key issues concerning their areas of operations and to improve competitiveness of SMMEs in our district.

The main objectives of the uThukela's SMME Fair were as follows:

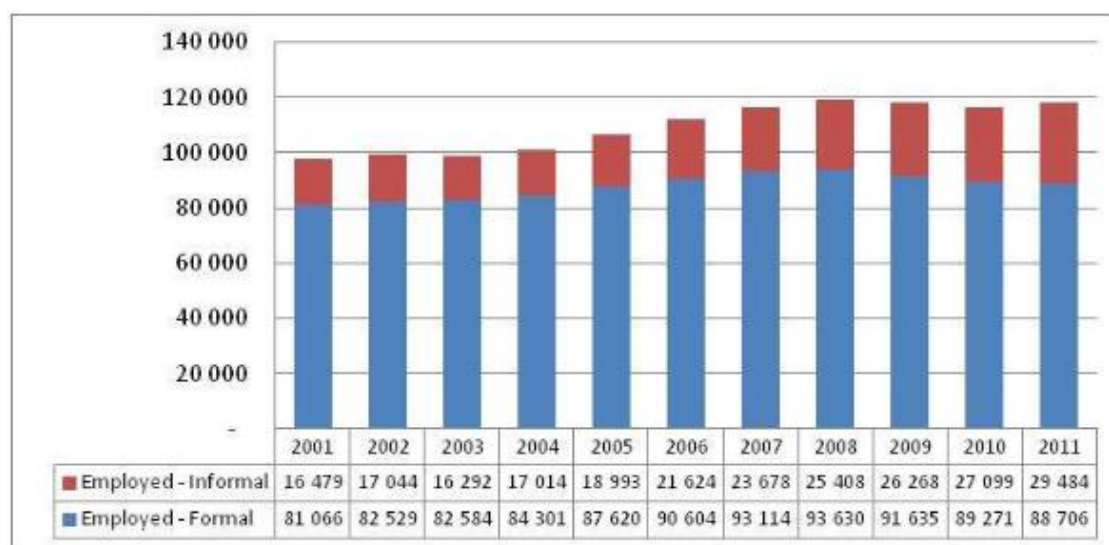
- To provide a networking platform for exhibitors at all levels to interact
- To showcase goods and services produced by SMMEs within the uThukela

- To provide information on opportunities available for SMMEs in the private sector, parastatals and government
- To display various departments and private sector institutions within uThukela which are of assistance to SMMEs and the public alike
- To ensure that exhibitors are able to establish strong sustainable business linkages with other well established companies

### 3.5.15.13 INFORMAL SECTOR

The bulk of people are employed in the formal sector within the district, with 75% being formally employed in 2011. The number of people employed in the informal sector has been increasing over time (since around 2004), whilst formal employment has been declining since 2008 mostly due to the impact of the recent global economic recession. The figure below illustrates.

**Figure 14: Employment by Informal Sector**



**Source: uThukela 2013 LED Strategy**

### 3.5.15.14 INFORMAL ECONOMY POLICY

uThukela district municipality has developed the Informal Economy Policy and was approved concurrently with the LED Strategy in 2013. **The policy was completed in June 2018.** The informal economy makes an important contribution to the economic and social life of uThukela. The rapid deregulation at the beginning of the 1990s, as well as the transition in local government, led to a changed policy environment. UThukela district municipality has committed itself to promoting

economic development, but has had no comprehensive, written policy to guide the management and support of workers in the informal economy. A policy has the following purposes:

- 1.1 It makes local government's approach and principles clear.
- 1.2 It forms the basis for appropriate and workable legislation.
- 1.3 It provides the basis for common action by different government departments.
- 1.4 It provides the basis for making decisions about allocating resources for management and support.
- 1.5 It provides the basis for making agreements with other stakeholders about what the roles of local government and other groups should be.
- 1.6 It provides the basis for monitoring and evaluating what has been achieved

The policy process was consultative. Interviews and workshops were held with a variety of stakeholders, including informal and formal business organisations, civic organisations and development forums, as well as members of the public.

### 3.5.15.15 PROGRAMMES TARGETING THE INFORMAL ECONOMY

The three spheres of government should play a crucial role in ensuring that programmes that are targeting the informal economy are implemented effectively. The uThukela family of municipalities is ensuring the following :

- The informal economy is fully integrated into their IDP planning process and that there is adequate representation from informal economy organisations in the IDP process.
- Through their actionable Local Economic Strategies are in the better conditions to make evidenced contributions to the informal economy.
- To facilitate the establishment of the informal economy actors' chambers. This structure will enhance participation and involvement of people working in the informal economy.
- Proper registration process with credible information to establish a database for registering informal economy actors and shall issue identity cards.
- Target and develop informal economy officials who can communicate in the vernacular language, who have basic business and people skills, are sensitive to issues such as gender
- Ensure that there is transparency in the ways that decisions are taken. For example, municipalities should make public how decisions are taken regarding site allocation. It is also expected that municipalities should ensure that traders are informed either directly by the municipal officials, or by their trader organisation representatives or by some other form of

communication media, of the criteria to be used for the registration and allocation of sites as well as the procedures to be followed for application of sites.

### 3.5.15.16 MANUFACTURING

Manufacturing, which was the most significant economic sector, contributed R2.9 billion to the economy of uThukela in 2011 and employed an estimated 16 082 people. The sector's average annual growth rate in GVA was 4% between 2001 and 2011 but employment growth was negative at -2% per annum. The sector contributed 21% to total GVA and 14% to employment within the district municipality in 2011.

The district's manufacturing sector contributed 5% to total manufacturing GVA of KZN in 2011, up from 4% in 2001. Employment in the municipality's manufacturing sector as a proportion of total manufacturing employment in KZN remained stable at 6% between 2001 and 2011.

The table shows the relative contribution of the district's manufacturing sector in 2001, 2006 and 2011.

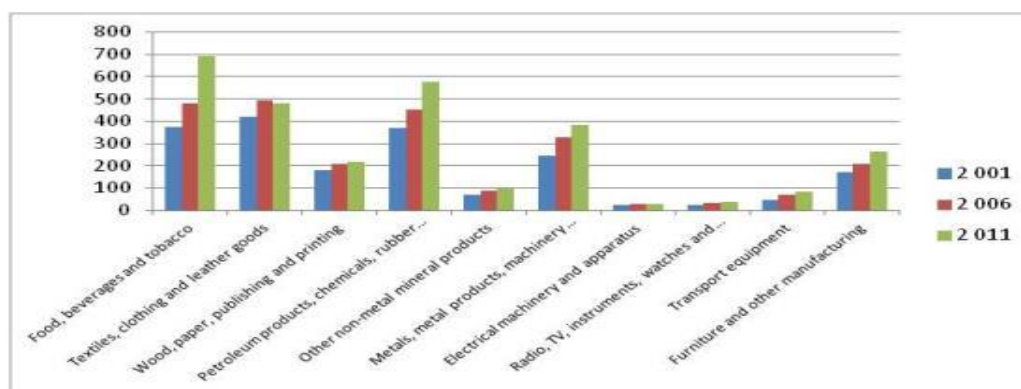
Table 17: Contribution of Manufacturing to the District's Economy

	2001	2006	2011
uThukela's manufacturing GVA contribution (Rm)	1 917	2 389	2 857
Relative contribution to total GVA within uThukela	26%	24%	21%
Relative contribution to total GVA within KZN	4%	4%	5%
uThukela's manufacturing employment contribution	21 190	18 891	16 082
Relative contribution to total employment within uThukela	22%	17%	14%
Relative contribution to total employment within KZN	6%	6%	6%

**Source: uThukela 2013 LED Strategy**

The main sub-sectors within manufacturing of the district are food, beverages and tobacco; petroleum products, chemicals, rubber and plastic; and then textiles, clothing and leather goods. All of the manufacturing sub-sectors have remained relatively stable in terms of the contribution to the manufacturing sector since 2000.

Figure 15: Manufacturing sub-sector contribution to uThukela's total GVA (Rm) in 2001, 2006 & 2011



Source: Statistics South Africa 2011

The dominant manufacturing areas of the district are in Inkosi Langalibalele local municipality and Alfred local municipalities, with Ezakheni Industrial Estate and Danskraal forming the major industrial areas in Alfred Duma local municipality. Large manufacturing enterprises are based in both municipalities and include Defy Appliances, Nestle, Eskort meat, Sumitomo Factory Tyres and Clover.

#### 3.5.15.17 INITIATIVES AIMED AT REDUCING RED TAPE IN UTHUKELA DISTRICT

uThukela district municipality has the initiatives of the One stop shops which is situated in the Inkosi Langalibalele and Okhahlamba local municipalities. The aim is to provide strategic guidance, reduce regulatory inefficiencies, and reduce red tape for all investors looking to invest in the District. The primary aim of the One Stop Shops is to co-ordinate and incorporate special economic zones, investment agencies, local authorities and the relevant government departments involved in regulatory, registration, permits and licensing matters. ***uThukela Economic Development Agency has embarked on an initiative to facilitate development and is working with COGTA to identify specific interventions to deal with red tape reduction***

#### 3.5.16 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

The aim of this programme is to institute a sustainable Expanded Public Works Programme (EPWP) within the uThukela district municipality as provided in the EPWP national framework. Its aim is to establish the EPWP as a socio-economic development and poverty alleviation program, expand the current service delivery model of goods and services to ensure shared economic growth and ensure developmental integration across all sectors. The EPWP is the government program aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

uThukela district municipality is implementing the EPWP. ***The work opportunities created in the 2022/2023 financial is estimated at 1250 through water and sanitation projects.*** uThukela district municipality do comply with the immediate goal of Phase 1 of EPWP by ensuring that the municipality adheres to the following targets: women 55%, youth 55% and 2% people with disabilities. The municipality also adheres in terms of training, employment targets and distribution of safety clothing as well the rotation of employees. ***The allocation for EPWP will decrease for 2023/24 financial year from R2.8 million to R1.8 million for EPWP implementation.*** The plan for uThukela district municipality is to absorb all the EPWP employees.

It is the policy of the municipality to ascertain that before issuing any tender to a contractor it must first submitted to Expanded Public Works Programme (EPWP) technical support for approval to ensure that the municipality considers all the above-mentioned guidelines.

It is crucial to mentioned that the EPWP agreement had been signed by the Municipality and submitted to the department of Public Works and after that, was submitted to Council for adoption in July 2019. ***The uThukela district recruitment guidelines policy for 2019/2020 was approved on the 31 May 2019.***

### 3.5.17 EXTENDED PUBLIC WORKS PROGRAMME (EPWP) POLICY

The uThukela district municipality has developed and adopted the EPWP policy. The EPWP policy is aligned to the Municipal Job Creation policy. The policy is under implementation on infrastructure and social projects. The EPWP has been implemented at a small scale within the municipality yet with commendable outcomes in terms of the involvement of local communities in delivering local assets and transfer of wages. The EPWP has the potential to follow suit in terms of the achievements of several comparable municipalities by addressing the following:

- Capacity in terms of designing projects labour-intensively
- Institutionalization of EPWP within the municipality
- Capacity in terms of reporting
- Dedicated coordination capacity within the municipality
- Achievement of longer duration of work opportunities to produce FTEs.

***The EPWP phase 4 of uThukela district municipality was prepared and adopted by Council in June 2022.*** It was developed for the entire municipality to close the identified gaps and challenges on the



implementation of the EPWP and also to strengthen the existing interventions and introduce new ones.

The following table shows the municipality's EPWP phase 3 targets from 2014/2015 financial year to 2019/2020:

Financial year	Work opportunities	Full time Equivalents(FTEs)
2014/2015	1227	402
2015/2016	1546	507
2016/2017	1894	621
2017/2018	2370	777
2018/2019	2652	871
2019/2020	1019	550
2021/2022	666	
2022/2023	1250	

NB

***The EPWP phase 4 was prepared and was presented to Council for adoption in June 2022.***

***The work opportunities created in the 2022/2023 financial year was 1250 through water and sanitation projects***

### 3.5.18 BUSINESS ATTRACTION AND RETENTION POLICY

Business Attraction policy and retention policy was developed was *adopted by council in June 2022* and is under review, the reviewed policy is planned to be approved before the end of *29 June 2023*

**Business Attraction policy** talks to the holistic approach to the strategies, processes and activities, aiming at attracting and making full use of inward investment activity in the uThukela district and its family of municipalities.

**The retention policy** of uThukela district municipality operates within the boarder initiatives of talent management. These include, but are not limited to, skills development, staff development, mentorship, performance management, and employment equity and employee relations. Retention initiatives include monetary and non-monetary interventions, and will be approached objectively and holistically. It also remains primarily the responsibility of the Line Management

#### 3.5.19 JOB CREATION

According to the Job creation policy of uThukela district municipality, job creation is a process of providing new jobs, especially for people who are unemployed in the whole district. The uThukela district municipality Job Creation policy quantifies the total number of jobs to be created in the following years as it was stipulated in the EPWP policy of the municipality. It further clarifies the nature of jobs that will be created whether are permanent, temporary and sustainable as to conform to the NDP and PGDP. The Job creation of uThukela district municipality is also talking about skills development programmes that are kept for rural development because the uThukela district municipality is rural in nature.

#### 3.5.20 GREEN ECONOMY INITIATIVES IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

All the municipalities within uThukela family of municipalities have the initiatives that are linked to the following Green Economy Focus areas: Greening and Open Space Management, Sustainable waste management practices, Water management/Water conservation and Demand management, Green buildings and the built environment, Sustainable transport and infrastructure includes, Clean energy and energy efficiency.

##### **Greening and Open Space Management**

Alfred Duma LM has greening and open space management projects with focus on green economy. The following are the key objectives:

- Restoration, enhancing and rehabilitation of open spaces
- Maximize measures towards pollution mitigation
- Improve climate change adaptation through minimization of biodiversity loss
- Encourage use of greener technologies to mitigate against environmental degradation

In terms of job creation, the municipality employed so many participants on temporary bases. The Ladysmith Goes Green project employed 82 beneficiaries, the project is aimed at creating job opportunities, better environmental practices, skills development and development of SMMEs and the type of work is labour intensive. The municipality is planting indigenous trees in all Ladysmith entrances namely: Modelkloof Entrance, Ezakheni Entrance, Burford Entrance, Colenso and Steadville entrance. This includes parks and recreation, which has to do with tree plantation as well. There is also nurseries

### **Sustainable Waste Management**

All municipalities (Alfred Duma LM, Okhahlamba LM and Inkosi Langalibalele LM) within uThukela DM has a *core function of waste management*, which is done in a sustainable manner. There are recycling initiatives happening in all municipalities and the initiatives are intending to achieve the following

- Create and support mechanisms and for the protection of environmental quality
- Create sustainable livelihoods through recycling of waste (waste collection & minimization)
- Support the use of environmentally friendly waste disposal technology
- Promote environmental education and awareness to the communities especially as they are the main waste generators

### **Energy Efficiency**

All local municipalities within uThukela DM are already practicing green economy programmes in their day-to-day activities. Alternative energy refers to as the generating energy from sources that are not fossil fuels and that are considered self-generating energy. Sources of renewable energy include the sun, wind, wave etc. solar geysers, solar heaters, solar panel etc. The following functions are aimed at reducing energy consumption and carbon footprint. All local municipalities are responsible for the following:

Street lightning-distribution of energy saving bulbs to the households, Traffic lightning-distribution of energy saving traffic lightning

### **Transport and Infrastructure**

All local municipalities within uThukela District acknowledge that; Transport sector is one of fastest growing sources of greenhouse gases emissions and this is vulnerable to the impacts of projected climate change particularly on infrastructure. Emissions in this sector is predominantly from road

transport including private and public transport vehicles. **Therefore,** green procurement in fleet Management of municipalities and the low carbon transport system is promoted e.g. Public transport, BRT system and parking metres.

### **Water Conservation and Demand Management**

Water Conservation is the core function of uThukela District Municipality. There are green economy initiatives that the municipality is involved in implementing them. The municipality promotes green economy through infrastructure maintenance, water conservation and demand management education and awareness, the water leaks programme, fire management through disaster, water harvesting, water metering, reduce water losses in municipalities.

The municipality has a Climate Change Response Strategy, which serves as a guide in sustainable use of environment in terms of green economy. Moreover, the municipality acknowledges the need for a green economy policy, which will also guide the municipality in implementing green economy initiatives in the entire district of uThukela DM.

#### **3.5.21 ECONOMIC DRIVERS**

Specific strategies were developed for sectors that constitute the economic pillars of uThukela's economy. The following sector reports also geographically integrate the local LED strategies.

**Agriculture** This sector is characterised by two distinct types:

- Commercial agriculture
- Subsistence agriculture in the rural areas.

**Manufacturing** This sector is characterised by the following types of industries:

- Primary sector comprises of heavy industries such as Ezakheni Industrial Estate and Danskraal forming the major industrial areas.
- Secondary sector activities include light industries.

**Tourism** This sector has consistently grown in uThukela, which offers various varieties of tourism that can be categorised as follows:

- Cultural and heritage tourism such as uKhahlamba-Drakensberg World Heritage Site and the Battlefields.

**Services** This sector includes the following sub sectors:

- The informal sector.
- Wholesale and retail trade.

- Transport and storage.
- Communication, Government services,
- Financial and insurance and Business, community, social and personal services.

### 3.5.22 IMPLEMENTATION OF THE DISTRICT DEVELOPMENT MODEL (DDM)

For government to effectively deliver services, it must function optimally and in a coordinated way. It is against this background that government has introduced the District Development Model - One Plan, One Budget approach.

This Model constitutes a new way of doing things where the three spheres of government and development partners in the private sector, civil society and traditional leaders plan, budget and implement together all developmental programmes with the district at the core of the process. President Ramaphosa launched the Model last October in eThekweni.

For the first time we will have one plan and one budget with only the division of labour and a shared focus on implementation. The districts are going to be major impact zones and a key yardstick to measure the progress we are making as a country in changing the lives of our people.

To date, Cogta has drafted district profiles for all 10 KZN districts and a Provincial Task Team, headquartered at the Office of the Premier, has been established to lead the alignment and integration process with the existing Operation Sukuma Sakhe. All MECs who are champions in districts will drive this campaign. The upcoming Khawuleza Week will ensure that MECs spend at least a week in their respective districts institutionalising this new way of doing things. *The District one plan document was adopted by Council.*

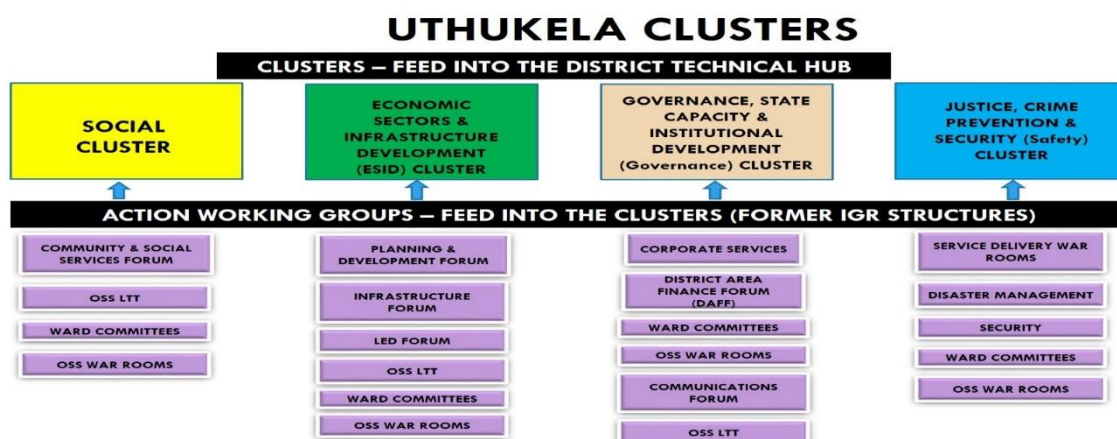
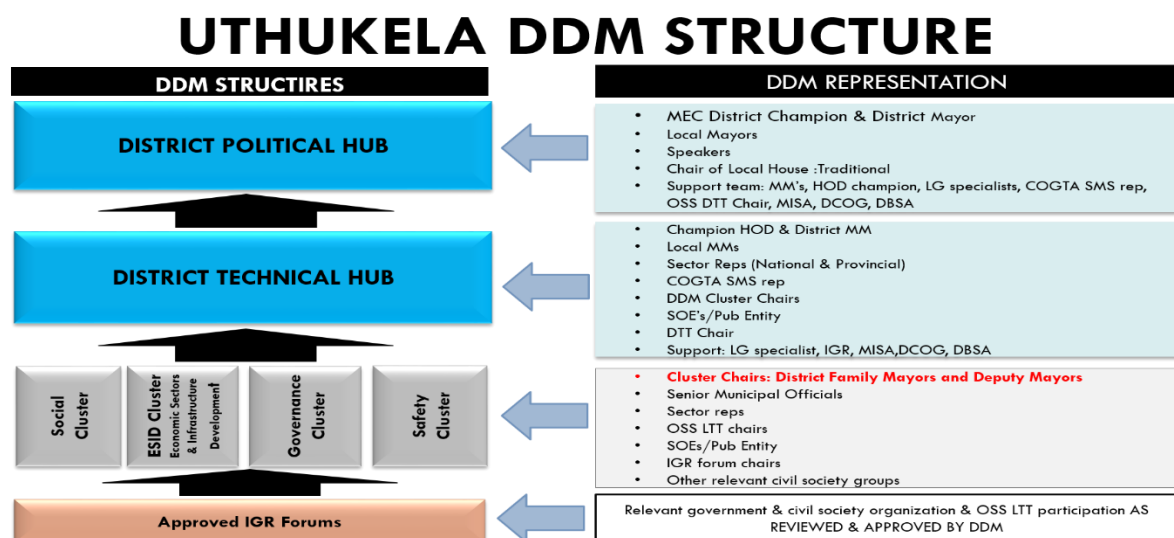
**The Following table shows the Implementation of IDP and The One Plan**

IDP	One Plan
<ul style="list-style-type: none"> <li>• 5-year plan linked to a longer-term plan</li> <li>• Developed by the municipality and adopted by municipal Council</li> <li>• Municipal Manager responsible for the IDP</li> <li>• Legislative requirement through the MSA</li> <li>• Defined development and review process</li> </ul>	<ul style="list-style-type: none"> <li>• Long term plan (25-30 year horizon)</li> <li>• Coordinated through the District Hubs</li> <li>• All spheres of government accountable for the plan and its implementation.</li> <li>• Not legislated yet – government Programme</li> <li>• Phased approach</li> </ul>

In the uThukela district municipality the following has taken place in ensuring that the DDM is taking shape:

- District Development Profile Developed by COGTA
- DDM Institutional Structures in place
- Meeting schedule distributed for Technical and Political Hubs
- District Economic Cluster meeting every second week, interim chair: UEDA CEO
- The Economic Cluster had good participation from CFO's and LED Officials from LMs, as well as government departments, such as COGTA and EDTEA, but attendance from CFO's and LM's are declining

The following diagram shows the DDM structure and the DDM Clusters



## 3.5.23 LED SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>◆ Established LED Agency</li> <li>◆ Provincial Support in the form of grants and capacity building;</li> <li>◆ The area has many protected areas that contribute to economic growth</li> <li>◆ Tourism, LED and Planning Forum has been strengthened</li> <li>◆ Functionality of Agri-Park</li> </ul>	<ul style="list-style-type: none"> <li>◆ LED strategy is under review and Tourism Strategy;</li> <li>◆ Working relationship established with LMs;</li> <li>◆ Public private partnerships and public partnership</li> <li>◆ World Heritage Site – uKhahlamba Drakensberg Park World Heritage Site</li> <li>◆ Sustainable Tourism , Revenue generation, Economic growth through sustainable development, Environmental awareness in the area</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>◆ Procurement process is long and cumbersome;</li> <li>◆ Marketing of the District as a Tourism destination and Investment destination</li> <li>◆ Economy is dependent on government services</li> <li>◆ Agriculture and tourism potential not fully exploited</li> </ul>	<ul style="list-style-type: none"> <li>◆ Insufficient funding for LED Projects</li> <li>◆ Deeply rural, agrarian and poverty stricken communities</li> <li>◆ High rate of unemployment</li> </ul>

### 3.5.24 SOCIAL DEVELOPMENT

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community up-liftment and awareness in matters of gender based, HIV/AIDS communicable diseases are of importance here. Within the district, there is a need to develop recreational facilities such as sports facilities for the youth as there is a lack of such in the majority of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health services function has been transferred to the district municipality.

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#### 3.5.23.1 POVERTY ERADICATION MASTER PLAN

According to the KwaZulu-Natal Poverty Eradication Master Plan - twenty eight percent of all KwaZulu-Natal citizens live in extreme poverty, and a further 29 percent live in absolute poverty. At least 32.9 percent are food deprived and KwaZulu-Natal has the highest gender based poverty incidence and the second highest level of rural poverty in South Africa. UMkhanyakude, UMzinyathi, Zululand and Sisonke have the highest poverty levels in the country. Rural poverty is a challenge that needs serious attention. To create growth and development in rural municipalities, there is great need to create opportunities for unemployed youth and to stem the tide of people moving to the urban areas.

The purpose of the plan was to focus on agriculture as the most critical aspect of fighting poverty, as well as social security and housing, enterprise development, employment creation and skills development. The Poverty Eradication Master Plan (PEMP) is a bold and multi-pronged plan for eradicating poverty in the Province and giving dignity to our people. The PEMP is positioned within the context of the PGDP. ***The uThukela family of municipalities has started with the implementation of the poverty eradication master plan*** and the implementation approach is targeted on the following:

- The most deprived households;
- In the most deprived wards; and
- In most deprived local municipalities



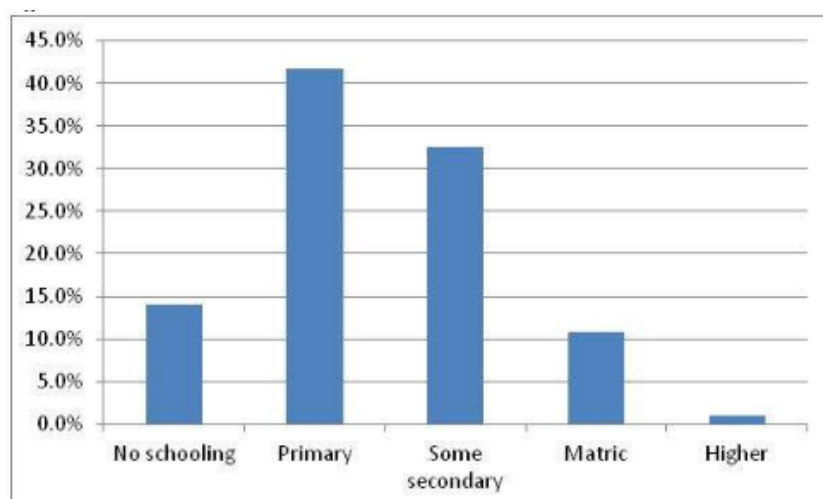
### 3.5.23.2 EDUCATION SECTOR ANALYSIS

Education serves as the means to bring about the desired change in society, to develop a generation of virtuous individuals and thus contribute to the development of good human beings. The importance of education is that it empowers individuals to take better care of themselves and their children. Education also serves as a gate to higher economic growth through higher level of skilled society. This is why the provision of good education and educational resources remains a high priority for uThukela district municipality. The department of education in uThukela district is playing a vital role in ensuring that the education is prioritized accordingly.

#### 3.5.23.2.1 LEVEL OF EDUCATION

A small percentage of the population in the district has post-matric qualifications at only 1%, whilst 14% of the population has no schooling whatsoever. Figure 16 below shows that 41% have primary school education and 33% have some secondary schooling, whilst only 10.9% achieved matric. This means that there is a limited pool of skilled labour in the municipality and that basic education needs to be addressed in order to improve skills levels in the future. Basic education is considered fundamental to the future success of the local economy. To add to the latter, in one of the previous IDP/Budget Roadshows in 2019, the need of exploring Maths and Science classes was a common denominator, since this appear to be the shortage in our District

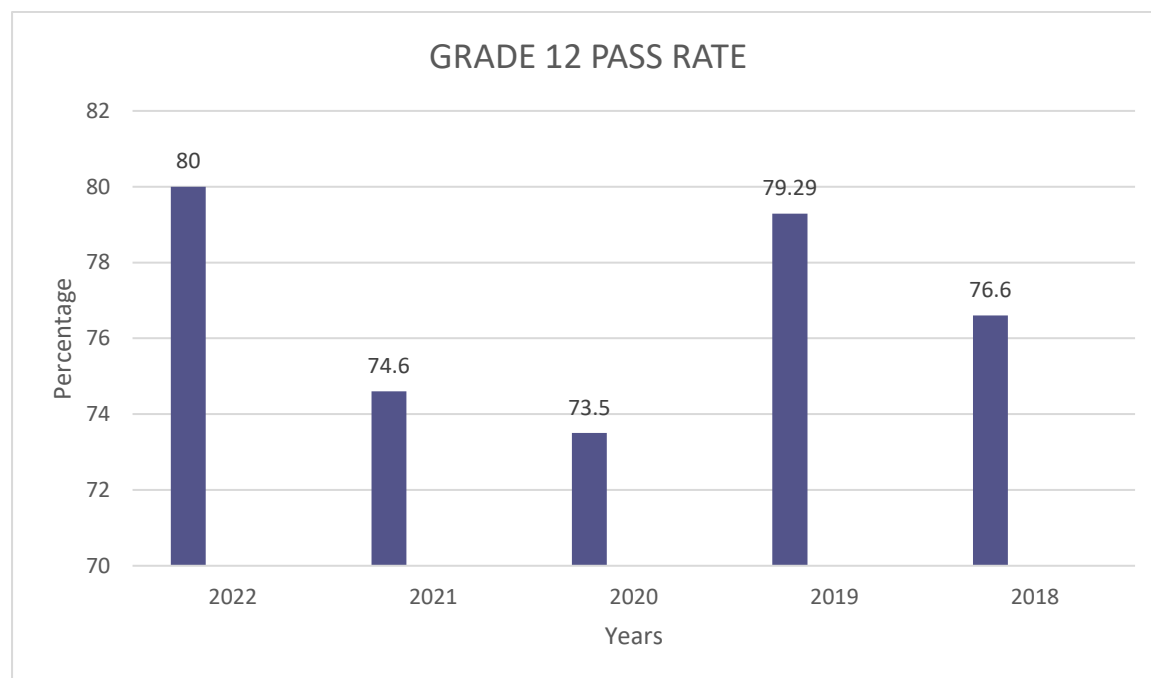
**Figure 16: Education Level**



**Source: Dept of Education, 2021**

The table below indicates that the matric results has shown some increase in 2022 from 74.6% in 2021 to 80.00 % in 2022 and this translate that the matric results has increased by approximately 14%. The graph below shows the performance of uThukela district (education) from 2018 to 2022.

#### District Performance in Five (5) Years



**Source: Department of Education, 2022**

#### 3.5.23.2.2 AVERAGE EDUCATION ATTAINMENT

The number of people with no schooling dropped between 2011 and 2016 with a further decline between 2010 and 2011 in uThukela, while the number of those people with grade 0-11 shows a significant increase over the period under review. The number of people with matric only has shown a large increase.

The tables below show the average education attainment of uThukela and its family of municipalities from 2011 to 2016.

HIGHEST EDUCATION LEVEL	KZN	THUKELA	ALFRED-DUMA	INKOSI-LANGA LIBALELE	OKHAHLAMBA
Grade 0	351,701	26,129	13,119	7,82	5,190
Grade 1/Sub A	337,208	25,522	12,238	7,82	5,465
Grade 2/Sub B	334,645	25,197	12,151	7,432	5,615
Grade 3/Std1/ABET 1Kha Ri Guide-SANLI	342,542	26,036	12,646	7,555	5,834
Grade 4/Std 2	392,225	29,405	14,324	8,739	6,343

Grade 5/ Std 3/ABET 2	384,132	27,847	13,943	7,973	5,931
Grade 6/Std 4	397,690	28,320	14,235	8,284	5,801
Grade 7 Std 5/ABET 3	471,585	33,651	17,125	9,73	6,796
Grade 8/ Std 6 /Form 1	619,449	40,467	21,379	11,647	7,442
Grade9/ Std 7/ Form 2/ ABET 4	530,018	34,714	18,013	9,772	6,928
Grade 10 / std 8 / Form	732,789	47,127	24,801	13,376	8,950
Grade 11/ Std 9 Form 4	788,117	49,272	25,427	14,797	9,048
Grade 12 / Std 10 / Form 5	1,934,771	100,496	54,491	29,947	16,458
NTC    /N1/NIC/ V Level 2	15,273	753	450	224	80
NTC    /N2/NIC/V Level 3	11,388	434	267	135	35
NTC    /N3/NIC/V Level 4	15,606	617	356	198	63
N4/NTC 4	12,001	440	280	114	45
N5/NTC 5	10,537	399	257	107	35
N6/NTC 6	13,255	514	316	141	57
Certificate with less than Grade 12 / Std 10	12,248	502	300	141	61
Diploma with less than Grade 12/ Std 10	14,499	599	304	327	76
Certificate with Grade 12/ Std 10	90,427	4,346	179,43	1186	553
Diploma with Grade 12 / Std 10	119,312	5,795	363,325	2335	718
Higher Diploma	100,777	3,521	184,814	939	575
Post Higher Diploma Masters: Doctoral Diploma	17,305	564	326	169	70
Bachelor's Degree	80,354	2,524	110,451	653	310
Bachelor's Degree and Post graduate Diploma	32,913	979	585	241	153
Honours degree	34,948	1,121	720	276	126
Higher Degree Masters/ PhD	24,019	564	346	131	88
Other	16,632	791	546	185	59
No schooling	720,791	54,503	23,952	18,356	12,195
Unspecified	-	-	-	-	-
Not applicable	1,308,143	95,694	47,802	26,924	20,968
<b>GRAND TOTAL</b>	<b>10,267,300</b>	<b>668,848</b>	<b>6103,245</b>	<b>7691.092</b>	<b>132,068</b>

Source: Department of Education, 2016

### 3.5.23.2.3 THE NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)

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The uThukela district municipality as much as is not directly involved with the National school nutrition programme but is supportive in ensuring that the programme is effective. The water is supplied in schools to ensure that the programme is not disturbed.

The LED section in the municipality together with the uThukela Economic Development Agency have started in identifying community garden projects that will supply fresh vegetables to schools in the near future. Their plan is to identify and train local farmers, Cooperatives, and schools to produce fresh vegetables for schools within uThukela District.

### 3.5.23.2.4 MUNICIPAL BYLAWS

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uThukela district municipality has a guiding by-laws relating to environmental management namely: water services By-laws, & Environmental pollution control By-laws. The Environmental Pollution Control By- laws as well as the municipal health services by law. All the above-mentioned By-laws were presented to Council for adoption in Council sitting of **July 2021**. The following legislations are also used by the municipality in performing municipal health services functions:

- National Health Act, 2003 (Act 61 of 2003)
- Regulations relating to Funeral Undertakers Premises FCD Act, 1972 (Act 54 of 1972)
- Regulations relating to milking and the transport of milk
- Regulation relating to food premises and the transport of food (Reg R962)
- Occupational Health and Safety Act
- The Constitution of the republic of South Africa (Act 108 of 1996)
- Air Quality (Act no. 39 of 2004)
- National dust control regulation (No. R 827 of 2013)
- National building regulations and ISO 1400

### 3.5.23.2.5 IMPLICATION OF CHALLENGES / PROBLEM AREAS ASSOCIATED WITH EDUCATION

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The level of education in the District is poor and is not sufficient to bring meaningful economic growth and development. Low level of education may push the population out of competitive labour and job market thereby increasing high level of unemployment, poverty and idleness, which are a strong recipe to social evils such as robbery / crime, prostitution, etc.

The population of uThukela should take education seriously if meaningful economic growth is to be realised in the area. As such, it is important that more resources be geared towards improving the level of education in the area. Shortage of scarce skills subject's teachers in our district is also a worrying factor.

### 3.5.23.3 HEALTH SECTOR ANALYSIS

#### 3.5.23.3.1 HIV / AIDS

Among the 11 districts in KwaZulu-Natal, the impact of the HIV epidemic when a five-year comparison was done between 2009 and 2013. The 2013 National Antenatal Sentinel HIV Prevalence Survey, South Africa illustrates that the most significant decrease in HIV prevalence is in UThukela district, which decreased by 6.4%, i.e. from 46.4% in 2009 to 40.0% in 2013, but remains very high. The table below shows the HIV Prevalence from 2009 to 2013 in the whole districts of KZN

DISTRICTS	PREVALENCE IN 2009(%)	PREVALENCE IN 2013(%)	VARIANCES
Amajuba	37.3	37.8	0.5
Harry Gwala	35.2	36.6	1.4
UGu	40.2	39.9	-0.3
King Cetshwayo	37.7	38.9	1.2
uThukela	46.4	40.0	-6.4
UMzinyathi	28.2	35.7	7.5
Zululand	36.7	38.1	1.4
EThekweni	41.5	41.1	-0.4
ILembe	40.6	45.9	5.3
UMgungundlovu	40.9	42.4	1.5
UMkhanyakude	39.7	44.1	4.4
KZN	39.5	40.1	0.6

*Source: The 2013, National Antenatal Sentinel HIV Prevalence Survey, South Africa*

**UThukela District Aids Council (DAC):** UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- ⇒ Development of the District AIDS Plan;
- ⇒ Monitor the implementation of the District AIDS Plan quarterly;
- ⇒ Review and evaluate the implementation of the District AIDS Plan annually;
- ⇒ Facilitate the establishment of Local AIDS Councils;
- ⇒ Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS;

- ⇒ Facilitate capacity building on HIV related issues;
- ⇒ Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources;
- ⇒ Commission relevant research and review statistics and other research reports relating to the District;
- ⇒ Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care and support;
- ⇒ Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges, which need to be addressed to combat HIV/AIDS in the District.
- ⇒ To reinforce HIV/AIDS treatment.
- ⇒ Transmission and eradication issues separated from HIV/AIDS co-contamination.
- ⇒ Locate the most recent improvement in HIV/AIDS research and treatment.

**HIV Strategy:** uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. The following are some of the projects emanated from the strategy aimed at mitigating the impact of HIV/AIDS:

- ⇒ Male circumcision
- ⇒ Teenage pregnancy awareness campaign
- ⇒ Distribution of condoms
- ⇒ Community mobilization – to reduce new HIV/AIDS infections
- ⇒ Establish and launch of support groups
- ⇒ Develop Policy on HIV/AIDS
- ⇒ Empower youth, men, disability and women on HIV/AIDS through workshop
- ⇒ Coordinate DAC meetings
- ⇒ Review District implementation plan
- ⇒ Review District strategic plan (2017-2022) and World AIDS day commemoration

#### 3.5.23.4 ACCESS TO HEALTH FACILITIES

uThukela has thirty five (35) fixed PHC clinics and fourteen (14) mobile clinics for service delivery in the district. Alfred Duma has the highest number of clinics at nineteen (19) with seven (7) mobiles; this is due to the urban nature of the sub-district and the fact that there is a main town within the sub-

district. Okhahlamba has the least clinics at six (6) and the three (3) mobiles although it is the most densely populated sub-district at 3971 km<sup>2</sup> it is the smallest in terms of area.

Figure below shows the provincial facilities in uThukela district municipality as per local municipality.

**Figure 19: Health Facilities in uThukela District**

Facilities	Alfred- Duma	Inkosi Langalibalele	Okhahlamba	uThukela District
PHC Facilities				
Health Posts	0	0	0	0
Mobiles	7	4	3	14
Satellites	1	0	0	1
Clinics	19	10	6	35
Community Health Centres	0	0	0	0
MOU's	0	2	0	2
Hospitals				
District Hospitals	0	1	1	2
Regional Hospitals	1	0	0	1

**Source: Department of Health, 2018**

### 3.5.23.5 SAFETY AND SECURITY

#### 3.5.23.5.1 POLICING / COMMUNITY FORUMS

uThukela district municipality's strategies for addressing the issue of crime include both reactive strategies to respond to incidents of crime and proactive strategies aimed at stopping crime before it happens. The response follows an approach that works closely with communities, community policing forum and other spheres of Government (National and Provincial). The strategy of the municipality covers aspects such as Environmental for Safety, Effective policing, Community Safety initiatives and Social Crime Prevention. The municipality is participating in the policing forum.

### 3.5.23.5.2 FIRE PROTECTION

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The recently reviewed uThukela Disaster Management Plan suggests the following interventions that can assist in fire protection:

- ⇒ Firefighting services available to areas outside the local municipal limits;
- ⇒ Improve firefighting capabilities;
- ⇒ Improving co-ordination between municipal fire services and industrial safety departments;
- ⇒ Establishment of special burns wards and clarifying the roles and responsibilities of district administration, police, fire services and medical services;
- ⇒ Awareness of the hazards of the coal mine areas;
- ⇒ Prevention of spontaneous combustion is an all-important task for all involved.

The uThukela district municipality has appointed the Senior Fire Officer who works closely with our local municipalities in ensuring that the issues related to fire protection are taken seriously. Workshops and awareness campaigns are continuously taking place to sensitize the community of uThukela about fire.

### 3.5.23.5.3 TRAFFIC MANAGEMENT

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All of our local municipalities in the district has an effective traffic management in place. This function is allocated in the Traffic departments of our local municipalities. In the N11 and N3, the department of Transport through their Road Traffic Inspectorate (RTI) is managing the traffic.

### 3.5.23.5.4 MUNICIPAL SAFETY PLAN

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The traditional Justice System is recognised by the Constitution of the Republic of South Africa, including the status and the role of the traditional leadership in administration of justice and in application of customary law, subject to the Constitution (Traditional Courts Bill, 2012). uThukela district municipality with the assistance from the UNFPA came up with the Municipal safety Plan for the entire district

This community safety plan aligns itself with the guiding principles of the Traditional Courts Bill and its objectives, particularly objective (b) which is:

To affirm the role of the institution of traditional leadership in-

- Promoting social cohesion, co-existence and peace and harmony in traditional communities



- Enhancing access to justice by providing a speedier, less formal and less expensive resolution of disputes
- Promoting and preserving traditions, customs and cultural practices that promote nation building, in line with constitutional values

The community safety plan must be amended when the needs arises, in line with the changes in the Provincial and National Traditional Leaders Laws, other applicable legislation as well as the constitution of South Africa. Traditional councils were recognised by the Traditional Leadership and Governance Framework Act 41 of 2003 ('Framework Act'). This Framework Act gave official status to the tribal authorities that had been set up under an apartheid law called the Bantu Authorities Act of 1951 and that were still in existence at the time of the transition to democracy. Instead of being called 'tribal authorities', the Framework Act changed their name to 'traditional councils' but entrenched the same tribal boundaries that were used to set up the homeland system. There is no local strategic plan aligned to the 2012-2016 National Strategic Plan. Most decisions are made based on the unwritten customary laws that have been in existence for many years.

#### **OBJECTIVES OF THE UTHUKELA COMMUNITY SAFETY PLAN**

- To support the prevention of gender based violence incidents in the villages administered by uThukela Traditional Council through transforming socio-cultural norms, with an emphasis on empowering women, girls, children and vulnerable groups
- To support the promotion of human rights as enshrined in the Constitution of South Africa
- To reconstitute the family and community structures and support systems
- To work, closely with the formal and traditional legal systems to ensure that their practices conform to the national and international human rights standards
- To monitor, document and respond to incidents of sexual and gender-based violence and human rights violation

#### **KEY STAKEHOLDERS WHO WILL BE ACTIVELY INVOLVED IN THE IMPLEMENTATION OF THE COMMUNITY SAFETY PLAN:**

- Traditional leaders
- Political Leaders (Ward Councillors and Local Government Officials)
- Religious Leaders

- Media
- Sport Organizers
- Community Members (Individuals, Families, Elderly)
- schools (Teachers & scholars)
- Government Departments
- Non- Governmental and Community Based Organizations

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### 3.5.23.6 NATIONAL BUILDING AND SOCIAL COHESION

#### 3.5.23.6.1 SPORTS

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uThukela district municipality is playing a vital role in supporting and promoting the sports throughout the district. The primary aim of the municipality is to ensure that the youth takes part in sports so that they do not focus on crime. The uThukela district municipality has appointed dedicated personnel that coordinate the issues related to sports throughout the district. This is done with the family of municipalities as well as sector departments such as the department of Sport and Recreation (DSR). There are programmes and projects for sport that are prioritized by uThukela district municipality and the Department of sport and recreation for 2023/2024 financial years noting the financial constraints that are faced by the municipality.

In December 2022, uThukela district municipality participated in SALGA games that were hosted by Amajuba district municipality. These games take place annually with other district municipalities in the KZN province. This event assists the youth of uThukela to display their talents in various sporting codes. The selections start at the local level for the players who will represent uThukela district municipality on various sporting codes. In those games, they are selected to represent the province of KwaZulu Natal and professional's coaches who are scouting for players for that particular sporting code attend the games.

In addition to the latter, uThukela district municipality is also planning to bring back an event called uThukela Mayoral Cup where PSL Clubs and two local football Squads participate. This will happen if the municipality becomes financially sustainable. The objective of this event is to assist our players in

the district to be identified by PSL scouts or First Division Clubs. The municipality is also assisting District Sports Federations like Boxing, Rugby, Chess and Netball in Provincial Competitions.

The uThukela district municipality in partnership with the department of Sport and Recreation will continue to do the following events even in the 2023/2024 financial year and beyond:

- Indigenous Games,
- Senior Citizen Games,
- Youth Run and Spar Ladies.
- Collaborate with the Department of Education during Schools Athletics Competitions.
- Support the District Sports Federations league

#### 3.5.23.6.2 COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS

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The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The interventions cover a range of issues such as health, education, food security, skills development; etc. The District has a range of activities that are dedicated to vulnerable groups in all the family of municipalities. Various activities / interventions that have been initiated by the district.

#### 3.5.23.6.3 YOUTH DEVELOPMENT

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The district is promoting and developing the youth through amongst others sports. The primary aim of the municipality is to ensure that the youth participates in sports so that they do not focus on crime. The district municipality has appointed dedicated personnel that deals with the issues of youth throughout the district. In the 2022/2023 financial year, uThukela district municipality had a variety of youth programmes such as Back to School campaign, creative writing etc. There are number of programmes and projects for youth that has been planned by uThukela district municipality for 2023/2024 financial years. Programmes such as youth summit, traditional festival, Grade 12 rural areas tutorials and drivers licence skills development. It is important to indicate that funding of the above-mentioned programmes becomes a problem because of the financial constraints.

### 3.5.23.6.4 DEVELOPMENT OF PEOPLE WITH DISABILITIES

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uThukela district municipality has appointed dedicated personnel that deals with the issues of physically challenged in the uThukela district municipality. The municipality has formed the Disability Forum where all the physically challenged people are able to raise their concerns. The main challenges that they are facing is the unemployment of the physically challenge persons and some municipal offices in the family of municipalities are not conducive for them in terms of accessing the municipal offices. Transportation and recreational facilities is also a concern since it is not suitable for people living with disabilities.

### 3.5.23.7 DISABILITY SUMMIT

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The SA's constitution disallows discrimination based on disability guarantees the rights to equality for all persons with disability and that person with disabilities have equal rights and obligations as their fellow citizens. Key issues included that every person with a disability, regardless of race, gender and age had a right to make decisions for themselves. It also recognizes the importance of persons with disabilities taking individual and collective responsibility for ensuring that the white paper on rights of a person with disabilities successfully implemented.

It is against this background that on annual basis, uThukela district municipality is supposed to hold the Disability summit. The last Summit was held in 2016 and the plan was to have it in the 2022/2023 financial year but due to financial constrains the summit did not happen.

### 3.5.23.7.1 CHILDHOOD DEVELOPMENT

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The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs. uThukela district municipality is playing a critical role in developing the childhood. Many programmes have been planned in ensuring that the development is taking place. The municipality will continue in the 2023/2024 financial years with their programmes.

### 3.5.23.7.2 DEVELOPMENT OF THE ELDERLY

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uThukela district municipality has formed the Senior citizen and it was launched in 2008. The municipality visits the old age homes around uThukela to give them presents, wheel chairs, walking sticks and food. The municipality also facilitates the awareness of the senior citizen where the

community is encouraged to take care and support the older people in the community at large. The municipality is also facilitating the implementation of the extended indigent support programme. The other continuous programme that the municipality is coordinating with other departments is to conduct the dialogs between the Senior citizen and teenagers. The 2022/2023 planned events and programmes for senior citizen were as follows: hosting and participating in golden games, Golden Wednesday, participate in Provincial Golden Games, hosting of senior citizens day and awareness on elderly abuse. It must be noted that the above-mentioned events and programmes some of them were implemented successfully in the 2022/2023 financial year and some were not due to financial constrains. The programmes will continue to take place even in the 2023/2024 financial years noting the financial constraints that is faced by the municipality.

#### 3.5.23.7.3 GENDER DEVELOPMENT

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The municipality has appointed a dedicated person who deals with the gender development throughout the district. Gender committee has been established and is functional. The municipality has established the Men's Sector Forum in championing the gender issues especially in Men. The municipality is taking seriously the gender issues and the municipality is working closely with other government departments in facilitating the gender programmes. Amongst the programmes and the events that the municipality is willing to facilitate, include the following:

- ⇒ Rural women's day
- ⇒ 16 Days of activism
- ⇒ Women's voice
- ⇒ Women's day
- ⇒ Know your right
- ⇒ Food security
- ⇒ Awareness on rape, abuse (verbally and physically),
- ⇒ Protection & Safety
- ⇒ Teenage pregnancy and Awareness on family responsibility
- ⇒ Dialogue between parents and children

### 3.5.23.7.4 AFRICA DAY CELEBRATION

Africa Day is celebrated every year on the 25 May. Its an opportunity to celebrate African diversity and success, and to highlight the cultural and economic potential that exists on the African continent. On 25 May 1963, Africa made history with the foundation of the Organization of the African Union (OAU) the precursor to the African Union (AU). Africa day is intended to celebrate and acknowledge the successes of the African Union from its creation to fight against colonialism and apartheid.

It is against this background that uThukela district municipality celebrated the Africa day on 30 May 2022 during Africa month in Ladysmith Townhall under Alfred Duma Local municipality under the theme **“Strengthen Resilience in nutrition and food security on the African Continent”**.

### 3.5.25 SOCIAL DEVELOPMENT SWOT ANALYSIS

**Table 18: Social Development SWOT Analysis**

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>◆ Number of people with no schooling has dropped significantly;</li> <li>◆ Decrease in HIV/AIDS prevalence;</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ability to fully leverage location factors – transport, warehousing &amp; logistics</li> <li>◆ Improve level of education;</li> <li>◆ Improve health status of the population;</li> <li>◆ Improve human resource</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>◆ Low level of education;</li> <li>◆ Lack of funding for social programmes</li> </ul>	<ul style="list-style-type: none"> <li>◆ Low level of education may push the population out of competitive labour and job market</li> <li>◆ high level of unemployment,</li> <li>◆ High level of poverty</li> </ul>

### 3.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

#### 3.6.1 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

This section should be read with the 2023/2024 budget of the municipality. The reader is also fortified to read it with **Section F** of this document that talk to the Financial Plan of uThukela district municipality. The municipality has ensured that the finances of the municipality are managed, utilized and accounted for in a professional manner. It is for this reason that UTDM has established a well resourced Budget and Treasury Department to ensure that the objectives of UTDM are not compromised. The Accounting Officer is accountable for the finances of the Council. The Chief Finance Officer is a Section 57 employee, who is responsible for the running of the department, producing expenditure reports, allocating budgets for all KPA's and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

##### 3.6.1.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

uThukela district municipality within Water, Sanitation and Technical services department has established Project Management Unit which exclusively plan, implement and manage capital projects. This Unit is relatively well resourced with staff component consisting of the General Manager; Two PMU Managers; Manager Water services operation, Area Engineers, Senior Technicians, Quantity surveyor.

Some of the positions that were displayed in the structure were filled to ensure that the operations are not affected and the service delivery objective is not compromised. The implementation of the organogram that was approved by Council on the 4 December 2020 to inform the 2023/2024 financial year as we normally do on annual basis, will assist the municipality in improving its service delivery to the communities because it is structured in a way that prioritised the communities. In dealing with the skills shortage such as project management, the municipality is utilizing the services of the Municipal Infrastructure Support Agent (MISA). The mandate of MISA in uThukela is to support the uThukela district municipality to conduct effective infrastructure planning to achieve sustainable service delivery and to assist with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDP).

There is a good line of communication between the Water, Sanitation and Technical department with BTO. The percentage of the capital budget that was spend in the last three years are summarised as follows:

2019/2020				
	GRANT	SPENT	% SPENT	
MIG	183 937 000	183 937 000	100.00%	
RBIG	10 000 000	9 996 114	99.96%	
WSIG	108 000 000	108 000 000	100.00%	
MASSIFICATION	15 000 000	13 185 346	87.90%	
2020/2021				
	GRANT	SPENT	% SPENT	
MIG	180 406 000	180 406 000	100.00%	
RBIG	39 399 000	23 379 237	59.34%	
WSIG	90 000 000	90 000 000	100.00%	
MASSIFICATION	0	0	0.00%	
2021/2022				
	GRANT	SPENT	% SPENT	
MIG	194 919 000	194 919 000	100.00%	
RBIG	6 090 000	6 090 000	100.00%	
WSIG	95 000 000	79 775 950	83.97%	
MASSIFICATION	0	0	0.00%	



### 3.6.1.2 PRIORITISED PROJECTS FOR 2023/2024 FINANCIAL YEAR

The following table shows the prioritized capital projects for the 2023/2024 financial year together with the funder, budget, progress and it indicates whether the project is new or is ongoing. The projects below are aligned with the budget.

Projects Name	Local Municipality	Funder	Budget		Total Budget 2023/24	Progress	New/ongoing
			Direct Cost	Indirect cost	221 342 000		
Ntabamhlophe CWSS	Inkosi langalibalele	MIG	R -	R -	R -	-	-
Kwanobamaba-Ezitendeni water supply	Inkosi langalibalele		R 9 000 000,00	R 1 000 000,00	R 10 000 000,00	60% Complete	New
Weenen Sanitation	Inkosi langalibalele		R -	R -	R -	on hold funds are depleted	on hold funds are depleted
Bhekuzulu/Ephangwini water supply	Inkosi langalibalele		R 3 500 000,00	R 500 000,00	R 4 000 000,00	0%	ongoing
District Wide Sanitation	District wide sanitation		R 39 600 000,00	R -	R 39 600 000,00	57% Complete	ongoing
Refurbishment and Upgrade of Water and	District Wide		R 18 187	R 2 960	R 21 148	0%	New

Sanitation Infrastructure 3			624,000	776,000	400,000		
Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network	Okhahlamba		R 40 000 000,00	R 2 000 000,00	R 42 000 000,00	50% Complete	ongoing
Upgrade of Colenso WTW	Alfred Duma		R -	R -	R -		
Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA	Alfred Duma		R 10 320 000,00	R 1 680 000,00	R 12 000 000,00	14% Complete	ongoing
Ekuvukeni regional bulk water supply-Bulk rising Main and booster pumpstation to zandbuilt	Alfred Duma		R -	R -	R -	on hold funds are depleted	on hold funds are depleted
Winterton Water Supply	Okhahlamba		R	R 3 580 075,70	R 3 580 075,70	Planning and Design	New
Winterton Sanitation	Okhahlamba		R	R 5 923 508,96	R 5 923 508,96	Planning and Design	New
Design of Fitty Park/Mhlumayo Bulk Water Supply Infrastructure and	Alfred Duma		R -	R -	R 13 391 834,32	Planning and Design	New

Upgrade of the Tugela Estate Water Treatment Works, ward 7,27,28 &30							
KwaMkhize Bulk Water Supply and Reticulation Network			R -	R 944 597,31	R 944 597,31	Planning and Design	New
Upgrade of Bergville Water Treatemnt Works Bulk Water Supply Phase 2	Okhahlamba		R 28 000 000,00	R 1 686 483,71	R 29 686 483,71	15% Complete	New
Upgrade of Langkloof WTW and Bulk Water Supply within Ward 10 Phase 2			R 25 000 000,00	R 3 000 000,00	R 28 000 000,00	Intention award	New
MIG Topslice (PMU)	District		R -	R -	R 11 067 100,00		
					R 221 342 000,00		
mn	Local Municipality	Funder	Budget			Progress	New/ongoing
			Direct Cost	Indirect cost	85 000 000		

Wembezi Bulk & Reticulation Upgrade (WCDM)	Inkosilangalibalele		R 5 000 000,00	R 1 000 000,00	R 6 000 000,00	76% Complete	Ongoing
Bhekuzulu-Epangweni: Reticulation to wards 1 to 6	Inkosilangalibalele		R 3 000 000,00	R 1 000 000,00	R 4 000 000,00	85% complete	Ongoing
					R -		
Ezakheni WCDM Phase 2 (C SECTION SUB ZONE 3)	Alfred Duma		R 18 000 000,00	R 2 510 000,00	R 20 510 000,00	Implementation	New
Spring Protection District Wide	Districtwide		R 10 000 000,00	R -	R 10 000 000,00	Ongoing	Ongoing
Moyeni/ Zwelisha	Okhahlamba			R 2 390 000,00	R 2 390 000,00	Planning and design	Ongoing
Ladysmith pipeline replacement	Alfred Duma		R 18 000 000,00	R 2 450 000,00	R 20 450 000,00	Planning and Implementation	New
Steadville WCDM	Alfred Duma		R 19 000 000,00	R 2 650 000,00	R 21 650 000,00	Planning and Implementation	New
				R -			

					R 85 000 000,0 0		
Projects Name	Local Municipality	Funder	Budget		1 816 000	Progress	New/ongoing
			Direct Cost	Indirect cost			
General Water/Sewer Maintenance & Reticulation	District Wide	EPWP					
Water Service Delivery Intervention	District Wide		R 1 816 000,0 0		R 1 816 000,0 0		
Uthukela Environmental Impact	District Wide						
Projects Name	Local Municipality	Funder	Budget		0	Progress	New/ongoing
			Direct Cost	Indirect cost			
Sanitation Related Equipment		MASSIFICATION					
Fleet			R -	R -	R -		
Refurbishment of Water Infrastructure							

Projects Name	Local Municipality	Funder	Budget		2 672 000	Progress	New/ongoing
			Direct Cost	Indirect cost			
RRAMS	Distric Wide	DOT	R 2 672 000,00	R -	R 2 672 000,00		
Projects Name	Local Municipality	Funder	Budget			Progress	New/ongoing
			Direct Cost	Indirect cost			
Emnambithi Bulk Water	Alfred Duma	RBIG	R -	R -	R -		
			R -	R -	R -		
			R -	R -	R -		
					R -		

### 3.6.1.3 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

uThukela district municipality has developed and adopted Indigents Policy. The policy is under implementation and all rural communities qualify for up to 6kl of free basic water. ***The indigent policy was adopted on the 29 May 2023 and is attached as an anneture.*** Urban indigent consumers are

required to register as indigent consumers and thereafter qualify for up to 6kl of free basic water per month. Rural communities are provided with free basic water and free basic sanitation facilities mainly through. The indigent register is reviewed on annual basis to ensure its relevancy.

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive the free services the households are required to register in terms of the Municipality's Indigent Policy. The target was to register more households that are indigent during the 2019/20 financial year. ***The indigent register shows that 784 people have registered as indigents as of May 2023.***

***In the 2023/2024 financial year, R 35 000 000 will be allocated towards the provision of free basic services.***

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Going forward it will be our priority to reduce the number of households on the indigent register through job creation and programs such as EPWP, ensuring that those that are hired are equipped with certain skills by the end of the program, for future employment.

The table below replicates the cost for free basic services in the last three years starting from 2020/2021 financial year to 2021/2022.

100701	INDIGENT V	58 585.08	61 492.75	84 622.53	38 122.66	39 377.68	36 844.44	27 711.22	40 780.21	1 460 720.28	1 848 256.85	2018/2019
100701	INDIGENT V	0.00	45 876.22	81 633.10	38 249.77	29 122.77	25 684.28	18 999.36	45 426.07	1 393 816.07	1 678 807.64	2019/2020
100701	INDIGENT V	-58 950.72	233 573.90	86 404.77	83 729.57	46 654.70	45 929.66	40 754.37	111 087.05	602 207.17	1 191 390.47	2020/2021
100701	INDIGENT V	0.00	74 191.58	82 288.38	69 264.75	28 316.42	17 358.27	-44 549.98	411 935.85	726 692.94	1 365 498.21	2021/2022

***The trend indicates that the indigent levels decreased in the 2021/22 and increased in the 2021/2022 financial year.***

#### 3.6.1.4 MUNICIPAL CONSUMER DEBT POSITION FOR THE PAST THREE YEARS

The table below reflects the ageing analysis for the past three years starting from 2020/2021 to 2022/2023 financial years.

The municipal debt position was sitting at R **628 018 353,83** in the 2020/201 financial year. This amount includes the following customer categories:

Domestic  
Government  
Business  
Churches  
Trusts  
Other  
Industries  
IDC Estate

In the 2021/2022, financial year the amount increased and it was sitting at R **803 023 143,83**. The debt also included the above-mentioned categories.

The ageing analysis in the 2021/2022 shows the increase from R **386 367 191,27** to R **803 023 143,83**. **The age analysis in the 2022/2023 is sitting at R940 461 065,95.** The following are customer categories:

Domestic  
Government  
Business  
Churches  
Trusts  
Other  
Industries  
IDC Estate

***Below is the Debtors age analysis for uThukela district municipality for three consecutive years starting from 2020/2021 to 2022/2023 financial years as well as the factors that relate to the imminent increase of consumer debt in uThukela district municipality:***



FINANCIAL YEAR 2022/2023											
DEBTORS AGE ANALYSIS PER CONSUMER CATEGORY AS AT 30 APRIL 2023											
ACCOUNT TYPE	202305 (Current)	202304 (30 Days)	202303 (60 Days)	202302 (90 Days)	202301 (120 Days)	202212 (150 Days)	202211 (180 Days)	202210-202206 (21 Days)	202205+ (Over 180 Days)	Total	
DOMESTIC	- 30 983,37	20 074 421,81	18 093 028,49	17 846 087,56	18 385 912,64	17 384 415,76	17 023 070,81	87 315 688,07	646 736 514,06	842 828 155,83	
GOVERNMENT	- 40 484,24	4 288 547,41	3 252 579,83	1 385 381,61	1 704 884,73	1 358 805,51	1 396 781,50	6 564 954,41	19 694 469,61	39 605 920,37	
BUSINESS	- 16 071,79	2 433 654,74	2 220 949,26	1 166 131,17	1 272 491,26	815 297,40	717 713,14	4 706 530,12	26 481 421,82	39 798 117,12	
CHURCHES	- 4 560,56	112 545,29	55 295,14	47 649,96	48 778,29	37 855,95	41 905,05	178 637,11	2 137 914,52	2 656 020,75	
TRUSTS	- 21 230,98	243 225,66	188 638,97	134 922,97	172 082,05	171 288,42	183 893,44	958 141,69	4 257 577,08	6 288 539,30	
OTHER	-	95 665,96	94 390,91	91 177,12	90 402,43	90 186,07	89 193,35	423 892,23	2 097 697,98	3 072 406,05	
INDUSTRIAL	-	974 152,32	422 059,15	365 935,63	214 320,27	387 569,86	233 390,99	495 325,97	1 659 766,90	4 752 521,09	
IDC ESTATE	-	1 149 650,27	24 418,14	277 056,62	302,57	300,73	298,89	1 452,52	5 705,73	1 459 185,47	
<b>TOTAL</b>	<b>- 113 330,94</b>	<b>29 371 863,46</b>	<b>24 351 359,89</b>	<b>21 314 342,64</b>	<b>21 889 174,24</b>	<b>20 245 719,70</b>	<b>19 686 247,17</b>	<b>100 644 622,12</b>	<b>703 071 067,70</b>	<b>940 461 065,98</b>	
FINANCIAL YEAR 2021/2022											
DEBTORS AGE ANALYSIS PER CONSUMER CATEGORY AS AT 30 JUNE 2022											
ACCOUNT TYPE	202207 (Current)	202206 (30 Days)	202205 (60 Days)	202204 (90 Days)	202203 (120 Days)	202202 (150 Days)	202201 (180 Days)	202112-202108 (21 Days)	202107+ (Over 180 Days)	Total	
DOMESTIC	- 251 076,01	19 909 718,39	18 224 035,44	18 062 546,78	17 194 472,72	17 434 932,09	17 287 810,04	80 000 696,69	517 862 371,63	705 725 507,77	
GOVERNMENT	- 219 538,51	9 170 046,45	3 918 638,63	1 520 501,30	1 206 056,37	908 731,68	1 038 534,47	7 631 870,69	20 854 661,12	46 029 502,20	
BUSINESS	- 132 572,61	2 688 789,59	1 841 712,46	1 381 289,66	1 260 123,25	1 247 020,97	1 310 684,76	4 571 531,54	24 028 824,89	38 197 404,51	
CHURCHES	- 1 457,31	74 645,47	47 224,62	43 769,28	44 493,86	157 986,50	48 151,00	214 864,59	1 714 784,25	2 344 462,26	
TRUSTS	- 21 382,61	280 640,37	220 052,83	435 404,49	237 008,59	83 223,75	172 223,72	1 021 368,50	3 141 458,81	5 569 998,45	
OTHER	-	62 089,53	82 867,45	82 229,35	82 581,18	80 474,32	79 552,66	407 163,26	1 281 399,98	2 158 357,73	
INDUSTRIAL	-	718 630,85	115 805,30	113 416,51	145 470,65	111 036,48	11 223,66	55 889,75	1 305 205,22	2 576 678,42	
IDC ESTATE	-	420 526,33	273,66	271,92	270,18	268,45	266,71	1 307,46	3 047,35	426 232,06	
<b>TOTAL</b>	<b>- 626 027,05</b>	<b>33 325 086,98</b>	<b>24 450 610,39</b>	<b>21 639 429,29</b>	<b>20 170 476,80</b>	<b>20 023 674,24</b>	<b>19 948 447,02</b>	<b>93 904 692,48</b>	<b>570 191 753,25</b>	<b>803 028 143,40</b>	
FINANCIAL YEAR 2020/2021											
DEBTORS AGE ANALYSIS PER CONSUMER CATEGORY AS AT 30 JUNE 2020											
ACCOUNT TYPE	202007 (Current)	202006 (30 Days)	202005 (60 Days)	202004 (90 Days)	202003 (120 Days)	202002 (150 Days)	202001 (180 Days)	202012-202008 (21 Days)	202007+ (Over 180 Days)	Total	
DOMESTIC	- 2 916 705,45	23 247 814,06	20 430 086,84	18 870 468,21	19 451 437,63	16 975 266,85	17 066 426,18	84 673 449,22	334 428 272,44	532 226 515,98	
GOVERNMENT	- 1 487 973,89	4 160 574,42	3 099 836,34	2 629 262,10	2 822 153,86	2 177 344,97	2 509 129,25	12 764 467,77	13 211 373,25	41 886 168,07	
BUSINESS	- 1 442 699,01	3 730 975,88	1 967 962,45	1 547 699,69	1 145 896,53	1 069 295,34	1 083 077,91	5 955 658,90	28 888 899,40	43 946 767,09	
CHURCHES	- 101 957,43	138 960,08	91 568,26	63 392,65	63 912,91	59 437,00	62 636,62	298 296,30	1 174 493,91	1 850 740,30	
TRUSTS	- 322 957,70	1 400 356,21	291 680,57	288 220,13	243 797,93	145 005,66	210 852,78	1 278 701,56	1 168 913,18	4 704 570,29	
OTHER	- 14 000,00	464 134,19	21 856,57	58 888,02	20 925,21	6 223,53	20 508,13	101 862,49	559 485,25	1 239 883,39	
INDUSTRIAL	- 23 258,54	650 342,26	48 845,84	35 517,99	51 909,79	50 812,45	44 665,08	165 851,45	935 753,84	1 889 404,18	
IDC ESTATE	-	271 754,52	239,42	237,78	236,14	234,50	232,86	1 369,31	-	274 304,53	
<b>TOTAL</b>	<b>- 6 309 552,02</b>	<b>34 064 911,62</b>	<b>25 952 076,26</b>	<b>23 422 650,59</b>	<b>23 800 270,00</b>	<b>20 483 620,30</b>	<b>20 997 528,81</b>	<b>105 239 657,00</b>	<b>380 367 191,27</b>	<b>628 018 353,83</b>	

In a nutshell, in the past three financial years, the indication is that debtors are increasing and it must be noted that current year is not yet completed but the trend tell us that it will definitely increase and the factors that relate to the imminent increase of consumer debt in uThukela district municipality were as follows:

- ✓ Water leaks due to poor infrastructure
- ✓ Faulty meters that give ridiculous consumptions
- ✓ Classification of indigent customers- ( e.g. pensioners not classified as indigent customers )
- ✓ Credit control & debt collection policies not implemented
- ✓ Billing information / data not accurate –( e.g. when the system keep on billing customers that are no longer exist)

Strategies in place to reduce consumer debt in uThukela district municipality are explained below:

- ✓ Conduct meter audits on regularly basis
- ✓ Replacing faulty meters
- ✓ Implementation of indigent policies & awareness campaign on indigents through ward councillors
- ✓ Implementing an effective credit control & debt collection policies.
- ✓ Data cleansing (the municipality has already started with the data cleansing project and field workers were appointed to collect data from customers)

- ✓ Appointment of the Service Provider who is assisting the Revenue section with debt management.

### 3.6.1.5 GRANTS & SUBSIDIES

Grants are a very necessary part of the municipality's planning process and the following grants will be received from the National and Provincial Government in the next financial years. In the 2022/2023 financial year, **the grant dependency was sitting at 71.07%**. Operating grants and transfers totals R587million in the 2023/24 below is a detailed split of the operating grants. The Municipal Systems Improvement Grant has also been included.

#### Operating Transfers and Grant Receipts

	2023/2024	2024/2025	2025/2026
Total Equitable Share	579 191	617 610	652 974
Finance Management Grant	2 100	2 100	2 238
Expanded Puplic Works Programmes	1 816		
Rural Roas Asset Management	2 672	2 792	2 917
Municipal Systems Improvement Grant	2 000	3 500	2 000
<b>Total Operational Grants</b>	<b>587 779</b>	<b>619 710</b>	<b>655 212</b>

### 3.6.1.6 GRANT DEPENDENCY

The uThukela district municipality is grant dependent. The table below shows the calculation of grant dependency for the past three years starting from 2019/2020 to 2021/2022. The calculation below indicates that in 2019/2020, the Grant Dependency was sitting at 75.42% and 80.06% in the 2020/2021. The 2021/2022 financial year indicates the decrease to 66.92%. *The trend indicates that the dependency of grant of the municipality is unstable.*

#### GRANT DEPENDENCY

Grant dependency	2019/2020	2020/2021	2021/2022
Total revenue	1 014 764	1 049 169	1 171 722
	936	265	829
Total grants	765 310	839 983	784 096
	377	882	971
Grant dependency %	75.42%	80.06%	66.92%

### 3.6.1.7 GRANT REGISTER

The following diagram shows the grant register as of 30 January 2022. The grant register that records all the funds received and the expenditure of each individual grant. It is updated weekly.

GRANT REGISTER - 2021/2022									
Summary of Grants received, expenditure & Funds available as at 30 January 2022									
			Audited Balance as at	Budget Amount 2020/2021	Received		Spent & transferred to		Closing Balance/ Unspent
	Name of Grant owner	Grant Type	01/07/2021		2021/22	% Spent on total allocation	2021/22	% Spent on received amount	2021/22
G3.105	M Sithole	RURAL ROAD ASSET MANAGEMENT SYSTEM	138.22	2 543 000.00	1 780 000.00	12%	305 658.60	17%	1 474 479.62
G3.101	M Sithole	MIG	0.00	194 919 000.00	153 153 000.00	68%	133 151 413.05	87%	20 001 586.95
G3.103	M Sithole	RBIG	16 023 649.22	6 090 000.00	0.00	342%	20 803 986.35	130%	-4 780 337.13
G3.106	M Sithole	EPWP INTERGRATED GRANT		3 516 000.00	2 461 000.00	93%	3 256 696.80	132%	-795 696.80
G3.102	M Sithole	WATER & SANITATION INFRASTRUCTURE GRANT		80 000 000.00	55 000 000.00	54%	42 909 663.16	78%	12 090 336.84
G3.107	BB Sithole	FINANCE MANAGEMENT GRANT	255 057.15	1 950 000.00	1 950 000.00	23%	455 253.99	23%	1 749 803.16
G3.109	W Viljoen	NODAL PLAN GRANT	196 875.00		0.00		0.00	0%	196 875.00
G3.110	W Viljoen	DISASTER MANAGEMENT GRANT	28 636.46		0.00	0%	0.00	0%	28 636.46
G.111	B Hlomuka	LG SETA GRANT			326 920.44	28%	90 975.00		235 945.44
			16 504 356.05	289 018 000.00	214 344 000.00	70%	200 882 671.95	94%	30 201 629.54
PREPARED BY: _____									
CHECKED BY: _____									
APPROVED BY: _____									

The tables below show the three-year summary of funds received, funds spent and unspent starting from June 2021 to June 2023.

**SUMMARY OF GRANTS RECEIVED, EXPENDITURE AND FUNDS AVAILABLE AS AT 30 JUNE 2021**

	Audited Balance as at	opening balances restated	Received	Spent & transferred to income	Closing Balance/ Unspent
Grant Type	01/07/2021	01/07/2021	2020/21	2020/21	2021/21
Rural Roads Asset Management	(1,227,391.00)	(1,227,391.00)	(2,488,000.00)	2,718,140.00	(997,251.00)
RASSET Program	0.00	0.00	(3,000,000.00)	3,000,000.00	0.00
MIG	0.00	0.00	(180,033,000.00)	180,033,000.00	0.00
Nodal Plan Grant	0.00	0.00	(1,000,000.00)	0.00	(1,000,000.00)
RBIG - CAPITAL	(46,379,798.00)	0.00	(45,000,000.00)	41,411,809.00	(3,588,191.00)
Finance Management Grant	0.00	0.00	(1,545,000.00)	1,545,000.00	0.00
EPWP INTERGRATED GRANT	0.00	0.00	(6,206,000.00)	6,206,000.00	0.00
Massification Grant	0.00	0.00	(14,000,000.00)	9,445,458.00	(4,554,542.00)
LGSETA GRANT - TRAINING	(336,942.00)	(336,942.00)	(486,726.00)	427,501.00	(396,167.00)
KZN DPSS Shared Services	(210,695.00)	(210,695.00)	(300,000.00)	510,695.00	0.00
KZN Growth and Development	(2,580.00)	(2,580.00)	0.00	0.00	(2,580.00)
	<b><u>(47,057,406.00)</u></b>	<b><u>(1,777,608.00)</u></b>	<b><u>(254,058,726.00)</u></b>	<b><u>245,297,603.00</u></b>	<b><u>(10,538,731.00)</u></b>

## SUMMARY OF GRANTS RECEIVED, EXPENDITURE AND FUNDS AVAILABLE AS AT 31 JUNE 2020

	Grant Type	01/07/2021			2020/221	2020/21	2020/21
G3.101	RURAL ROAD ASSET MANAGEMENT SYSTEM	997 252.03	997 252.03	2 636 000.00	2 636 000.00	2 636 000.00	0.00
G3.102	MIG			183 937 000.00	183 937 000.00	183 937 000.00	0.00
G3.105	RBIG	3 588 190.86	3 588 190.86	10 000 000.00	10 000 000.00	9 996 113.58	3 886.42
G3.106	EPWP INTERGRATED GRANT			7 054 000.00	7 054 000.00	7 054 000.00	0.00
G3.108	WATER & SANITATION INFRASTRUCTURE GRANT			108 000 000.00	108 000 000.00	108 000 000.00	0.00
G3.129	MASSIFICATION	4 554 541.56			15 000 000.00	17 242 321.36	2 312 220.20
G3.104	FMG GRANT			2 010 000.00	2 010 000.00	2 010 000.00	0.00
G3.109	SHARED DEVELOPMENT PLANNING GRANT	0.00		550 000.00	550 000.00	550 000.00	0.00
G.3110	LGSETA	396 166.76			621 117.42	316 641.81	700 642.37
G.3111	DISTRICT GROWTH DEVELOPMENT	2 580.00			0.00	2 580.00	0.00
G3.127	NODAL PLAN GRANT	1 000 000.00			0.00	294 125.00	705 875.00
	DISASTER MANAGEMENT GRANT				2 000 000.00	0.00	2 000 000.00
	COVID-19				745 000.00	745 000.00	0.00
		10 538 731.21	4 585 442.89	314 187 000.00	332 553 117.42	332 783 781.75	5 722 623.99

## GRANT REGISTER - 2022/2023

## Summary of Grants received, expenditure &amp; Funds available as at 30 June 2022

Name of grant	Funder	Opening Balance as at 30 June 2021	Receipts	Expenditure: Operating (Revenue Recognised)	Expenditure: Capital (Revenue Recognised)	Adjustments	Closing Balance as at 30 June 2022
<u>Expanded Public Works Programme (EPWP)</u>	National	R -	R3 730 000	R 3 730 000	R -	R -	R 0
<u>Financial Management Grant (FMG)</u>	National	R -	R 1 800 000	R 1 459 842	R 85 101	R -	R 255 057
<u>LG Seta Grant</u>	National	R700 642	R485 883	R 1 186 525	R -	R -	R -0
<u>Municipal Infrastructure Grant (MIG)</u>	National	R -	R 180 406 000	R 4 529 360	R175 876 640	R -	R -
<u>Water Services Infrastructure Grant (WSIG)</u>	National	R -	R 90 000 000	R -	R 90 000 000	R -	R-0
<u>Regional bulk infrastructure grant (RBIG)</u>	National	R 3 886	R 39 399 000	R -	R 23 379 237	R -	R 16 023 649
<u>Rural road asset management system (RRAMS)</u>	National	R -	R 2 508 000	R 2 507 862	R -	R -	R138
<u>Massification Grant</u>	Provincial	R 2 312 220	R -	R -473 919	R 2 786 140	R -	R0
<u>Development planning and shared services</u>	Provincial	R -	R -	R -	R -	R -	R-
<u>District Growth and Development Grant</u>	Provincial	R-	R-	R -	R-	R-	R -
<u>Nodal plans</u>	Provincial	R 705 875	R -	R509 000	R-	R -	R196 875
<u>Disaster Management Grant</u>	Provincial	R 2 000 000	R -	R -	R1 971 364	R -	R 28 636
<u>Blank Capital Grant 2</u>	-	R -	R -	R -	R -	R -	R-
<b>TOTAL</b>		<b>R 5 722 623</b>	<b>R 318 328 883</b>	<b>R 13 448 669</b>	<b>R 294 098 482</b>	<b>R -</b>	<b>R 16 504 355</b>

### 3.6.1.7 CURRENT & PLANNED BORROWINGS

The municipality does not have any planned borrowings for this financial year. The municipality has paid off the borrowings that were acquired through the DBSA; ***therefore, there is no plan for repayment. The purpose of those borrowings was for capital development.***

### 3.6.1.8 FINANCIAL RATIOS

A financial ratio in the case of uThukela district municipality is a relative magnitude of two selected numerical values taken from the municipal annual financial statements. Often used in accounting, there are many standard ratios used to try to evaluate the overall financial condition of the organization. The following is the summary of the financial ratios of uThukela shows the two-year history starting from 2022 to 2023. It also shows the three-year cost coverage ratio, current ratio.

#### UTHUKELA DISTRICT MUNICIPALITY

Template for Calculation of Uniform Financial Ratios and Norms 2022/23 Projected								
RATIO	FORMULA	DATA SOURCE	NORM/RANGE	INPUT DESCRIPTION	DATA INPUTS AND RESULTS	INTERPRETATION		
					" R 000 "			
1. FINANCIAL POSITION								
A. Asset Management/Utilisation								
1	Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR	10% - 20%		16%	2021/22 Projected 4	
					Total Operating Expenditure	1 292 869 566		
					Taxation Expense	-		
					Total Capital Expenditure	253 345 573		
2	Impairment of Property, Plant and Equipment	Property, Plant and Equipment + Investment Property +	Statement of Financial Position, Notes to the AFS and AR	0%		0%	2021/22 Projected 4	
					PPE, Investment Property and	1 573 028		

	t, Investment Property and Intangible assets (Carrying Value)	Intangible Assets Impairment/(Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100			Intangible Impairment			
					PPE at carrying value	3 034 806 559		
					Investment at carrying value	-		
					Intangible Assets at carrying value	447 100		
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	Total Repairs and Maintenance Expenditure/Property, Plant and Equipment and Investment Property (Carrying value) × 100	Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports	8%		4%	2021/22 Projected 4	
					Total Repairs and Maintenance Expenditure	119 391 179		
					PPE at carrying value	3 034 806 559		
					Investment Property at Carrying value	-		
B. Debtors Management								
1	Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year Reports, IDP and AR	95%		19%	2021/22 Projected 4	
					Gross Debtors closing balance	645 845 491		
					Gross Debtors opening balance	1 064 774 060		
					Bad debts written Off	637 572 396		
					Billed Revenue	271 046 066		
2	Bad Debts Written-off as % of Provision for Bad Debt	Bad Debts Written-off/Provision for Bad debts × 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR	100%		107%	2021/22 Projected 4	
					Consumer Debtors Bad debts written off	637 573 396		
					Consumer Debtors Current bad debt Provision	593 725 891		
3	Net Debtors Days	((Gross Debtors - Bad debt Provision)/Actual Billed	Statement of Financial Position, Statement of Financial	30 days		70 days	2021/22 Projected 4	
					Gross debtors	645 845 491		
					Bad debts Provision	593 725 891		



		Revenue)) × 365	Performance, Notes to the AFS, Budget and AR		Billed Revenue	271 046 066		
C. Liquidity Management								
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation , Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR	1 - 3 Months		0 Month	2021/22 Projected 4	
					Cash and cash equivalents	39 184 719		
					Unspent Conditional Grants	16 504 355		
					Overdraft	-		
					Short Term Investments	-		
					Total Annual Operational Expenditure	580 252 233		
2	Current Ratio	Current Assets / Current Liabilities	Statement of Financial Position, Budget, IDP and AR	1.5 - 2:1		0.30	2021/22 Projected 4	
					Current Assets	158 555 479		
					Current Liabilities	521 042 679		
D. Liability Management								
1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 100	Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR	6% - 8%		0%	2021/22 Projected 4	
					Interest Paid	3 879 966		
					Redemption	-		
					Total Operating Expenditure	1 292 869 566		
					Taxation Expense	-		
2	Debt (Total Borrowings) / Revenue	(Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation +	Statement of Financial Position, Statement of Financial Performance,	45%		128%	2021/22 Projected 4	
					Total Debt	521 042 679		
					Total Operating Revenue	936 696 194		

		Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100	Budget, IDP and AR		Operational Conditional Grants	528 625 468		
E. Sustainability								
1	Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100	Statement Financial Position, Budget and AR	100%		1%	2021/22 Projected 4	
					Cash and cash Equivalents	2 349 666		
					Bank Overdraft	-		
					Short Term Investment	36 822 653		
					Long Term Investment	-		
					Unspent Grants	16 504 355		
					Net Assets	2 641 913 865		
					Share Premium	-		
					Share Capital	-		
					Revaluation Reserve	-		
					Fair Value Adjustment Reserve	-		
					Accumulated Surplus			
2. FINANCIAL PERFORMANCE								
A. Efficiency								
1	Net Operating Surplus Margin	(Total Operating Revenue - Total Operating Expenditure)/ Total Operating Revenue	Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset	= or > 0%		28%	2021/22 Projected 4	
					Total Operating Revenue	1 292 869 566		
					Depreciation - Revalued Portion (Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)	-		

					Total Operating Expenditure	936 636 194		
					Taxation Expense	-		
2	Net Surplus /Deficit Electricity	Total Electricity Revenue less Total Electricity Expenditure/ Total Electricity Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	0% - 15%		#DIV/0!	2021/22 Projected 4	
					Total Electricity Revenue	-		
					Total Electricity Expenditure	-		
3	Net Surplus /Deficit Water	Total Water Revenue less Total Water Expenditure/ Total Water Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		41%	2021/22 Projected 4	
					Total Water Revenue	213 911 128		
					Total Water Expenditure	127 213 754		
4	Net Surplus /Deficit Refuse	Total Refuse Revenue less Total Refuse Expenditure/ Total Refuse Revenue × 100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	= or > 0%		#DIV/0!	2021/22 Projected 4	
					Total Refuse Revenue	-		
					Total Refuse Expenditure	-		
5	Net Surplus /Deficit Sanitation and Waste Water	Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/ Total Sanitation and Waste Water Revenue × 100	Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR	= or > 0%		100%	2021/22 Projected 4	
					Total Sanitation and Water Waste Revenue	26 483 399		
					Total Sanitation and Water Waste Expenditure			
B. Distribution Losses								
1	Electricity Distribution Losses (Percentage)	(Number of Electricity Units Purchased and/or Generated - Number of	Annual Report, Audit Report and Notes to Annual Financial Statements	7% - 10%		#DIV/0!	2021/22 Projected 4	
					Number of units purchased and/or generated	-		

		units sold) / Number of Electricity Units Purchased and/or generated) × 100			Number of units sold	-		
2	Water Distributi on Losses (Percenta ge)	(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100	Annual Report, Audit Report and Notes to Annual Financial Statements	15% - 30%		#DIV/0!	2021/22 Projected 4	
					Number of kilolitres purchased and/or purified			
					Number of kilolitres sold			
C. Revenue Management								
1	Growth in Number of Active Consume r Accounts	(Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100	Debtors System	None		#DIV/0!	2021/22 Projected 4	
					Number of Active Debtors Accounts (Previous)			
					Number of Active Debtors Accounts (Current)			
2	Revenue Growth (%)	(Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue ) x 100	Statement of Financial Performance, Budget, IDP, In- Year reports and AR	= CPI		#DIV/0!	2021/22 Projected 4	
					CPI			
					Total Revenue (Previous)			
					Total Revenue (Current)			
3	Revenue Growth (%) - Excluding capital grants	(Period under review's Total Revenue Excluding capital grants- previous	Statement of Financial Performance, Notes to AFS , Budget, IDP, In- Year reports and AR	= CPI		#DIV/0!	2021/22 Projected 4	
					CPI			
					Total Revenue Exl.Capital (Previous)			

		period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants ) x 100			Total Revenue Exl.Capital (Current)			
D. Expenditure Management								
1	Creditors Payment Period (Trade Creditors)	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR	30 days		#DIV/0!	2021/22 Projected 4	
					Trade Creditors			
					Contracted Services			
					Repairs and Maintenance			
					General expenses			
					Bulk Purchases			
					Capital Credit Purchases (Capital Credit Purchases refers to additions of Investment Property and Property, Plant and Equipment)			
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	(Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100	Statement Financial Performance, Notes to Annual Financial Statements and AR	0%		#DIV/0!	2021/22 Projected 4	
					Irregular, Fruitless and Wasteful and Unauthorised Expenditure			
					Total Operating Expenditure			
					Taxation Expense			
3	Remuneration as % of Total Operating Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	25% - 40%		#DIV/0!	2021/22 Projected 4	
					Employee/personnel related cost			
					Councillors Remuneration			
					Total Operating Expenditure			

					Taxation Expense			
4	Contracte d Services % of Total Operating Expenditu re	Contracted Services / Total Operating Expenditure x100	Statement of Financial Performance, Budget, IDP, In-Year reports and AR	2% - 5%		#DIV/0!	2021/22 Projected 4	
					Contracted Services			
					Total Operating Expenditure			
					Taxation Expense			
E. Grant Dependency								
1	Own funded Capital Expenditu re (Internall y generate d funds + Borrowin gs) to Total Capital Expenditu re	Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR	None		#DIV/0!	2021/22 Projected 4	
					Internally generated funds			
					Borrowings			
					Total Capital Expenditure			
2	Own funded Capital Expenditu re (Internall y Generate d Funds) to Total Capital Expenditu re	Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR	None		#DIV/0!	2021/22 Projected 4	
					Internally generated funds			
					Total Capital Expenditure			
3	Own Source Revenue to Total Operating Revenue(In cluding Agency Revenue)	Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and	Statement Financial Performance, Budget, IDP, In-Year reports and AR	None		#DIV/0!	2021/22 Projected 4	
					Total Revenue			
					Government grant and subsidies			
					Public contributions and Donations			

		Donations)/ Total Operating Revenue (including agency services) x 100			Capital Grants			
3. BUDGET IMPLEMENTATION								
1	Capital Expenditu re Budget Implemen tation Indicator	Actual capital Expenditure / Budget Capital Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, In- Year reports and AR	95% - 100%		#DIV/0!	2021/22 Projected 4	
					Actual Capital Expenditure			
					Budget Capital Expenditure			
2	Operating Expenditu re Budget Implemen tation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		#DIV/0!	2021/22 Projected 4	
					Actual Operating Expenditure			
					Budget Operating Expenditure			
3	Operating Revenue Budget Implemen tation Indicator	Actual Operating Revenue / Budget Operating Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		#DIV/0!	2021/22 Projected 4	
					Actual Operating Revenue			
					Budget Operating Revenue			
4	Service Charges and Property Rates Revenue Budget Implemen tation Indicator	Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100	Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR	95% - 100%		#DIV/0!	2021/22 Projected 4	
					Actual Service Charges and Property Rates Revenue			
					Budget Service Charges and Property Rates Revenue			

### 3.6.1.9 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (O&M)

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2023/24 budget provides for in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2023/24. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets.

#### Repairs and maintenance per asset class SA34c

Segment Desc	2024 Draft	2025 Draft	2026 Draft
BlueDrop (408/235215)	1 916 501	2 010 410	2 104 899
Electrical (510/255045)	273 785	308 556	347 742
Maintenance of buildings and facilities (200/235011)	579 150	607 528	636 082
Vehicle Repairs Outsourced. (510/235080)	8 424 000	8 836 776	9 252 104
Repairs to Pumps (510/235120)	21 142 168	22 178 134	23 220 506
Pipelines & portable water maintenance (510/235100)	28 431 000	29 824 119	31 225 853
<b>Total Contribution to Repairs</b>	<b>66 091 293</b>	<b>69 351 122</b>	<b>72 635 309</b>

#### Repairs and maintenance per asset class SA34c – Refurbishment/ Upgrade Projects

Segment Desc	2024 Draft	2025 Draft	2026 Draft
Ekuvukeni Regional Bulk Water Supply - Upgrade Oliphantskop	52 467 863	54 684 031	57 293 030
COLENSO BULK AND RETICULATION UPGRADE	315 900	331 379	346 954
CE Wembezi Bulk & Reticulation Upgrade (WCDM) Project	17 690 400	18 557 230	19 429 419
CE Wembezi Bulk & Reticulation Upgrade (WCDM)	1 053 000	1 104 597	1 156 513
Refurbishment and upgrade projects	11 583 000	12 150 567	12 721 644
FITTY PARK MHLUMAYO TUGELA ESTATE UPGRADE	14 577 985	15 292 306	16 011 044
EMERGENCY REPAIRS FLOOD DAMAGE EZAKENI	4 256 442	4 465 008	4 674 863
	<b>245 665 204</b>	<b>262 939 042</b>	<b>275 156 493</b>

A portion of the MIG and WSIG has been set aside specifically for the renewal and refurbishment of assets. It must further be noted that extensive refurbishment costs were incurred in the 2023/2024 financial year. The repairs to pumps and pipelines form one of the major cost drivers. The municipality will seek to increase the budget on this line item, for the final budget. The available resources will be reviewed on the final cash flow balance.



The water services department will employ a planned maintenance plan in order to prevent emergency repairs, which often result in excessive expenditure. The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation. Due to insufficient funds the municipality cannot meet the recommended norm of 8% of PPE.

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#### 3.6.1.10 ASSET RENEWAL PLAN

The uThukela district municipality asset renewal plan aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance, and materially extend its useful life (which may be a full or partial extension of life – i.e. less than its original expected useful life). Resources such as financial to ensure its feasibility support the plan.

uThukela district municipality had adopted the asset management policy and procedure manual together with the operational, repairs and maintenance plan on the **29 May 2023**. The municipality has set aside the budget to renew its infrastructure assets and other assets, as they are used in rendering the core function of the district municipality.

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#### 3.6.1.11 SUPPLY CHAIN MANAGEMENT (SCM)

The municipality has its Supply Chain Management Unit in place. The supply chain management deals with the systematic processes associated with the needs analysis and acquisition of goods and services required by the Municipality in terms of Section 217 of the constitution stipulates that the municipality must establish a supply chain management system that is fair, transparent, equitable, competitive, efficient and cost-effective.

The supply chain activities are performed in line with the provisions of the Municipal Supply Chain Management Policy, Municipal Finance Management Act (No.56 of 2003), Preferential Procurement Policy Framework Act and its 2011 B-BBEE Regulations. Prospective suppliers or service providers wishing to do business with the council are invited to be registered on the municipal's list of accredited service providers/suppliers after the checking and evaluation of their application forms. All procurement requests exceeding R30 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed following the competitive bidding process. This approval includes the processing of bids by the Bid Specifications, Evaluation and Adjudication Committees. The bids are advertised in the newspapers, municipal website and notice boards.

To add to the latter, the uThukela district municipality has **reviewed and adopted the Supply Chain Management Policy on the 29 May 2023**. This policy guides procurement of goods and services in a fair, transparent, competitive and efficient manner and to ensure that historically disadvantaged individuals (HDI) are accorded preferential consideration. Page 30 of the approved SCM policy is emphasising on the issue of the provision of the people living with disabilities (PLWD) to qualify for tendering. The policy talks to sub-contracting with the following designated groups:

- An EME or QSE, which is at least 51%, Black Owned
- An EME or QSE which is at least 51% owned by black youth
- An EME or QSE, which is at least 51%, Black Women Owned

- **An EME or QSE which is at least 51% owned by black people with disabilities( see the attached SCM Policy)**

- An EME or QSE which is 51% owned by black people living in rural or underdeveloped areas and / or townships.
- A Cooperative which is at least 51% owned by black people.
- An EME or QSE which is at least 51% owned by black people who are military veterans.

#### 3.6.1.12 CHALLENGES IN SCM UNIT

The municipality has its Supply Chain Management Unit in place headed by SCM Manager and is situated in the BTO department under the guidance of the CFO. There are not much challenges in the unit except that SCM in some tenders fail to meet the 90 days validity timeframe because of complains and objections from the tenderers.

In addressing that challenge, the Bid Committees were properly trained to avoid unnecessary objectives from the tenderers.

#### 3.6.1.13 DEVIATION

During the 2022/2023, uThukela had deviations amounting to **R 10 186 915.54**. The table below shows deviation register including the reasons for deviations:

##### Deviation Register: 2022-2023

UTHUKELA DISTRICT MUNICIPALITY								
REQUISITION NO	ORDER NUMBER	ORDER DATE	SUPPLIER	PAYMENT DATE	DEPARTMENT	DESCRIPTION	DEV. REF.	AMOUNT

<b>TECHNICAL/WATER SERVICES</b>								
		/26357	Joat		<b>WATER SERVICES</b>	<b>Caculating Water Losses/ Less than three Qoutations</b>		<b>R 181 588.23</b>
							<b>TOTAL</b>	
<b>MUNICIPAL HEALTH</b>								
<b>CORPORATE</b>								
	30703	26/01/2023	Mercedes Garden City Motors			Spare parts for Mayors car		R 5359.60
	35037	25/10/2023	VW Muji Ladysmith			Repairs to Deputy Mayors car		R 44,474.09
	30777	31/01/2023	VW Muji Ladysmith			Repairs to defective battery for Deputy Mayors car		R 7130.00
								R 56,963.09
<b>OFFICE OF THE MUNICIPAL MANAGER</b>								
<b>FINANCIAL SERVICES</b>								
		1	Isisekekelo Consulting			<b>Backgrpoufn screening/Less than three qoutations</b>		<b>R 194,350.00</b>

**REASONS FOR DEVIATIONS**

1. Calculation of water losses
2. Repairs for the Mayor's car
3. Repairs for the Deputy Mayor's car

**3.6.1.14 PROCUREMENT PLAN**

A Procurement Plan defines the products and services that the municipal department will obtain from external suppliers. The uThukela Procurement Plan gone one-step further by describing the process that will go through to appoint those suppliers contractually. The procurement plan of uThukela defines the following:

- The items that need to procure by all departments.
- The process for acquiring those items.
- Schedule the timeframes for delivery.

The following table shows the procurement plan in respect of advertised competitive bids (goods, infrastructure projects or services in excess of R200 000 including all applicable taxes) for the 2023/2024 financial year:

Cost Centre	Project	Project Description	2021/2022	Responsible Person	Award date	Contract Duration	Contract number	Awarded Price	Contract End Date
MHS&S WSA	157	Clothing textile	4000 000	Miss Madlala				112581	2023/3/05
MHS&S WSA	157	Medical surveillances		Miss Madlala					2023/03/06
MHS&S WSA		PPE (covid 19 PPE)							2023/03/07
Budget & treasury	157	Insurance broker	5917 096	Mr Dubazane		30-Nov-24	08/2021 / FIL		2023/03/08

Corporate services	157	Tracking system and leasing cars	5000 000	Manager Administration					2023/03/09
Technical and water services	157	Hire plant and equipment	2000 000	Mr P Zwane					2023/03/10
Budget & treasury	370	Assets management system and support	2500 000						
Budget & treasury	370	Cleaning material	500 000	LT Ngwenya					
Budget & treasury	370	Stationery	500 000	LT Ngwenya					
Technical and water services	370	Professional engineering							
Technical and water services		Upgrade of ntabamhlophe							
Technical and water services		Ekuvukeni bulk pipeline							

Technical and water services		Thembalihle water project	9 119 280	Mr P Zwane	14/12/2021	N/A	19/2021-con		
Technical and water services		Loskop abstraction	-	Mr P Zwane	14/12/2021	N/A	18/2021/CON		
Office of the mayor		Suv cars for office of the mayor		MM MKHIZE	N/A		07/2022-TRA		
Co-operate services		Installation of access control	257 004	S GCABASHE	N/A	2022/2024	07/2022/FAC		
Water services		Panel of consulting engineers for municipal infrustr,	2771 515	S DUBE	N/A	22/2024	09/2022/CES		
Water and water waste chemicals		Panel for supply and deliver water waste chemicals	995 920	C COETZEE	N/A	2022/2024	08/2022/CMS		

### 3.6.1.15 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

The budgeted allocation for employee related costs for the 2023/2024 financial year totals R355 million, which equals 39% of the total operating expenditure. Which is below the norm of 40%. The salaries have been by 4.96% as per SALGA agreement.

The municipality has been very strict in budgeting for overtime and standby, the budget has been strictly set at R18 million. The budgeted amount is in line with the industry norm of 5% of employee related costs. Our aim is to do away completely with overtime in the long run. Senior managers have created a plan to reduce and effectively control overtime as well as to re consider employees eligible for standby.

### 3.6.1.16 REVENUE ENHANCEMENTS AND PROTECTION STRATEGIES

The municipality has developed the credit control and debt collection policy. Both policies were reviewed and adopted by council on the **29 May 2023**. This policy provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts. Council adopted the credit control and debt collection policy and reviewed annually.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Most of which will benefit the municipality as well as consumers. It is crucial to mention the following issues that are negatively impacted in the collection rate and the actions that the municipality is taking to improve the collection rate:

- ❖ COVID-19 pandemic impacted negatively on debt collection;
- ❖ Water losses are still not measured accurately as there are no bulk meters;
- ❖ Some meters are estimated for more than 3 three months due to high vacancy rate;
- ❖ Faulty meters and meters inside yards hindering disconnections;
- ❖ Revenue management SOP's have been developed and is implemented;
- ❖ SMART metering project is underway; and Credit control & Debt collection Policy is currently enforced

The collection of revenue has to be addressed seriously, as it affects the cash flow and financial viability of the municipality and a new MR has been appointed.

The Council has appointed a service provider to improve the collection. Cogta has intervene to assist the municipality. The anticipation is that the collection rate is expected to increase. *The figure below displays the status of revenue from 2020/2021 to 2022/2023 mid year. The trend indicates the decrease of collection rate in the mid year of 2021/2022 whereas the table below shows that the collection rate had risen to 64 % in February 2023 and averaged at 47% for the current financial year.*

DEBTORS COLLECTION ANALYSIS 2020/2021												
MONTH	AUG	SEPT	OCT	NOV	DEC	JAN	FEBR	MAR	APR	MAY	JUNE	TOTAL
RECEIPTS	9 881 934,43	11 137 594,52	12 261 480,55	9 200 380,97	10 053 592,84	8 992 072,88	9 241 448,44	11 965 859,95	8 621 399,99	10 182 828,83	10 198 861,61	119 088 375,66
BILLING	28 622 875,40	28 005 221,94	29 638 219,80	28 917 019,04	28 701 731,00	29 930 430,75	27 625 976,19	27 285 323,19	18 088 181,04	30 204 539,88	30 192 861,07	335 472 226,09
% BILLING VS RECEIPT	35%	39%	44%	31%	35%	31%	31%	43%	32%	56%	34%	35%
DEBTORS COLLECTION ANALYSIS 2021/2022												
MONTH	AUG	SEPT	OCT	NOV	DEC	JAN	FEBR	MAR	APR	MAY	JUNE	TOTAL
RECEIPTS	14 764 050,57	15 622 176,24	10 631 708,35	12 164 289,47	7 718 813,36	10 993 011,79	15 703 090,94	13 092 979,51	9 469 092,16	9 827 541,74	9 723 515,80	138 931 004,26
BILLING	33 722 327,60	28 596 919,03	25 719 760,31	29 708 945,81	25 498 283,47	27 978 175,56	30 398 003,78	5 313 483,58	21 590 574,19	29 320 240,57	27 339 073,91	900 994 740,86
% BILLING VS RECEIPT	2%	46%	37%	47%	26%	43%	56%	43%	178%	46%	33%	15%
DEBTORS COLLECTION ANALYSIS 2022/2023												
MONTH	AUG	SEPT	OCT	NOV	DEC	JAN	FEBR	MAR	APR	MAY	JUNE	TOTAL
RECEIPTS	13 508 293,72	9 339 664,04	8 944 166,69	14 527 036,34	11 433 208,55	13 791 062,00	18 236 508,53	7 552 364,29	5 975 045,28	-	-	81 745 061,93
BILLING	60 737 485,23	28 272 286,36	2 718 868,73	13 502 357,31	25 317 305,87	28 486 530,40	19 018 331,06	21 256 993,64	25 414 795,45	-	-	246 023 348,34
% BILLING VS RECEIPT	51%	15%	32%	534%	85%	54%	64%	40%	28%			33%

### Collection Rate

COLLECTION BILLING AS AT 28 FEBRUARY 2023				
June 2022	26,736,737.75	July 2022	7,491,754.17	28.02%
July 2022	28,769,128.16	August 2022	13,508,293.72	46.95%
August 2022	28,272,286.36	September 2022	9,339,664.04	33.03%
September 2022	24,479,318.36	October 2022	8,944,166.69	33.78%
October 2022	28,964,318.88	November 2022	14,527,036.34	50.15%
November 2022	25,317,305.87	December 2022	13,791,062.00	45.16%
December 2022	24,586,530.36	January 2023	18,236,508.53	48.41%
January 2023	26,643,15.46	February 2023	18,236,508.53	68.45%
<b>TOTALS</b>	<b>219,668,777.05</b>		<b>97,271,694.04</b>	<b>44%</b>

#### 3.6.1.17 HOW THE MUNICIPALITY IS BENEFITING FROM REVENUE RAISING STRATEGY

Collection rate has increased since implementation of revenue enhancement strategy. Credit control staff were trained on the use of collections manager (system) as part of strengthen our own credit control strategies.

The cash flow position of the municipality is prepared on a monthly basis and discussed in a task team meeting to analyse if the strategy is benefiting the municipality or not.



## INCENTIVE DISCOUNTS

uThukela district municipality have approved an incentive to lessen the debt burden to all household consumers with arrears. The incentive is ongoing and we hereby call upon all customers to visit our offices for assistance and further clarity. The discount works as follows:

- 50 % to apply to the debt balance from 120 days and above,
- Customers can only qualify once during the incentive drive period
- The incentive to apply to all customer categories except for government and business/commercial/industrial that we have in our Masterfile
- Customers need to consult the office before making a payment of 50% incentive
- No other incentive to run concurrently with 50%, in that way current incentive (one third to be on standstill
- Customers to sign the settlement forms and attach all the necessary documentations to validate the incentive offers
- This is offered to customers who are in good standing with water service provider
- The incentive to run for the period of six months ending 31 December 2022.

If any of the benefited customers defaults during the arrangement period, the entire discount offered will be forfeited.

***The credit control and debt collection policy is attached as an annexure.***

### 3.6.1.18 TARIFF STRUCTURE

The following table replicates the 2023/2024 water and sanitation tariff structure that was considered for consultation concurrently with the draft budget and draft IDP for 2023/2024 financial year.

The proposed water services tariffs for the financial year 2023/24 these tariffs exclude VAT. The Municipality has adopted a 6% increase on all tariffs and 8% increase on the industrial tariffs due to the fact that tariffs have not been cost reflective in the past and certain areas a minimum flat rate has been applied. The municipality is working towards phasing in more cost reflective tariffs however; this cannot be achieved in a single financial year.

**WATER & SANITATION SERVICES TARIFFS 2023/2024 FINANCIAL YEAR**

	Description	Tariff
1.	Tariff for accessibility to water ( basic charge occupied and unoccupied)	R97.21/ month
2.	Tariff for accessibility to sewerage system (basic charge occupied and unoccupied)	R123.89month
3.	Sewer tariff for restricted usage (unmetered)	R123.89/ month
4.	Servicing sewer conservancy tanks/pits (small)	R218.87./ service
	Servicing sewer conservancy tanks/pits (large)	R469.04/ 5000l/ load
	Discharge of sewage to waste water works by private sewer tankers	R0,16/litre
	<b>Integrated Step Tariff (Domestic Use)</b>	
5.	Water tariff for water usage up to 6kl	Free/ Indigent
	Water tariff for water usage 1 to 30kl	R14.11kl
	Water tariff for water usage 31kl to 100kl	R16.34kl
	Water tariff for water usage 101kl and above	R18.79kl
	<b>Integrated step tariffs(Business use)</b>	
	Water tariff for water usage 1 to 30kl	R14.11kl
	Water tariff for water usage 31kl to 100kl	R16.35kl
	Water tariff for water usage 101kl and above	R18.79kl
	<b>Integrated Step Tariff (Industrial/Factory Use)</b>	
6.	Water tariff for water usage1 to 1000kl	R15.23kl
	Water tariff for water usage 1001kl and above	R7..96kl

	<b>Integrated Step Tariff(Co-operatives)</b>	
7.	Water tariff for water usage 1 to 40kl	R7.66kl
	Water tariff for water usage 41 to 80kl	R7.56kl
	Water tariff for water usage 81kl and above	R9.12kl
	<b>Integrated Step Tariff(Churches)</b>	
8.	Water tariff for water usage 1 to 30kl	R6.63kl
	Water tariff for water usage 31 to 70kl	R7.56kl
	Water tariff for water usage 71kl and above	R9.12kl
	<b>Integrated Step Tariff(Trust)</b>	
9.	Water tariff for water usage 1 to 30kl	R13.52kl
	Water tariff for water usage 31 to 70kl	R13.14kl
	Water tariff for water usage 71kl and above	R15.38kl
	<b>Integrated step tariff(Government use)</b>	
10.	Water tariff for water usage 1 to 30kl	R14.11kl
	Water tariff for water usage 31kl to 100kl	R15.22kl
	Water tariff for water usage 101kl and above	R18.79kl
11.	Bulk potable water supply to IDC Estate	R7.37kl
	Bulk Raw water supply	R4.51kl
12.	Emergency Services Connection (excluding emergency services)	R31.35kl
13.	Availability charge for fire hydrant per month	R114.67
14.	For water drawn or usage from metered fire hydrant	R15.60/kl
15.	Inspections for internal leaks and any other services (per visit)	R757.11

16.	All connections, repairs and work required from Council Domestic	Cost + 10%
17.	All connections, repairs and work required from Council other services actual cost + 10 %	Cost + 10%
18.	Trade Effluent	Charge(c/kl)= $R99.84 + ([COD/1000] \times R2.10c)$ (COD-Chemical Oxygen Demand)

### 3.6.1.19 BAD DEBT WRITE OFFS

The bad debt write off was submitted and approved by the council on the **29 May 2023**. The table below replicates the bad debts write off as to comply with the approved bad debt provision and write off policy that was adopted by Council

50 % Incentives as per council resolution	7 857 924.17	Incentives
Indigent Rebates (Free 6kl and basic charges)	753 484.52	Bad debt
Prescribed debts	637 033 045.64	Bad debt
	<b>645 644 454.33</b>	
Journals - correcting the previous year's error on bad debt	- 214 134.60	Bad debt
Journal by Piet	-	
	<b>214 134.60</b>	
<b>Total as per ledger</b>	<b>645 430 319.73</b>	
	7 857 924.17	Incentive
	637 572 395.56	Bad debt

**The Bad Debt Provision and Write off Policy was adopted by Council on the 29 May 2023**

### 3.6.1.20 BILLING SYSTEM

The municipality does have a billing system in place. Clients are billed according to consumption. The meter readers of the municipality perform the readings function. The readings are captured and clients are billed to pay before the last day of every month. The table below shows the payment vs billing as at 31 May 2023.

COLLECTION BILLING AS AT 28 FEBRUARY 2023				
June 2022	26,736,737.75	July 2022	7,491,754.17	28.02%
July 2022	28,769,128.16	August 2022	13,508,293.72	46.95%
August 2022	28,272,286.36	September 2022	9,339,664.04	33.03%
September 2022	24,479,318.36	October 2022	8,944,166.69	33.78%
October 2022	28,964,318.88	November 2022	14,527,036.34	50.15%
November 2022	25,317,305.87	December 2022	13,791,062.00	45.16%
December 2022	24,586,530.36	January 2023	18,236,508.53	48.41%
January 2023	26,643,15.46	February 2023	18,236,508.53	68.45%
<b>TOTALS</b>	<b>219,668,777.05</b>		<b>97,271,694.04</b>	<b>44%</b>

#### 3.6.1.21 THE ANTI-FRAUD AND CORRUPTION POLICY AND PREVENTION PLAN

uThukela district has developed the Anti- fraud and corruption policy and prevention plan. This plan was adopted on the **29 June 2022** and is under implementation. The plan recognises basis fraud and corruption prevention measures, which are in a place within uThukela district municipality. The plan was designed to the combating of Corrupt Activities, Act 2004. It is aimed at achieving the following:

- Encourage ethical behaviour
- Improved accountability
- Improve application of systems, policies, procedures and regulations
- Change aspects which could lead to unnoticed or unreported fraud and corruption

The policy of Anti-fraud and Anti-Corruption explains everything on its own. The Simple meaning of the word "Anti" means a policy of Prevention or Protection or just Doing Away of/with Fraud and corruption in uThukela District Municipality. An Anti-Fraud and Anti- Corruption strategy consists of reforms in the internal management of public resources and administration to reduce opportunities and incentives for fraud and corruption as well as to provide public accountability of the Council's stakeholders.

#### 3.6.1.22 INVESTMENT POLICY

Every municipal council and its body is in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 is required to draft the Municipal's investment regulations. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an

effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. uThukela district municipality has adopted its investment policy on the **29 May 2023** in ensuring that the municipality is gaining the highest possible return without any risk.

The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up. Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest e.g. deposit with banks registered in terms of the banks Act, 1990 (Act No.94 of 1990). The table below shows the list of investment currently held by the municipality. **The table below reflects the investment register 01/02/2023 to 28/02/2023.**

# INVESTMENT REGISTER 01/02/2023 TO 28/02/2023

Opening balance as at 1 February 2023

Closing balance as at 28 February 2023

Balance as per this register

R 47,414,134.65

R 57,656,347.59

R 57,656,347.59

Feb-23

INVESTMENT ACCOUNT	OPENING BALANCE 1/1/2023	INVESTED 1/2/2023 TO 28-02-2023	DATE	DISINVESTED 1/2/2023 TO 28-02-2023	DATE	INTEREST ACCRUED 1/2/2023 TO 28-02-2023	DATE	CHARGES PAID 1/2/2023 TO 28-02-2023	VOTE	CLOSING BALANCE 28-02-2023
MIG AND WSIG GRANTS BUSINESS MONEY										
FNB 62283176644 4.65% FNB	21,724,956.07	0.00		20,000,000.00	09/02/2028	29,147.62	01/03/2023	80.00	300 025 002	1,754,023.69
INTEREST RATE										
CALL DEPOSIT TOA										
FNB 6200070679 6.10% FNB	984,931.83	0.00		0.00		5,364.50	28/02/2023	0.00	300 025 002	990,296.33
INTEREST RATE										
SALARIES TOA										
FNB 62000812102 6.10% FNB	157,334.83	0.00		0.00		856.94	28/02/2023	0.00	300 025 002	158,191.77
INTEREST RATE										
SALARIES CALL DEPOSIT										
7881006110000014 6.95% NEDBANK	309,446.96	0.00		0.00		1,906.64	28/02/2023	0.00	300 025 002	311,353.60
7881006110000015 6.95% NEDBANK	598,894.35	0.00		0.00		3,307.52	01/03/2023	0.00	300 025 002	602,201.87
7881006110000016 0.00% NEDBANK	0.00	0.00		0.00		0.00		0.00	300 025 002	0.00
7881006110000005 6.95% NEDBANK	20,621,529.49	30,000,000.00	20/02/2023	0.00		184,912.39	01/03/2023	0.00	300 025 002	50,806,441.88
SALARIES CALL DEPOSIT										
1100433766501 INVESTEC	1,064,844.53	0.00		0.00		5,799.76		0.00	300 025 002	1,070,644.29
INTEREST RATE										
MIG CALL DEPOSIT										
9361819521 ABSA	805,411.64	0.00		0.00		4,880.71	01/03/2023	100.00	300 025 002	810,192.35
INTEREST RATE										
OTHER GRANTS LIQUIDITY PLUS										
9349109796 ABSA (LIQUID PLUS)	144,311.71	0.00		0.00		741.47	01/03/2023	100.00	300 025 002	144,953.18
INTEREST RATE										
SALARIES CALL DEPOSIT										
068455364001 STANDARD BANK	1,002,473.24	0.00		0.00		628.79		0.00	300 025 002	1,008,048.63
INTEREST RATE										
	47,414,134.65	30,000,000.00		20,000,000.00		242,492.94		280.00		57,656,347.59

BALANCE SHEET VOTE 912 650 017

BALANCE SHEET VOTE

TOTAL INVESTMENTS AS AT 28 FEBRUARY 2023

57,656,347.59

0.00

57,656,347.59

INTEREST VOTE 300 025 002

INTEREST PAID 300 025 002

BANK CHARGES 300 260 047

240,586.30 (CAPITALISED)

1,906.64 (ACCRUED)

280.00 (PAID)

242,772.94 TOTAL INTEREST

ACCOUNTANT

SENIOR MANAGER FINANCE:

CHIEF FINANCIAL OFFICER

It must be noted that for the medium-term, the funding strategy has been informed directly by ensuring financial sustainability and continuity.

### 3.6.1.23 COST FOR THE CONTRACTED SERVICES

mSCOA classifications of expenditure type have changed which has given a move of all items that are outsourced to contracted services. Some of the items such as repairs and maintenance, water tankers, operational grants expenditure have now form part of contracted services. Chemicals, insurance and computer programs no longer part of contracted services.

An amount of R2.6 million for rural roads has also been included in contracted services as well as an amount of R1.8 million for EPWP

#### Contracted Services

Segment Desc	2024 Draft	2025 Draft	2026 Draft
Audit Committee (105/260027)	219 032	229 765	240 564
Job Evaluation (200/260218)	7 589	7 961	8 335
Contracted Services:Consultants and Professional Services:Bu	2 672 000	2 792 000	2 917 000
Computer Programs (300/260)	7 073 874	7 420 494	7 769 257
BlueDrop (408/235215)	1 916 501	2 010 410	2 104 899
GIS. Programmes (405/406360)	631 800	662 758	693 908
Shared Service Plan. (405/406080)	394 918	414 269	433 740
Outstanding Debt - Collection Fees (300/225001)	507 180	532 031	557 037
Legal Fees (200/260240)	3 790 792	3 976 540	4 163 438
Electrical (510/255045)	273 785	308 556	347 742
Maintenance of buildings and facilities (200/235011)	579 150	607 528	636 082
Vehicle Repairs Outsourced. (510/235080)	8 424 000	8 836 776	9 252 104
Repairs to Pumps (510/235120)	21 142 168	22 178 134	23 220 506
Pipelines & portable water maintenance (510/235100)	28 431 000	29 824 119	31 225 853
Doctors Examinations (200/260343)	210 604	220 924	231 307
Security (200/235525)	21 060 004	22 091 944	23 130 266
Technical Services EPWP (510)	1 816	0	0
VIP. Security (100/235525)	8 296 873	8 447 340	8 596 909
Outsourced Services:Transport Services	210 600	220 919	231 303
Water Tanker Hiring	11 503 478	12 336 061	13 169 535
<b>Total Contracted Services</b>	<b>117 347 163</b>	<b>123 118 530</b>	<b>128 929 785</b>

#### 3.6.1.24 COST FOR FINANCIAL CONSULTANTS

It is important to note that uThukela district municipality is **not** utilizing the services of financial consultants; therefore, there is no cost for financial services.

#### 3.6.1.25 AUDITOR GENERAL OPINION

The auditor general opinion on the financial management for the past three years can be summarised as follows:

Financial year	Audit outcome
2022/2023	Qualified
2021/2022	Qualified
2020/2021	Qualified

**The Auditor General Report and the Audit Improvement Plan** that aimed at addressing issues raised in the AG Report is implemented and monitored. The Audit Improvement Plan is implemented by the responsible managers and monitored at all committee meetings of council including MANCO, EXCO, and Council. The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

**The Audit Improvement Plan is attached as an annexure.**



## 3.6.2 FINANCIAL VIABILITY &amp; MANAGEMENT: SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>◆ Provincial Support in the form of grants;</li> <li>◆ Submission of returns and statistics information</li> <li>◆ Amended SCM policy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Continuous update of process to strive for Clean Audit</li> <li>◆ Commitment to cost containment measures</li> <li>◆ Commitment to reducing irregular, unauthorized, fruitless and wasteful expenditure.</li> <li>◆ Improve debt collection</li> <li>◆ Improve cash flow of the municipality</li> <li>◆ Indigent registers be obtained from Local Municipalities for integration, consumers database updated, indigent register implemented and indigent policy applied</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>◆ Credit Control and debt collection;</li> <li>◆ High indecency rate - outdated indigent register and non-implementation thereof;</li> <li>◆ Inconsistent of billing of consumers</li> <li>◆ Illegal connections;</li> <li>◆ Cash flow and payment of creditors;</li> <li>◆ Non availability of financial reserves / solid investments;</li> <li>◆ Non availability of financial discipline;</li> <li>◆ Lack of compliance with municipal policies.</li> <li>◆ Stagnant AG opinion for three consecutive years</li> </ul>	<ul style="list-style-type: none"> <li>◆ Non-compliance with legislative mandates – reporting;</li> <li>◆ Non availability of financial reserves / solid investments;</li> <li>◆ Financial difficulties to fund projects and programmes</li> <li>◆ Low income Base;</li> <li>◆ Dependency on equitable share and conditional grant</li> <li>◆ Long Outstanding Debtors</li> <li>◆ Non-payment culture in community and government departments</li> <li>◆ Inadequate funding for the continued provision of infrastructure for free basic services</li> </ul>

### 3.7 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Good Governance measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates and are consulted empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives be adhered to, resulting in a productive and sustainable district.

The South African Constitution is underpinned by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance. Municipalities are obliged to encourage the involvement of communities and community organisations in local government. This obligation extends to the entire way in which a municipality operates and functions. The principle behind public participation is that all the stakeholders affected by a public authority's decision or actions have a right to be consulted and contribute to such a decision.

The municipality is obligated to:

- Take into account the interests and concerns of the residents when it crafts by-laws, policy and implements its programmes;
- Communicate to the community regarding its activities

#### 3.7.1 NATIONAL AND PROVINCIAL PROGRAMMES

##### 3.7.1.1 BATHO PELE

Batho Pele, a Sesotho word, which means “People First”, is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the

developmental challenges facing the country. In the struggle to transform the Public Service, the old culture has to be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words instead of looking for reasons why government cannot do something, they have to find better ways to deliver what people need.

Managers in public service have a key role to play in creating an environment for their staff to become effective in the way they interact with customers. This requires that they focus on motivating staff, ensure that they have the right tools to do their work and provide ongoing support especially at times when staff are under pressure and stress. ***The municipality has drafted the Service Delivery Improvement Plan.***

White Paper on Public Service Delivery Transformation – 1 October 1997 stipulates that public service institution should set out transformation priorities, amongst which transforming service delivery must be the key. uThukela district municipality has formed the Batho Pele Committee in June 2012, the committee has done the following with regards to Batho Pele;

- ⇒ Batho Pele principles are displayed on both receptions;
- ⇒ Name Tags for all staff members;
- ⇒ Suggestion Boxes in all entrances;
- ⇒ Batho Pele training for all staff took place in 2013;
- ⇒ Installation of a SMS system that assist in communicating with the clients on database;
- ⇒ Ensure that the Suggestion box policy and Complaints Policy is developed and adopted by Council.
- ⇒ Continues update on the municipal website on all the issues and development happening in the vicinity;
- ⇒ Issuing out newspaper articles on issues and any development occurring;
- ⇒ Over the above that, the municipality has developed the Policy and procedure manual,
- ⇒ Service delivery charter and standards,

⇒ The Service delivery improvement Plan(SDIP)

### 3.7.1.2 SERVICES THAT REQUIRE IMPROVEMENT

The Service Delivery Improvement Plan (SDIP) of uThukela district municipality aims to provide a focused approach to continuous improvement of key services and products in line with the Batho Pele principles, which serve to ensure effective and efficient service delivery by putting 'People First.

In response to the situational analysis conducted in setting the strategic intent and direction, the municipality seeks to strengthen the following identified standards in order to improve the following:

- Coordinate and facilitate the provision of municipal infrastructure and development planning;
- Provide capacity building, advocacy and advisory services to the communities, traditional council and ward committees on public participation
- Replacing of the dilapidated infrastructure especially for water and sanitation

### 3.7.1.3 OPERATION SUKUMA SAKHE

OSS was launched in July 2009, under the campaign “One Home One Garden one product one village”, with the following objectives:

- ⇒ Making meaningful household intervention on poverty;
- ⇒ Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse;
- ⇒ Addressing the needs of the most vulnerable and deprived communities and households;
- ⇒ Making rural development a realizable vision;
- ⇒ Creating opportunities for skills development and employment;
- ⇒ Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behavior change, economic empowerment and environmental care. In the OSS model, coordination of services delivery at the ward level is centred on the “war room”. Each war room has a dedicated team that include community care givers, who provide services at household level; Youth Ambassadors, who promote behavior change and healthy lifestyle and; community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local levels, mayors and councilors are the champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA.

Considering that the interventions in the DSP 2012-2016 are an inherent part of the OSS programme and is implemented through OSS, the approach augur very well for the sustainability of the DSP.

#### 3.7.1.4 INVOLVEMENT OF UTHUKELA DAC AND LACS IN OPERATION SUKUMA SAKHE

Members of the uThukela DAC and LACs participated in the activities of Sukuma Sakhe Task Teams. Sukuma Sakhe Task Teams are functional in all three local municipalities as well as the district. The task teams have revived the WTT so that the war rooms can continue to be functional.

The district and the local municipalities have elected the new structures of the DTT and LTT. The table below shows the newly elected structures of the District task team (DTT) and the Local Task Team (LTT) in our local municipalities

##### uThukela district task team (CHAMPIONS)

Initials & Surname	Job Title	Contact Nos/Emails	Department/Government sphere	Cluster
MEC Mbalenhle C. Frazer	MEC	072 189 9684 \ 073 100 5202 <a href="mailto:zama.mchunu2@kzndoe.gov.za">zama.mchunu2@kzndoe.gov.za</a> / <a href="mailto:lukhethon@gmail.com">lukhethon@gmail.com</a>	Education Department KZN Province	Political Hub
Cllr Inkosi N.B. Shabalala	District Executive Mayor	036 6385100 <a href="mailto:mayor@uthukela.gov.za">mayor@uthukela.gov.za</a>	UThukela District Municipality	Political Hub
Mr Tom Dlamini	HOD-Deputy Director	<a href="mailto:Tom.Dlamini@Kzntransport.gov.za">Tom.Dlamini@Kzntransport.gov.za</a>	OTP-KZN	PTT- Convener
Mr V Myeni	HOD	071 212 5464 <a href="mailto:Vincent.Myeni@kzndoe.gov.za">Vincent.Myeni@kzndoe.gov.za</a>	Provincial DoE	Political Hub

### DTT-EXECUTIVE COMMITTEE (EXCO)

Initials & Surname	Job Title	Contact Nos. /Emails	Department/Government sphere/Organisation	Cluster
T. Lentompa	Chairperson (Convener)	084 612 3487 <a href="mailto:Thabo.letompa@kznworks.gov.za">Thabo.letompa@kznworks.gov.za</a>	District Direct of Public Works Department	JCPS & OSS
Mr M Naik	<sup>1st</sup> Deputy Chair/Co-Convener	082 806 4083 <a href="mailto:Mervin.naik@kzncogta.gov.za">Mervin.naik@kzncogta.gov.za</a>	District Director of Cogta Department	OSS Champion
Ms Z Tullock	<sup>2nd</sup> Deputy Chair (Co-Chair/Convener)	072 881 3834 <a href="mailto:Zanele.tullock@kznedtea.gov.za">Zanele.tullock@kznedtea.gov.za</a>	District Director of EDTEA Department	Technical Hub & Shared Services Planning
Mrs. Ntombi Sithole	Secretary	082 821 5250 <a href="mailto:Ntombi.sithole@kzndard.gov.za">Ntombi.sithole@kzndard.gov.za</a>	District Director of Agriculture department	Technical Hub & OSS
Mr S Dube	<sup>1st</sup> Deputy Secretary	063 694 6745 <a href="mailto:SDube2@uthukela.gov.za">SDube2@uthukela.gov.za</a>	UTHukela District Municipality-Director Engineer	
Mr N Khuzwayo	<sup>2nd</sup> Deputy Secretary	071 311 0765 <a href="mailto:nhlanhlak@ilm.gov.za">nhlanhlak@ilm.gov.za</a>	Inkosi Langalibalele LM-GM Planning and Development	Shared services Planning

### DTT SUB-TASK TEAMS HEADS-2022

Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organisation	Sub-Task Team Heads
Mr S Sikhosana	Traditional House Rep.	082 547 2705	COGTA	
Ms Z Mngadi	Local Government Specialist	083 442 1578	COGTA	

Mr S Sithebe  Mr BM Mnguni	Supporting	072 448 1910  <a href="mailto:sicelo@ilm.gov.za">sicelo@ilm.gov.za</a>  082 426 4412  <a href="mailto:BMngun@uthukela.gov.za">BMngun@uthukela.gov.za</a>	Inkosi Langalibalele LM-  UThukela DM- OSS Manager	Secretariats & Mobilizing
Mr GM Blose	Chairperson	082 482 8814	District Health Department	Facilitating training, coaching & Mentorship
Mr T Gamede		065 861 0782	District Department of Education	Monitoring, Evaluation & Reporting

**ALFRED DUMA LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE)**  
**(LTT- 2021)**

Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organisation	Cluster
Cllr. Z.J. Sibisi	Executive Mayor-OSS Champion	036 631 4184/036 637 2231/  078 651 8862	Alfred Duma LM	Political Hub
SP Gumede	OSS Manager	081 568 9145  <a href="mailto:spgumede@alfredduma.gov.za">spgumede@alfredduma.gov.za</a>	Alfred Duma LM Mayoral Department	OSS Management

Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organisation	Sub- TaskTeams
Mrs NG. Nkehli	Chairperson/Convener	082 809 0520  <a href="mailto:Nomusankehli@health.gov.za">Nomusankehli@health.gov.za</a>	Health Department	
Mrs IV. Madonsela	Deputy Chairperson/Co-Chair	082 497 6357  <a href="mailto:ivmadonsela@alfredduma.gov.za">ivmadonsela@alfredduma.gov.za</a>	Mayoral Office-Liaison Officer Alfred Duma LM	
Mr DH. Khuzwayo	Secretary	066 481 2632  <a href="mailto:Dumisanikhuzwayo6@gmail.com">Dumisanikhuzwayo6@gmail.com</a>	Social Department	
Mr E. Makhasane	Deputy Secretary	082 403 7963	Education Department	

		<a href="mailto:makhasaneelias@gmail.com">makhasaneelias@gmail.com</a>		
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### INKOSI LANGALIBALELE LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE)

(LTT-2023)

Initials & Surname	Job Title	Contact Nos./Emails	Government sphere	Cluster
Cllr. MD. Myeza	Executive Mayor- OSS Champion	073 536 4958 <a href="mailto:myezamt@ilm.gov.za">myezamt@ilm.gov.za</a>	Inkosi Langalibalele LM	Political Hub
Mr SM Dlamini	Special Programs Manager	082 715 6801 <a href="mailto:siwakhiled@ilm.gov.za">siwakhiled@ilm.gov.za</a>	Inkosi Langalibalele LM	
Mr NZ Khuzwayo	GM Planning and Development	071 311 0765 <a href="mailto:nhlanhlak@ilm.gov.za">nhlanhlak@ilm.gov.za</a>	Inkosi Langalibalele LM	<b>Shared services Planning</b>

Initials & Surname	Job Title	Contact Nos. Emails	Government sphere	Sub-Task Teams
Mr S. E Sithebe	Chairperson/Convenor	072 448 1910 <a href="mailto:sicelo@ilm.gov.za/ssthebe7@gmail.com">sicelo@ilm.gov.za/ssthebe7@gmail.com</a>	Inkosi Langalibalele LM- OSS Manager	OSS Convener
Ms ZE Mhlanga	Deputy Chairperson/Co-Chair		DoH Department	OSS Exco
Mrs PD. Vilakazi	Secretary	076 808 2040 <a href="mailto:phumelele@ilm.gov.za">phumelele@ilm.gov.za</a>	Inkosi Langalibalele LM- Mayoral Office- HIV Co-ord.	Secretariat
Miss MQ. Dlamini	<sup>1st</sup> Deputy Secretary	083 201 1050 <a href="mailto:Mbalenhledlamini00@gmail.com">Mbalenhledlamini00@gmail.com</a>	COGTA- Department	Secretariat
Ms T. Xulu	<sup>2nd</sup> Deputy Secretary		DSD Department	Secretariat
Mr T. Dlamini	Additional	0833787265 <a href="mailto:TDlamini2@uthukela.gov.za">TDlamini2@uthukela.gov.za</a>	UTDM-MM- OSS Officer	



Mrs S Mazibuko	Additional	082 9714 713 <a href="mailto:sthemaz@gmail.com">sthemaz@gmail.com</a>	DoE Department	
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**OKHAHLAMBA LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE)**

**(LTT-2022)**

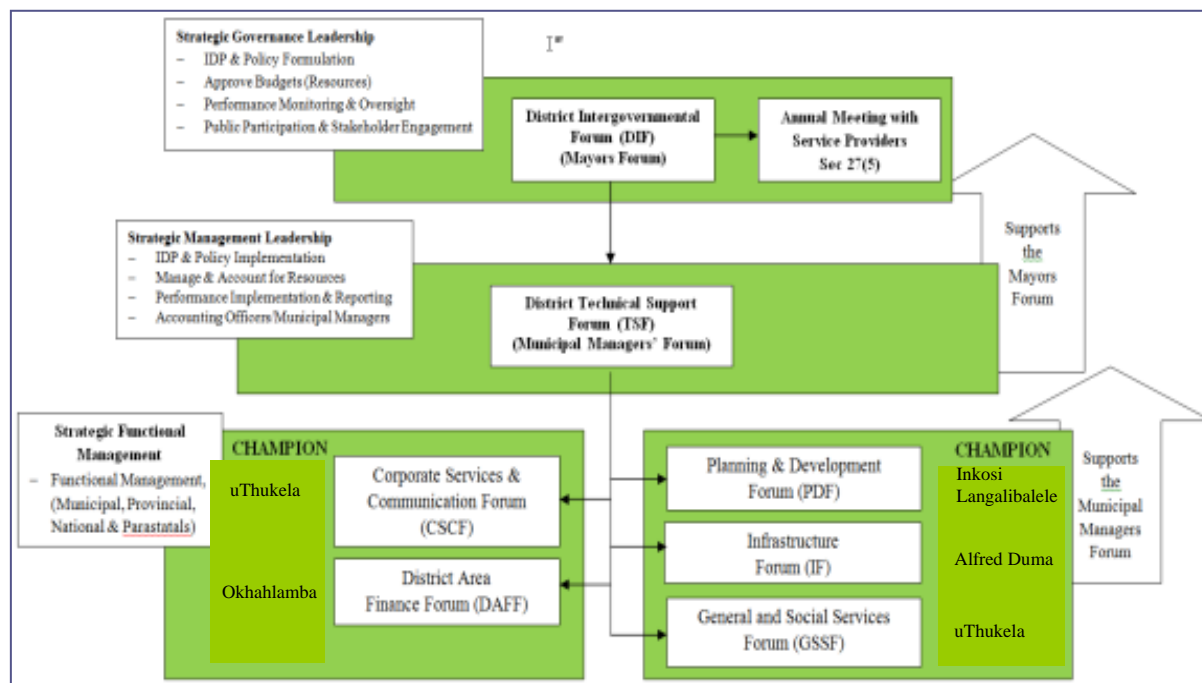
Initials & Surname	Job Title	Contact Nos./Emails	Department/Government sphere/Organization	Cluster
Cllr. VR Mlotshwa	Executive Mayor	0605602943 <a href="mailto:mloshwabantu@gmail.com">mloshwabantu@gmail.com</a>	Okhahlamba LM	Political Hub
Ms Z Makhaza	Director Cooperate Services	0827973110 <a href="mailto:Zanele.Makhaza@okhahlamba.gov.za">Zanele.Makhaza@okhahlamba.gov.za</a>	Okhahlamba LM	Governance Cluster
Mr F Halgreen	Fire and Emergency Manager	0711683260 <a href="mailto:Fhalgreen@okhahlamba.gov.za">Fhalgreen@okhahlamba.gov.za</a>	Okhahlamba LM	Justice Cluster

### 3.7.2 INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES OPERATING IN UTHUKELA DM

uThukela district municipality and its constituent municipalities established IGR structures particularly the District Intergovernmental Forum(DIF) or the Mayors Forum as it is commonly known and the District Technical Support Forum (DTSF) or the Municipal Manager's Forum. This means that uThukela and family of municipalities complied with requirements of section 24 of the Intergovernmental Relations Act, 2005(Act 13 of 2005). All the mayors in the family of municipalities have signed the IGR protocols to strengthen the intergovernmental relations. At the Provincial level, the uThukela district municipality participate in the Premiers Coordinating Forum and Muni-Mec Forum for Municipal Managers.

uThukela district municipality has appointed the IGR officer who facilitates and coordinates the IGR structures within the family of municipalities. There are number of sub committees that were formed by the municipality in making sure that all the three spheres of government talk to each other e.g. District Area Finance, Infrastructure Forum, Planning & development Forum, Corporate Services & communication Forum and General & Social Services Forum.***Some sector departments do participate***

**in the IGR Forums.** All the Forums have improved its functionality (They are all functional). They all have terms of references and adhered to their schedules. **The IGR Reports are tabled in Council meetings on quarterly basis.** The following structure illustrates the context of uThukela IGR



municipalities to own it because the champions are coming from the family of municipalities as it shown in the above diagram. When the IGR structures are sitting, the strategic pronouncements from National & Provincial structures are discussed and monitor the progress is mandatory.

### 3.7.2.1 PARTICIPATION OF AMAKHOSI IN MUNICIPAL COUNCIL

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1988 that provides for the participation of traditional leaders in Municipal Councils is now underway. The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7).

The traditional leaders that serve in the uThukela district municipality are as follows:

NAME OF THE TRADITIONAL LEADER	TRADITIONAL COMMUNITY
Inkosi N W S Sithole:Chairperson of uThukela local house	Sithole TC
Inkosi N Tshabalala	Amaswazi TC
Inkosi C N Zwane	Ingwe TC

***Amakhosi are fully participating in the council matters .To add to the latter.The Mayor met with the Amakhosi in the district on the 19 May 2023 to discuss and get inputs for the 2023/2024 DP and Budget before approval.***

### 3.7.3 MUNICIPAL STRUCTURES

While both War Rooms and ward committees are vehicles to implement public participation, they are fundamentally different. At a ward level, ward committees remain the key community based structures that participate in the War Room.

The table below presents the fundamental differences between ward committees and War Rooms in uThukela family of municipalities.

Ward Committees	War Rooms
Is a legal entity established to improve service delivery, linking municipalities to communities.	Is a model to improve access to service delivery. It links all spheres of government with people at ward level and the model is championed by the Presidency.
Participation is restricted to 10 community members representing specific portfolios.	Participation is open to all community based organisations, private sector and Provincial/National sector departments.
Plays an advisory role in all matters of the ward.	Coordinates identification and provision of services to identified households /community and ensures cooperative governance for better and fast tracked service delivery.
Term of ward councillors is linked to council, in terms of section 24 of the Municipal Structures Act (5 years).	Permanent structure - only changes Chairperson if he/she is a Councillor as per the Municipality's term of office.
Focuses more on identification of community needs rather than household needs.	Needs identification process covers household and community. Household walk-ins also submit their needs at War Room.
General assessments indicate that most ward committees have not been functioning effectively due to:	Most Ward Rooms function effectively due to:
<ul style="list-style-type: none"> <li>Ward committees being dominated by political activists (politicisation of ward committee programme)</li> </ul>	<ul style="list-style-type: none"> <li>Participation of existing community organisations like AIDS Committee, School Governing Body, Community Policing Forum, etc. Including “walk ins” by members of the community to submit their needs. War Rooms are non-partisan.</li> </ul>

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Ordinary members of society are elected into the ward committee and assigned to represent various sectors in the ward committee (i.e. a person who is not disabled may represent the interests of people living with disability).</li> </ul> | <ul style="list-style-type: none"> <li>• Participants represent organisations of their interest. The major challenge is poor participation of sector departments.</li> </ul> |
|---|--|

### 3.7.3.1 WARD COMMITTEES

uThukela family of municipalities has implemented the mandate given by COGTA as per Circular no.9 of 2016 of establishing ward committees.

Ward Committees are an exciting route of achieving one of the aims of the developmental local government mentioned in the Constitution of the Republic of South Africa. In this Forum is where communities and community organizations are able to participate more on issues of improving service delivery and strengthening local government.

uThukela district municipality is relying more on utilizing the local municipalities ward committees that are currently established in the district in dealing with the issues of service delivery, public participation especially in the IDP and Budget. It must be noted that all challenges occurred in the establishment of the ward committees were all resolved. The table below shows the status of the newly established of ward committees in uThukela family of municipalities as of March 2023:

#### STATUS OF THE FUNCTIONALITY OF THE NEWLY ESTABLISHED WARD COMMITTEES IN THE UTHUKELA FAMILY OF MUNICIPALITIES AS OF MARCH 2023

Name of municipality	Number of wards	Number of functional wards	% functional wards	Functional wards	No of non-functional wards	Reasons for non-functionality of wards
Inkosi Langalibalele	24	24	100%	All wards	nil	Evidence presented as per the requirement
Alfred Duma	37	37	100%	All wards	nil	Evidence presented as per the requirement
Okhahlamba	15	15	100%	All wards	nil	Evidence presented as per the requirement
<b>TOTAL</b>	<b>76</b>	<b>76</b>	<b>100%</b>		<b>0</b>	

Ward committees are key in encouraging participation by the community – their job is to make municipal council aware of the needs and concerns of residents and keep people informed of the activities of municipal council, so it is imperative that all 76 wards have functional ward committees in our district. Should the ward committees start to be dysfunctional, there are proposed interventions that must be implemented to ensure that all ward committees remain functional. The interventions are as follows:

- COGTA to provide support to local municipalities on quarterly basis
- Report to be presented to Public Participation Forum (DPPF), and remedial action to be taken to address issues.
- In addition, the Department to convene a Provincial Public Participation Steering Committee meeting (PPSPC) to discuss the outcome of the assessment and address key challenges affecting the functionality of ward committees.
- Local municipalities will be requested to present the report to council for intervention.
- Depending on the challenges affecting the functionality of ward committees, the Department further conducts one on one (bilateral) meetings with affected municipalities to coordinate implementation of an action plan to address challenges identified and to monitor progress.
- Ward committee verification report will be presented to uThukela District Technical Service Delivery War room where all local municipalities are represented.
- Report will also be presented in the Speakers Forum to address non-compliance.

**It is crucial to mention that all newly 76 wards Committee are formed and functional in the Uthukela district. The above table portrays the functionality of the ward committees.**

### 3.7.3.2 WAR ROOMS

Is a model to improve access to service delivery. It links all spheres of government with people at ward level and the model is championed by the Presidency. Participation is open to all community based organisations, private sector and Provincial/National sector departments. War Rooms are not local municipalities, but are concerned with all of government service delivery. The following table displays the functionality of war rooms in the uThukela family of municipalities.

THE STATUS OF THE FUNCTIONALITY OF WAR ROOMS IN THE UTHUKELA FAMILY OF MUNICIPALITIES  
AS OF MARCH 2023.

**Alfred Duma LM**

CATEGORY	WARDS	TOTAL	Intervention done	Proposed remedial action
Non-Functional	03,07,12, 13,16,18,26,27,29 ,31,34, & 37	12	We do not yet have the intervention done because we were going to do the audit in July	Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly.
Partial Functional	04,05,06,08,09,10,20, 21,22,24,28,30,33	13		Assisting the war room EXCO with knowledge management processes.
Functional	01,02,11,14,15,17, 19,23,25, 32 & 35	11		Maintaining war room membership management.
Fully Functional	36	1		
	37	37		

**Okhahlamba LM**

CATEGORY	WARDS	TOTAL	Intervention done	Proposed remedial action
Non-Functional	5,8 & 11	3	To revitalize them and facilitate training and coaching	Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly.
Partial Functional	2,3,7,9,12,13,14 & 15	8	Extend training to all EXCO members.	Assisting the war room EXCO with knowledge management processes.
Functional	1,4,6 & 10	4		
Fully Functional	0	0		
	15	15		

**Inkosi Langalibalele LM**

CATEGORY	WARDS	TOTAL	Intervention done	Proposed remedial action
Non-Functional	03,07,12, 13,16,18,26,27,29 ,31,34, & 37	12	We do not yet have the intervention done because we were going to do the audit in July	Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly.
Partial Functional	04,05,06,08,09,10,20, 21,22,24,28,30,33	13		Assisting the war room EXCO with knowledge management processes.
Functional	01,02,11,14,15,17, 19,23,25, 32 & 35	11		Maintaining war room membership management.
Fully Functional	36	1		
	37	37		

**CHALLENGES WITH IMPLEMENTATION, AND SUPPORT TOWARDS DDM IMPLEMENTATION**

All our three local municipalities have a challenge with the new political leadership when they do not have the experience of working in the war rooms. Another inability to mobilize and invite all stakeholders has resulted in the use of more ward committee members extensively in place of various structures in the community. We will therefore plan to accelerate training, especially for new political champions and sectors departments as well as all sectors of society.

- Lack of War room space.
- Commitment on the part of the leadership.
- Training of War room personnel.
- Change of Political Leadership
- Unbudgeted support and mentoring by the municipality
- Lack of consequence management for designated officials who fail to support War rooms.
- Absence of deployed SMS members.

## ACHIEVEMENTS WITH IMPLEMENTATION, AND SUPPORT TOWARDS DDM IMPLEMENTATION

- UThukela district profile was developed to analyze the Districts current plans gaps, horizontal & vertical alignment and key strategies and priorities.
- The Concept document for the District Development framework was presented to guide and monitor the establishment of DDM.
- The DDM plan was completed and approved by Council.

### 3.7.3.3 IDP REPRESENTATIVE FORUM

Every municipality is obliged to prepare an IDP in terms of chapter 5 of the municipal systems act (Act 32 of 2000). The IDP must include representation from the community. uThukela district municipality has established uThukela district municipality Representative Forum that represents the interests of all constituents, at level of the district in the IDP process. It also guarantees representative participation in the IDP process. The Representative Forum is chaired by the uThukela Mayor or EXCO member and is having its own terms of reference. The RF of uThukela district municipality consists of the representatives from community that were based on geographical and social interest, councilors, Amakhosi, business sector, representatives from Government departments and representatives from local municipalities. The IDP Manager performs the secretariat function.

### 3.7.3.4 MANAGEMENT COMMITTEE (MANCO)

MANCO of uThukela district municipality consists of all General Managers and middle managers. The committee meets every Mondays, is presided by the Municipal Manager. Some of the functions of the uThukela MANCO is to decide on planning, monitor the IDP process as well as overall management and coordination. This committee does not approve instead it recommends to Portfolio committees for approval.

### 3.7.3.5 INTERIM FINANCE COMMITTEE

The Interim Finance Committee (IFC) was revitalized to monitor and manage the cash flows of the municipality, approves or disapproves purchase requisitions and ensure that the municipality's cash position is not overdrawn. The Ministerial Representative chairs the IFC.



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#### 3.7.3.6 EXECUTIVE COMMITTEE (EXCO)

Executive committee (EXCO) of uThukela district municipality consists of six councilors and is chaired by the Mayor. Some members of EXCO are chairpersons of various portfolio committees. The committee is having its own schedule of meetings. The committee sits once per month and their role is to recommend to Council.

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#### 3.7.3.7 COUNCIL

Council committee of uThukela district municipality consists of 33 councilors. The Speaker of the municipality chairs all council meetings. Council meets once per month. The committee is having its own schedule of meetings that is circulated to all councilors once it is adopted.

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#### 3.7.3.8 IDP STEERING COMMITTEE

As part of the IDP preparation process, uThukela district municipality has established an IDP Steering committee, which acts as a support to the IDP Representative Forum, IDP Manager and the Municipal Manager. The IDP steering committee structure is functioning throughout the IDP process. This structure is chaired by the Municipal Manager and is made up of Heads of Departments and middle management. IDP steering committee does not have decision-making powers, but is an advisory body to the Representative Forum. This committee is having its own terms of reference that are adopted by Council before the start of the IDP process.

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#### 3.7.3.9 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

uThukela district municipality has formed the MPAC as to comply with the MFMA. MPAC was formed after the local government elections on the 19 January 2022. The committee consists of seven members. The municipal public accounts committee performs an oversight function on behalf of Council and should not be confused with the Audit Committee or finance portfolio committee. MPAC may examine the following documents:

- Audit report issued by the Auditor General on the affairs of the municipality;
- Audit reports on annual financial statements of the municipality;
- Annual report of the municipality;
- The mayor's quarterly reports on the implementation of the budget and the financial state of affairs of the municipality;
- Audit committee reports

The members of uThukela Municipal Public Accounts Committee (MPAC) are as follows:

- Cllr DJV Janse van Rensburg:Chairperson
- Cllr NA Hlongwane
- Cllr L Qwabe
- Cllr LP Mnculwane
- Cllr NE Mthethwa
- Cllr S Mzimela
- Cllr L Kubheka

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#### 3.7.3.10 MUNICIPAL BID COMMITTEES

The following municipal Bid committees have delegated responsibility to execute the entire SCM process for all bids in the uThukela district municipality. Quorum is equal to 50%, plus 1.

**BSC– Bid Specification Committee** –The members of uThukela Bid Specification Committee (BSC) are as follows:

- Barbah Nkalitshana - Chairperson
- Thobela Gama
- Cindy Coetzee
- Clive Van Niekerk
- Lihle Mbanjwa

This committee is responsible for compiling of bid specifications. The committee also consider whether all the required quality assurance standards have been met with regard to the type of goods that are requested. The specifications are compiled in an unbiased manner to allow all potential bidders to offer their goods or services.

**BEC – Bid Evaluation Committee** –The members are as follows:

- Senamile Gumbi - Chairperson
- MG Mazibuko
- Siphesihle Mkhize
- S G Masengemi

The committee is responsible for the evaluation of bids received, which include the verification of;

- The capability/ability of the bidder to execute the contract, from a technical, managerial and financial perspective.
- Whether the bid is to specification in respect of quality, functionality, dimensions, design, etc.
- Whether a bid offers value for money.
- Allocation of preference points.
- Representivity in the composition of the bidder and the possibility of fronting.
- Success/failure in executive of contracts awarded to a bidder previously.
- TAX Clearance issued by SARS

**BAC – Bid Adjudication Committee** –The members of the committee are following:

- BB Sithole -Chairperson
- OS Mnguni
- N N Khuzwayo
- W Viljoen
- LT Ngwenya

The committee consider the reports and recommendations made by the evaluation committee. They check whether the recommendation made sufficiently indicates that all relevant factors have been taken into account, and that recommendation made represents a logical, justifiable conclusion, based on all relevant information at the evaluation committee's disposal. Each recommendation is supported by clear, concise motivation of salient points;

- All necessary bid documents have been submitted.
- Disqualifications are justified and that valid and accountable reasons/ motivations were furnished for passing over of bids.
- The necessary funds are available in the approved budget.
- Scoring has been fair, consistent and correctly calculated and applied and declaration of interest has been taken cognizance of.

The Bid committee structures are well defined in terms of the SCM Regulations (26)2. All the Bid Committees are fully functional. There are SCM Practitioners present within the Bid Committees.

#### 3.7.3.11 MUNICIPAL PORTFOLIO COMMITTEES

uThukela district municipality has established 4 standing committees or portfolio committees and these committees are:

- Finance portfolio committee
- Corporate services portfolio committee
- Infrastructural portfolio committee
- Planning and social services portfolio committee

Some members of EXCO chair the portfolio committees and they have their own schedule of meetings but reports to EXCO and from EXCO to Council. All the portfolio committees are fully functional.

#### 3.7.3.12 AUDIT COMMITTEE

The Audit Committee of the municipality is in place and functional. It is important to indicate that the Audit Committee contracts expired on the 31 May 2022. The new Audit Committee resumed their duties on 1 June 2022. The municipality is using a joint committee for audit and performance. The audit committee of uThukela district municipality consists of five-members. They sit four times per year. Some of the functions of the Audit Committee are to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings from the Auditor General. They also prepare the audit performance report for the council. The Audit committee is fully functional and reports to Council quarterly. The members of the committee were appointed with the specific faculty that will assist the organization. The newly members of the uThukela Audit and performance audit committee members are as follows:

- Ms Nosipho Mba - Chairperson
- Mr.Sibusiso Majola
- Ms Nozipho Zondo
- Ms Samukelisiwe Khanyile
- Mr Zenzele Mzimela

#### 3.7.3.13 INTERNAL AUDIT

uThukela district municipality has complied with section 165 of the MFMA which says each municipality must have an internal audit unit, subject to subsection (3) which says the municipality may outsource services if the municipality requires assistance to develop its internal capacity.

Therefore, the internal audit is functional. The internal audit of uThukela district municipality reports to Audit Committee on quarterly basis. The internal audit function is performed internal and some of their functions are as follows:

- Review and approve the Internal Audit Charter
  - Review of the Audit Committee Charter and submit to council for approval
  - Advise Council as to whether the internal audit unit is given the resources and operational independence required to fulfil its role as outlined in the Internal Audit Charter.
  - Review and approve the annual risk based internal plan
  - Ensure that all identified risk areas are prioritized and incorporated in the annual audit plan.
  - Receive and review the quarterly internal audit report on the implementation of the
  - internal audit plan and any of the matters relating to;
- 
- Internal Audit
  - Internal controls
  - Accounting procedures and practices
  - Risk and risk management
  - Performance management
  - Compliance with the Municipal Finance Management Act, division of Revenue Act (DORA) and any other applicable legislation
  - Investigate any other matter as requested by the Municipal Manager receive reports prepared by the internal audit unit on significant findings and recommendations to address those findings together with management responses with timeframes to implement recommendations.

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#### 3.7.4 COMMUNICATION STRATEGY

The communication programme of the uThukela Communication Strategy was adopted by Council on **the 29 May 2023** is centred on the programme of action of the government and the priorities of the district Council. Local government is the sphere of government closest to communities. This places a particular onus on municipalities in fulfilling a wide range of communication functions across the spectrum of communication, media liaison, marketing, advertising and branding, direct and intensive unmediated communication, to name but a few.

Municipalities as government, they have an obligation to provide the public with open access to information about policies, programmes, services and initiatives. Information for public use must be disseminated by and readily available in municipalities at all times.

For the municipality to meet the information needs of all citizens, it must consider the following:

- The constitutional right of the people to have access to information
- To have trained and knowledgeable staff for providing information to the people
- To ensure service is timely, courteous, fair, efficient, and offered with all due regard for the privacy, safety, convenience, comfort and needs of the public
- To ensure that published information is available on request in multiple formats to accommodate special groups.

Key to the uThukela district municipality strategy is the recognition that Government communication is driven by coherent messages under these themes: “SERVICE DELIVERY AT ITS BEST” AND “TRUST US, WE ARE WORKING FOR YOU”. It is crucial to mention that Council adopted the communication strategy **on the 29 May 2023**.

### 3.7.5 STATUS OF MUNICIPAL POLICIES

**Table 19: Status of Council Municipal Policies**

Name of the policy	Completed Y/N	Adopted Y/N	Adoption date	Date of the review for approval
Supply Chain Management Policy	Yes	YES	01 Jan. 2006.	29 May 2023
Credit Control and Debt management policy	Yes	YES	31 May 2006	25 May 2023
Indigent Policy		YES		25 May 2023
Asset Management Policy	Yes	YES		25 May 2023
Risk Management Policy and Framework	Yes	YES	02 July 2008	25 June 2023
Contract Management Policy	Yes	YES		25 May 2023
Performance Management system	Yes	YES	25 Jan. 2013	25 May 2023
Audit and performance committee charter	Yes	YES	26 Feb.2014	28 June 2019
Fleet management policy	Yes	YES		28 May 2020
Fixed asset policy	Yes			21 May 2021
Financial regulations	Yes	YES		29 May 2023
Bursary policy		Yes	12 Nov. 2015	
Retirement policy	Yes	YES		25 June 2021
GIS policy	Yes	NO	12 Nov. 2015	12 Nov 2019

ICT policy	Yes	YES		25 June 2021
Virement policy	Yes	YES		29 May 2023
Budget and funding reserve policy	Yes	YES		29 May 2023
Long term borrowing	Yes	YES		29 May 2023
Banking, cash management investment policy		YES		29 May 2023
				29 May 2023
Subsistence and travelling policy	Yes	Yes		29 June 2023
Fraud and anti-corruption policy	Yes	Yes		End of June 2023
Human resource policies	Yes	YES	18 Sept. 2007	End of June 2023
Placement policy	Yes	YES		End of June 2023
Customer care centre	Yes	YES		28 June 2019
Complaints policy	Yes	YES		28 June 2019
Suggestion box policy	Yes	YES		28 June 2019
District environmental policy	Yes	Yes		31 May 2019
Overtime Policy	Yes	Yes	Sept. 2014	29 May 2023
Standby Policy	Yes	Yes		29 May 2023
Skills retention Policy	Yes	Yes		End of June 2023
In service Training Policy	Yes	Yes		End of June 2023
Pauper burial and disposal of the dead policy	yes	Yes	31 July 2015	31 May 2019
Cost containment policy				29 May 2023
Tariff policy				29 May 2023
Expenditure management policy				29 May 2023
Bad debt provision and write off policy				29 May 2023
				29 May 2023

### 3.7.6 MUNICIPAL BYLAWS

uThukela district municipality has a guiding by-laws relating to environmental management namely: water services By-laws, & Environmental pollution control By-laws. The Environmental Pollution Control By- laws as well as the municipal health services by law. ***All the above-mentioned By-laws were presented to Council for adoption in the council sitting of July 2022.*** The following legislations are also used by the municipality in performing municipal health services functions:

- National Health Act, 2003 (Act 61 of 2003)
- Regulations relating to Funeral Undertakers Premises FCD Act, 1972 (Act 54 of 1972)
- Regulations relating to milking and the transport of milk
- Regulation relating to food premises and the transport of food (Reg R962)
- Occupational Health and Safety Act
- The Constitution of the republic of South Africa (Act 108 of 1996)

- Air Quality (Act no. 39 of 2004)
- National dust control regulation (No. R 827 of 2013)
- National building regulations and ISO 1400

### 3.7.7 MUNICIPAL RISK MANAGEMENT

In terms of Section 62(1) (c) (i) of the Municipal Finance Management Act, 2003 requires that:

“The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure –

(c) that the municipality has and maintains effective, efficient and transparent systems –  
(i) of financial and risk management and internal control”

In complying with the above Act, The uThukela district municipality has a functional risk management. A risk assessment is conducted annually to review current risk and evaluate these risks for the new financial year. Thereafter risk action plans are developed to address these risks on the risk register. The risk register is monitored monthly and progress of risk action plans is updated monthly. Risk Committee Meetings are held monthly and reports are submitted to MANCO, EXCO and Council quarterly.

The risk register includes fraud risk for example the risk register for Corporate Services, Budget, and Treasury Office, verification of employee to eliminate ghost employees on the payroll. In addition, IT Fraud Risk on IT security and master file changes to systems and Supply Chain Management Fraud Risk.

uThukela District Municipality Risk Management Policy and Strategy, Risk Management Framework, Risk Management Committee Charter and Anti-Fraud and Corruption Policy and Prevention Plan was developed and was adopted by Council on the **29 June 2022** and is reviewed annually. The policy provides a framework within which management can operate to enforce the pro-active ERM process and to inculcate the risk management efforts of the municipality be optimized.

uThukela District Municipality have launched the District Anti-Fraud and Corruption Hotline to deal with matters of fraud and corruption and financial misconduct for both internal and external. To further, protect the whistle blowers a whistle blowing policy has been developed and was approved by Council on the 30 June 2016. To deal with compliance risk the municipality has developed a Compliance Policy and Charter, which was approved by Council on the **29 June 2022**.



The municipal risk management framework specifically addresses the structures, processes and standards implemented to manage risks on an enterprise- wide basis in a consistent manner. The municipality has appointed a Risk Management Officer who deals with risk management.

#### 3.7.7.1 RISK MANAGEMENT COMMITTEE

A Risk, compliance, and anti-fraud Management Committee has also been formed and is functional. The committee is playing an oversight role for the monitoring of risk management and they report to the Accounting Officer and Audit Committee any material changes to risk profile of uThukela district municipality. Members are nominated by the Municipal Manager on an annual basis and are meeting on monthly basis. All departments are represented in the committee.

The terms of reference for the committee is reviewed on an annual basis. All the General Managers are members of the committee:

Mr M B Mnguni (Chairperson)

Mr BB Sithole

Mr N N Khuzwayo

Mr OS Mnguni

Mr W Viljoen

#### 3.7.8 PUBLIC PARTICIPATION ANALYSIS

Public participation is dynamic to determine the needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. The uThukela district municipality utilized the following mechanisms for public participation in reviewing its 2023/2024 IDP.

**IDP Representative Forum:** This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees members from the local municipalities, AmaKhosi, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs) and Organized Business.

**Media:** Local newspapers were used to inform the community of the progress of the uThukela IDP and further due meetings.

**Radio slot:** The Inqubeko community radio station was utilized to make public announcements on IDP and Budget.

**Mayoral Community meetings:** The uThukela district municipality utilized the Mayoral Community meetings throughout the district to determine the needs of the community at large. The aim of this exercise was to collect needs from the community that informs the preparation of the 2023/2024 Budget.

**IDP/ Budget Road Shows:** The uThukela district municipality had the community road shows for both IDP and Budget for 2023/2024 financial year. The venues and times of these meetings were publicized at the public places and as well as through the media. The 2023/2024 IDP/Budget roadshows was done and concluded in May 2023.

**The Website:** Copies of the uThukela district municipality draft IDP and Budget were placed on the website for communities, stakeholders and sector departments to view or download it and make comments.

### 3.7.9 ALIGNMENT OF UTHUKELA IDP WITH LOCAL MUNICIPALITY'S IDP

Strategic planning meetings were held involving the district and family of municipalities with the primary objective of aligning this IDP with those of the local municipalities. In the IDP engagement that was organised by uThukela district municipality, all the family of municipalities presented their programmes so that it will inform the uThukela IDP for 2023/2024 and beyond. The primary aim of having the session with the family of municipalities was to align our programmes with local municipalities. uThukela is also utilising the IDP Supporting Committee that is comprises of all the IDP Managers and COGTA and the objective of the Committee is to ensure that the IDP's of the family are talking to each other and is coordinated at the district level but meetings are alternated to all the municipalities of the family.

The alignment started at initial stages where all the IDP managers met to discuss the process to be followed in the first review of the fifth generation IDP. The process was instrumental in ensuring that the 2023/2024 IDP review is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2023/2024 financial year, as listed in this IDP, emanated from discussions held with family of municipalities.

### 3.7.10 WARD BASED PLANNING

The first phase of the fifth Generation IDP of uThukela and its family of municipalities has been will be informed by the Community Based Planning (CBP). ***All 76 wards in uThukela have developed the newly Ward Based Plans.*** *This ward based plans will be reviewed on annual basis.*

CBP is a form of participatory planning which has been designed to promote community action. CBP methodology provides municipalities with the means to strengthen the participatory aspects of their IDP – giving effect to the requirements of the White Paper and the Municipal Systems Act. CBP promotes Ward level plans & Community action. CBP mobilises communities and citizens to take the destiny of their lives into their hands.

#### **LINKAGE OF THE NEWLY DEVELOPED WARD BASED PLANS WITH THE UTHUKELA DISTRICT MUNICIPALITY's IDP**

- CBP establishes a participatory process for mobilising communities and planning around grassroots issues and how they (issues) can relate to the broader municipal planning perspective.
- The CBP process is a forerunner to the IDP
- It captures what communities see as their desired outcomes and this helps speed up the implementation of the IDP.
- Ultimately the process will assist the Municipality to achieve its long term development framework's vision of having an improved quality of life for its communities

***The newly ward based plans were developed in all the 76 wards in uThukela district municipality and its family of municipalities.***

## 3.7.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> <li>♦ Political will from the councilors</li> <li>♦ IGR structures in place and functional;</li> <li>♦ Improved IGR (Operation Sukuma Sakhe, War rooms established in all wards and the Local Task Teams in place;</li> <li>♦ Viable MPAC Committee in place;</li> <li>♦ All wards in the district managed to develop ward Plans under Community Based Plan program;</li> <li>♦ functional Enterprise Risk Management</li> <li>♦ various municipal Bid Committees established, functional</li> <li>♦ all portfolio committees properly constituted, representative and functional</li> <li>♦ functional Internal Audit Unit in the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>♦ Support from the community ( Through their participation on municipal meetings)</li> <li>♦ Cooperation of traditional leadership to municipal functions.</li> <li>♦ Stable political environment for investment</li> <li>♦ Development of departmental strategies to reduce identified risks</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>♦ Call Centre not functioning at the optimal output(communication)</li> <li>♦ Failure in addressing the 15 identified risk</li> <li>♦ Lack of coordination with sector departments;</li> <li>♦ Some Sector Departments are not participating in IGR forums</li> <li>♦ Lack of alignment between the Ward Based Plans and the Local Municipalities IDP's.</li> </ul>	<ul style="list-style-type: none"> <li>♦ Service delivery protests due to lack of communication;</li> <li>♦ Non alignment between the LM's and the sector departments</li> </ul>

### 3.7.12 COMBINED SWOT ANALYSIS

Prior sections of this report highlighted SWOT Analysis on each KPA. Following is a combined SWOT Analysis.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>♦ uThukela district is part of the World Heritage Site</li> <li>♦ Applicable Disaster management plan in place</li> <li>♦ Political will from Councilors</li> <li>♦ Availability of Bulk infrastructure and services in urban areas to support district economy;</li> <li>♦ Provincial Support in the form of grants and capacity building;</li> <li>♦ IGR structures in place and functional;</li> <li>♦ Functional MPAC Committee in place;</li> <li>♦ All wards in the district have Ward Based Plans under Community Based Plan program;</li> <li>♦ Strategic positioning</li> <li>♦ The area has many protected areas that contribute to economic growth</li> <li>♦ uThukela district is rich in natural resources which contributes to Tourism attraction</li> </ul>	<ul style="list-style-type: none"> <li>♦ IDP identified the need for a District airport and the development of the N3 corridor;</li> <li>♦ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing;</li> <li>♦ Integration of social, economic and environmental factors into planning, implementation and decision making that leads to sustainable development;</li> <li>♦ Sustainable Tourism , Revenue generation, Economic growth through sustainable development, Environmental awareness in the area;</li> <li>♦ Creation of green job opportunities through conservation of environment; this contributes to green economy;</li> <li>♦ Signed MOU with EThekweni emphasising support initiatives.</li> <li>♦ Technical support offered by COGTA (MISA);</li> <li>♦ Public private partnerships and public partnership</li> <li>♦ Existence of Intergovernmental relations</li> <li>♦ Working relationship established with LMs;</li> <li>♦ Support from the community ( Through their participation on municipal meetings)</li> <li>♦ Cooperation of traditional leadership to municipal functions.</li> <li>♦ Revenue generation / alternative sources of funds</li> <li>♦ Continuous update of process to strive for Clean Audit</li> <li>♦ Ability to fully leverage location factors – transport, warehousing &amp; logistics</li> <li>♦ Commitment to cost containment measures</li> <li>♦ Commitment to reducing irregular, unauthorised, fruitless and wasteful expenditure.</li> <li>♦ Improve debt collection</li> <li>♦ Improve cash flow of the municipality</li> </ul>

	<ul style="list-style-type: none"><li>♦ Development of departmental strategies to reduce identified risks</li><li>♦ Re-structure the organogram (build up capacity) to ensure implementation of maintenance plan</li><li>♦ to develop performance targets that comply with the SMART principle</li></ul>

WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>♦ Lack of economic diversity &amp; competitiveness of small towns;</li> <li>♦ Economy is dependent on government services;</li> <li>♦ Agriculture and tourism potential not fully exploited;</li> <li>♦ Lack of funding to implement the environmental protection projects in the District</li> <li>♦ Shortage of skilled staff to perform certain functions</li> <li>♦ Low staff morale;</li> <li>♦ Grant dependency</li> <li>♦ Poor infrastructure maintenance strategies;</li> <li>♦ High level of water losses;</li> <li>♦ Ageing infrastructure which causes non-sustainability of services provision;</li> <li>♦ Procurement process is long and cumbersome;</li> <li>♦ Inconsistent of billing of consumers</li> <li>♦ Call Centre not functioning at the optimal output</li> <li>♦ Failure in addressing the 15 identified risk</li> </ul>	<ul style="list-style-type: none"> <li>♦ Failure to complete projects on time</li> <li>♦ Low economic growth and increasing rate of unemployment in major economic sectors;</li> <li>♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion this poses greatest threats to identified Critical Biodiversity Areas (CBAs);</li> <li>♦ Farming in traditional areas is seriously underdeveloped and suffers from a range of constraints to its future growth;</li> <li>♦ Deeply rural, agrarian and poverty stricken communities</li> <li>♦ Changes in the formula for the allocation of government grants including equitable share;</li> <li>♦ Increasing rate of illegal connections to water supply infrastructure;</li> <li>♦ High rate of infrastructure vandalism</li> <li>♦ Prolonged turnaround time from Eskom when applied for new power connection;</li> <li>♦ Service delivery protests;</li> <li>♦ Disasters due to climate change;</li> <li>♦ Long Outstanding Debtors;</li> <li>♦ Non availability of financial reserves / solid investments;</li> <li>♦ Financial difficulties to fund projects and programmes</li> <li>♦ Non-payment culture in community and government departments</li> <li>♦ Inadequate funding for the continued provision of infrastructure for free basic services</li> </ul>

## 3.7.13 KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

Table 20: Municipal Transformation &amp; Organizational Development Key Challenges

MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	
KEY CHALLENGE	<ul style="list-style-type: none"> <li>♦ Shortage of skilled staff to perform certain functions</li> <li>♦ Poor condition of municipal buildings and other facilities versus budget constraints</li> <li>♦ Lack of staff moral</li> <li>♦ Systems and procedures</li> </ul>

Table 21: Basic Service Delivery &amp; Infrastructure Key Challenges

BASIC SERVICE DELIVERY AND INFRASTRUCTURE	
KEY CHALLENGE	<ul style="list-style-type: none"> <li>♦ Service Backlog (water and sanitation)</li> <li>♦ Replacement of ageing Infrastructure</li> <li>♦ Infrastructure Maintenance,</li> <li>♦ Expenditure on infrastructure grants</li> <li>♦ Failure to complete projects on time</li> <li>♦ Poor performance- service providers</li> <li>♦ Water Quality</li> <li>♦ Water losses</li> </ul>

Table 22: Local Economic Development &amp; Social Development Key Challenges

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT	
CHALLENGE	<ul style="list-style-type: none"> <li>♦ Coordination of LED initiatives</li> <li>♦ High level of unemployment</li> <li>♦ Lack of economic diversity and competitiveness of small towns</li> <li>♦ High HIV/AIDS prevalence</li> <li>♦ Covid-19 pandemic</li> <li>♦ Agriculture and tourism potential not fully exploited</li> <li>♦ Economic stagnation</li> <li>♦ Alignment with provincial and national economic development initiatives</li> <li>♦ No sufficient tertiary education institutions leading to disjuncture between skills &amp; growing sector</li> <li>♦ High Poverty rate</li> <li>♦ Lack or poor Economic infrastructure</li> <li>♦ Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation</li> </ul>



Table 23: Financial Viability &amp; Financial Management Key Challenges

FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	
CHALLENGE	<ul style="list-style-type: none"> <li>♦ poor infrastructure</li> <li>♦ high indigent rate,</li> <li>♦ tariffs not covering water cost,</li> <li>♦ Grant dependency</li> <li>♦ Illegal connections</li> <li>♦ Inconsistence of billing of consumers</li> <li>♦ Rural based municipalities do not have income to improve service delivery</li> <li>♦ Revenue collection</li> </ul>

Table 24: Good Governance &amp; Public Participation Key Challenges

GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
KEY CHALLENGE	<ul style="list-style-type: none"> <li>♦ Functionality of Portfolio Committee</li> <li>♦ Legal compliance</li> <li>♦ Welfare dependency on grants</li> <li>♦ Increased incidents of HIV/AIDS and communicable diseases</li> <li>♦ High levels of crime and risk</li> <li>♦ Lack of cooperation from sector departments</li> </ul>

Table 25: Cross Cutting Issues Key Challenges

CROSS-CUTTING ISSUES	
KEY CHALLENGE	<ul style="list-style-type: none"> <li>♦ Lack of human capacity to assist with environmental issues</li> <li>♦ Lack of environmental compliance and enforcement</li> <li>♦ Disasters due to climate change</li> <li>♦ Lack of environmental planning tools to govern natural environment</li> <li>♦ Lack of resources to mitigate and prevent incidents of disasters</li> </ul>

## SECTION D:

# MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES

## 4 MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES

### 4.1 MUNICIPAL VISION

The uThukela district municipality vision that was developed in the strategic planning reads as follows:

#### **LONG TERM VISION**

“By 2030 uThukela will be a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic

#### 4.1.1 MUNICIPAL MISSION STATEMENT

The uThukela District Municipality Mission Statement reads as follows:

#### **MISSION STATEMENT**

We promote a customer-centred, people driven environment with emphasis on consultation, integrity, accountability, economic growth, effectiveness and efficiency

#### 4.1.2 CORE VALUES

The following are uThukela DM Core Values:

- ⇒ Solidarity;
- ⇒ Honesty;
- ⇒ Ownership/stewardship
- ⇒ Professionalism;
- ⇒ Self-reliance
- ⇒ Work ethics
- ⇒ Empathy
- ⇒ Dedication
- ⇒ Credibility
- ⇒ Accountability and transparency

## 4.1.3 STRATEGIC OBJECTIVES FOR 2023/2024

IDP / SDBIP NO.	Key Challenge	Goal	Objective	Strategy	Indicator No.	Key Performance Indicator	2023/2024 Projections	OUTCOME 9 OUTPUT	BACK TO BASICS PILLAR	Project ID and Name	MSCOA COMPLAINT				
							Annual Target				FUNCTION	Budget	Funding Source	Project Segment	Region
						KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
MTID01	Legal compliance	Corporate Governance	To ensure a functional Performance Management System	Implementation of PMS Policy & Framework	1	Date of adoption Performance Management System by Council by 30/06/2024	Adoption of Performance Management System by Council by 30/06/2024	Implement a differential approach to municipal financing, planning and support	Building Capable Local Government Institution	Performance Management System	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTID02	Systems and procedures	Corporate Governance			2	Number of quarterly performance reports submitted by departments to the Office of the Municipal	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2024			quarterly performance reports	All Departments	OPEX	Municipal budget	N/A	N/A

						Manager by 30/06/2024									
MTI D03	Legal compliance	Corporate Governance			3	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2024	Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2024			Mid-Year Performance Report	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D04	Legal compliance	Corporate Governance			4	Date of submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2023	Submission of unaudited Annual Performance Report to the Auditor- General by 31/08/2023			Annual Performance Report	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D05	Legal compliance	Corporate Governance			5	Date of tabling of Annual Report to Council by 31/03/2024	Tabling of Annual Report to Council by 31/03/2024			Annual Report	Office of the MM	OPEX	Municipal budget	N/A	N/A

MTI D06	Legal compliance	Corporate Governance			6	Number of formal section 54/56 managers performance reviews conducted by Performance Review Panels by 30/06/2024	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2024			section 54/56 managers' performance reviews	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D07	Legal compliance	Corporate Governance	To ensure functional risk and compliance management	Review and adopt risk and compliance governance policies	7	Number of risk and Compliance governance Policies adopted by Council by 30/06/2024	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2024			risk and Compliance governance Policies	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D08	Systems and procedures	Corporate Governance		Ensure functionality of Risk Management Committee	8	Number of Risk Committee meetings held by 30 June 2024	Four (4) Risk Committee meetings held by 30 June 2024			Risk Committee meetings	Office of the MM	OPEX	Municipal budget	N/A	N/A

MTI D09	Legal compliance	Corporate Governance	To Improve organisational Capacity	Review of organisational structure	9	Date of organizational structure reviewed and adopted by Council by 31/05/2024	Review and adoption of organizational structure by Council by 31/05/2024			organizational structure	Corporate Services	OPEX	Municipal budget	N/A	N/A
MTI D10	Shortage of skilled staff to perform certain functions	Corporate Governance		Ensure implementation of Employment equity plan	10	Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2024	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2024			equity plan	Corporate Services	OPEX	Municipal budget	N/A	N/A
MTI D11	Shortage of skilled staff to perform	Corporate Governance		Implementation of Workplace	11	Percentage of budget spent in the implementation of	Hundred (100%) of budget spent in the implementation of			Workplace Skills Plan	Corporate Services	OPEX	LGSETA Grant	N/A	N/A

	m ertain functio ns			Skills Plan		Workplace Skills Plan by 30/06/2024	tion of Workplace Skills Plan by 30/06/2024								
MTI D12	Shorta ge of skilled staff to perfor m ertain functio ns	Corpor ate Govern ance			12	Number of training reports submitted to Council by 30/06/2024	4 Training reports submitted to Council by 30/06/2024			Training reports	Corpo rate Servic es	OPEX	Mun icipa l bud get	N/A	N/A
MTI D13	Shorta ge of skilled staff to perfor m ertain functio ns	Corpor ate Govern ance	To ensure an effectiv e and efficient HR systems that address es Human resourc es within the	Review and adoptio n of HR related policies	13	Date to review and adopt HR related policies by Council by 30/06/2024	Review and adopt HR related policies by Council by 31/05/2024			HR related policies	Corpo rate Servic es	OPEX	Mun icipa l bud get	N/A	N/A



			municipality												
MTI D14	Systems and procedures	Corporate Governance	To improve Information and Communication Technology through implementation of ICT policies	Development and review of ICT policies	14	Number of ICT Policies developed and reviewed by the Council by the 30th June 2024	Ten (10) ICT Policy reviewed by Council by 30/06/2024			ICT Policy	Corporate Services	OPEX	Municipal budget	N/A	N/A
MTI D15	Systems and procedures	Corporate Governance	Ensure an effective and functional Fleet Services	Conducting Comprehensive reporting of Fleet Management Services	15	Number of Comprehensive Fleet Reports submitted to Council by 30/06/2024	Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2024			Comprehensive Fleet Reports	Corporate Services	OPEX	Municipal budget	N/A	N/A

MTI D16	Legal compliance	Corporate Governance	To ensure effective and efficient internal and external communication strategy .	Review and implementation of adopted Communication Strategy	16	Date of review and adoption of communication strategy by Council by 30/06/2024	Review and adoption of communication strategy by Council by 30/06/2024			Communication strategy	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D17	Systems and procedures	Corporate Governance	Improve communications with external Stakeholders	Development of Municipal Communication Strategy	17	Number of Municipal Newsletters published for each financial year by 30 June 2024	Four (4) Municipal newsletters published by 30/06/2024			Municipal newsletters	Office of the MM	OPEX	Municipal budget	N/A	N/A
MTI D18	Systems and procedures	Corporate Governance	To report & monitor Service Delivery	Submission of quarterly reports to COGTA	18	Number of Circular 88 reports submitted to Provincial COGTA by 30/06/2024	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2024			Circular 88 reports	Office of the MM	OPEX	Municipal budget	N/A	N/A

MTI D19	System s and proced ures	Corpor ate Govern ance	To improv e the municip al Audit opinion	Effectiv e Audit and Perform ance Commit tee	19	Number of Audit and Performanc e Committee meetings held by 30/06/2024	4 Audit and Performanc e Committee meetings held by 30/06/2024	Deepen democr acy through refines ward commit tee system	Puttin g Peopl e first	Audit and Performanc e Committee meetings	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
MTI D20	System s and proced ures	Corpor ate Govern ance		Oversig ht meetin gs held	20	Number of MPAC meetings convened by 30/06/2024	4 MPAC meetings convened by 30/06/2024			MPAC meetings	Office of the MM	OPEX	Mun icipa l bud get	N/A	N/A
KPA2: BASIC SERVICE DELIVERY															
BSD 01	Service Backlo g (water and sanitati on)	Basic Service Deliver y	To provide infrastructure and sustainable basic services		21	Number of Households provided with water to eridicate backlock by 30/06/2024	750 of Households provided with water to eridicate backlock by 30/06/2024	Improv e access to basic service provisio n	Delive ring basic servic es	Households	Water, Sanita tion & Techni cal Servic es	CAPEX	MIG	Capita l- New infrast ructur e	Variou s
BSD 02	Service Backlo g (water and sanitati on)			Provide community water supply	22	Number of Water treatment plant constructed at Bergvile WTW to be completed	(1)Number of sedimentati on tank constructed at Bergvile WTW to be completed			Bergvile WTW	Water, Sanita tion & Techni cal Servic es	R29,686 ,483.71	MIG	Capita l- New infrast ructur e	11

					by 30/06/2024	by 30/06/2024								
BSD 03	Service Backlo g (water and sanitati on)				23	Number of KM's of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024		Bergville WTW	Water, Sanita tion & Techni cal Servic es		MIG	Capita l- New infrast ructur e	11
BSD 04	Service Backlo g (water and sanitati on)				24	Date of Appointmen t of Contractor at Colenso and Rosboom Bulk Water:Phas e 2 to be completed by 30/06/2024	Appointmen t of Contractor at Colenso and Rosboom Bulk Water:Phas e 2 to be completed by 30/06/2024		Colenso and Rosboom Bulk Water:Phas e 2	Water, Sanita tion & Techni cal Servic es	CAPEX	MIG	Capita l- New infrast ructur e	25
BSD 05	Service Backlo g (water and				25	Number of bulk pipeline constructed at Ezakheni	1,03 km of bulk pipeline constructed at Ezakheni		Ezakheni WCDM Phase 2	Water, Sanita tion & Techni cal	R20,510 ,000.00	WSI G	Capita l- New infrast ructur e	1,2,3, 4,5,8, 13 & 20

	sanitation)					WCDM: Phase 2 by 30/06/2024	WCDM Phase 2 by 30/06/2024				Services				
BSD 06	Service Backlog (water and sanitation)				26	Number of Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2023	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2023			Ezakheni WCDM: Phase 2	Water, Sanitation & Technical Services		WSIG	Capital- New infrastructure	1,2,3, 4,5,8, 13 & 20
BSD 07	Service Backlog (water and sanitation)				27	Date of Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2024	Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2024			Designs at KwaMkhize Bulk Water Supply and Reticulation	Water, Sanitation & Technical Services	R944,597.31	MIG	Capital- New infrastructure	11 & 12
BSD 08	Service Backlog (water and sanitation)				28	Date of Site Completion of site establishment at Langkloof and Bulk Supply:Phase 1 by 30/09/2023	Completion of site establishment at Langkloof and Bulk Supply:Phase 1 by 30/09/2023			Langkloof and Bulk Supply:Phase 1	Water, Sanitation & Technical Services	R28,000,000.00	MIG	Capital- New infrastructure	10

						e 1 by 30/09/2023									
BSD 09	Service Backlo g (water and sanitati on)				29	Number of km reticulation pipelines constructed in Langkloof Package Plant and Bulk Supplyby 30/06/2024	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2024			Langkloof Package Plant	Water, Sanita tion & Techni cal Servic es		MIG	Capita l- New infrast ructur e	10
BSD 10	Service Backlo g (water and sanitati on)				30	Number of Kilometers of reticulation pipelines constructed at Ennersdale/ Ephangwini( Loskop) ward 4 by 30/09/2024	1 km of Reticulation to be constructed at Ennersdale/ Ephangwini ward 4 by 30/09/2023			Ennersdale/ Ephangwini ward 4	Water, Sanita tion & Techni cal Servic es	R4,000, 000.00	WSI G	Capita l- New infrast ructur e	4
BSD 11	Service Backlo g (water and				31	Date of Completion of winterton sanitation	Completion of sanitation designs at Winterton			Designs at Winterton	Water, Sanita tion & Techni cal	CAPEX	MIG	Capita l- New infrast ructur e	1

	sanitation)		To provide sanitation system to the community	Provision and maintenance of sanitation		designs by 31/03/2024	by 31/03/2024				Services				
BSD 12	Service Backlog (water and sanitation)				32	Completion of winterton water supply designs by 30/06/2024	Completion of winterton water supply designs by 30/06/2024			Winterton water supply designs	Water, Sanitation & Technical Services	R3,580,075.70	MIG	Capital- New infrastructure	1
BSD 13	Service Backlog (water and sanitation)				33	Number district wide springs protected by 30/06/2024	12 spring protected district wide by 30/06/2024			Spring protected	Water, Sanitation & Technical Services	R10,000,000.00	WSIG	Capital- New infrastructure	Various
BSD 14	Service Backlog (water and sanitation)	Basic Service Delivery			34	Number of drilled and equipped boreholes district wide by 30/06/2024	Ten (10) boreholes drilled and equipped by 30/06/2024			Boreholes drilled and equipped	Water, Sanitation & Technical Services		WSIG	Capital- New infrastructure	Various
BSD 15	Service Backlog (water and				35	Number of kilometers of Reticulation constructed at Fitty Park	13 Kilometers of reticulation pipelines constructed			Fitty Park Community Water Project	Water, Sanitation & Technical	R12,000,000.00	MIG	Capital- New infrastructure	7 & 28

	sanitation)					Community water project: Phase 2 by 30/06/2024	at Fitty Park Community Water Project by 30/06/2024				Services				
BSD 16	Service Backlog (water and sanitation)				36	Number of VIP toilets constructed by 30/06/2024	2000 VIP toilets constructed by 30/06/2024			VIP toilets	Water, Sanitation & Technical Services	R39,600,000.00	MIG	Capital- New infrastructure	Various
BSD 17	Service Backlog (water and sanitation)		To provide infrastructure and sustainable basic services		37	Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrastructure upgrade Tugela Estate by 30/06/2024	Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrastructure upgrade Tugela Estate by 30/06/2024			Fitty Park Umhlumayo Bulk water supply	Water, Sanitation & Technical Services	R13,391,834.32	MIG	Capital- New infrastructure	7 & 28
BSD 18	Service Backlog (water and sanitation)			Provide community water supply	38	Number of Kilometers of reticulation pipelines constructed at	0,51 kilometers of reticulation pipeline to constructed at			Kilometers of reticulation pipeline	Water, Sanitation & Technical Services	R42,000,000.00	MIG	Capital- New infrastructure	14



						Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2024	Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2024								
BSD 19	Service Backlog (water and sanitation)				39	Number of Kilometers of bulk pipelines constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2024	0,6 of kilometers of bulk pipeline to constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2024			bulk pipeline	Water, Sanitation & Technical Services	R42,000,000.00	MIG	Capital- New infrastructure	14
BSD 20	Service Backlog (water and sanitation)				40	Number of Reservoirs constructed at Okhahlamba Ward 14 East by 31/03/2024	(1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2024			Reservoir constructed at Okhahlamba Ward 14 East	Water, Sanitation & Technical Services		MIG	Capital- New infrastructure	14

BSD 21	Service Backlog (water and sanitation)				41	Number of Kilometers of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2024	0,275 kilometers of reticulation pipeline to constructed at Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2024			Reticulation pipeline	Water, Sanitation & Technical Services	R42,000,000.00	MIG	Capital- New infrastructure	14
BSD 22	Service Backlog (water and sanitation)				42	Number of Kilometers bulk pipelines Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2024	0,7 of kilometers of bulk pipeline constructed at Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2024			bulk pipeline	Water, Sanitation & Technical Services		MIG	Capital- New infrastructure	14
BSD 23	Service Backlog (water				43	Number of Reservoirs constructed at	(1) Number of Reservoir constructed at			Okhahlamba (Vimbikhalo	Water, Sanitation & Techni	R42,000,000.00	MIG	Capital- New infrast	14

	and sanitation)					Okhahlamba Ward 14 West by 31/03/2024	Okhahlamba (Vimbikhalo) Ward 14 East by 31/03/2024			)Ward 14 East	cal Services			structure	
BSD 24	Service Backlog (water and sanitation)				44	Number of production boreholes to be equipped at Okhahlamba by 30/06/2024	10 production boreholes to be drilled at Okhahlamba by 30/06/2024			Okhahlamba	Water, Sanitation & Technical Services		WSI G	Capital- New infrastructure	2,3,14
BSD 25	Service Backlog (water and sanitation)				45	Number of handpumps to be equipped at Okhahlamba by 30/06/2024	33 handpumps to be drilled at Okhahlamba by 30/06/2021			Okhahlamba	Water, Sanitation & Technical Services		WSI G	Capital- New infrastructure	2,3,14
BSD 26	Service Backlog (water and sanitation)				46	Appointment of 2 Contractors at Okhahlamba (Vimbukhalo) by 31/03/2024	Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2024			Okhahlamba (Vimbukhalo) Ward (14)	Water, Sanitation & Technical Services	R42,000,000.00	MIG	Capital- New infrastructure	14

BSD 27	Service Backlog (water and sanitation)				47	Number of bulk pipeline constructed at Steadville WCDM by 30/06/2024	7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2024			Steadville WCDM	Water, Sanitation & Technical Services	R21,650,000.00	WSIG	Capital- New infrastructure	9 & 10
BSD 28	Service Backlog (water and sanitation)				48	Number of installation of bulk metering at Steadville WCDM by 30/06/2024	(5) installation of bulk metering at Steadville WCDM by 30/06/2024			bulk metering at Steadville	Water, Sanitation & Technical Services		WSIG	Capital- New infrastructure	9 & 10
BSD 29	Service Backlog (water and sanitation)				49	Number of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2024	10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement			Ladysmith AC pipeline	Water, Sanitation & Technical Services	R20,450,000.00	MIG	Capital- New infrastructure	12
BSD 30	Service Backlog (water and				50	Number of installation of bulk metering at Ladysmith AC pipeline	(5) installation of bulk metering at Ladysmith AC pipeline			Ladysmith AC pipeline replacement	Water, Sanitation & Technical	R20,450,000.00	MIG	Capital- New infrastructure	12

	sanitation)					replacement by 30/06/2024	replacement by 30/06/2024				Services				
BSD 31	Service Backlog (water and sanitation)				51	Number of KM's of UPVC Mains constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2024	0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 20/07/2023			KwaNobamba/Ezitendeni Water Supply	Water, Sanitation & Technical Services	R10,000,000.00	MIG	Capital- New infrastructure	21
BSD 32	Water Quality		To ensure safe and healthy potable water	Implement an effective water and waste water monitoring program	52	Number of water treatment plants monitored by 30/06/2024	15 water treatment plants monitored by 30/06/2024			water treatment plants	Community Services	OPEX	Municipal budget	Capital- New infrastructure	Various
BSD 33	Water Quality				53	Number of waste water treatment works monitored by 30/06/2024	9 waste water treatment works monitored by 30/06/2024			waste water treatment works	Community Services	OPEX	Municipal budget	Capital- New infrastructure	Various
BSD 34	Alignment with provincial		To enhance consumer	Monitor compliance of food	54	Number of food handling premises inspected	864 food handling premises inspected			food handling premises inspected	Community Services	OPEX	Municipal	Capital- New infrastructure	Various

	ial and nationa l econo mic develo pment initiativ es		er protecti on with sufficie nt food control			inspected by 30/06/2024	by 30/06/2024							budget	structur e	
LOCAL ECONOMIC DEVELOPMENT																
LED 01	High level of unempl oyment	Econo mic develop ment	To Increas e Job opportu nities	Implem ent Expand ed Public Works Progra mme (EPWP)	55	Number of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2024	1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2024	Implem entatio n of commu nity works progra mme and support ed cooper atives	N/A	EPWP jobs	Water, Sanita tion & Techni cal Servic es	R1,816, 000.00	EPW P	Capita l- New infrast ructur e	Distric t Wide	
LED 02					56	Number of EPWP reports submitted to the funder by 30/06/2024	12 EPWP reports submitted to the funder by 30/06/2024			EPWP reports	Water, Sanita tion & Techni cal Servic es	OPEX	EPW P	n/a	Opera tional- LED/T ouris m	
LED 03	Coordi nation of LED			Conven e district LED/To	57	Number of disrtict LED/Touris m forums	4 disrtict LED/Touris m forums meetings			LED/Touris m forums meetings	Social and Econo mic	OPEX	Mun icipa l	n/a	n/a	

	initiatives			urism Forum meetings		meetings held by 30/06/2024	held by 30/06/2024				Services		budget		
KPA 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION															
GGP P01	IGR not functioning as it is supposed to	Good Governance & Public Participation	To ensure good and effective governance	Participate the IGR Structures	58	% of functional IGR Structures by 30/06/2024	100% of functional IGR Structures by 30/06/2024	Coordination of DDM Clusters	N/A	IGR Structures	Office of the MM	OPEX	Municipal budget	n/a	n/a
GGP P02	High level of unemployment		To promote the interest of designated groups	Participate in the annual programmes	59	Number of Special Programmes targeting designated groups co-ordinated and participating in within the district by 30/06/2024	7 Special Programmes targeting designated groups co-ordinated and participating in within the district by 30/06/2024			Special Programmes	Office of the MM	OPEX	Municipal budget	n/a	n/a
KP5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT															
MF VM 01	Service Backlog	Sound financial	To ensure legally	Timeous financial reporting	60	Percentage of MIG Expenditure	100% of MIG expenditure	Improve municipal	Sound Financial	MIG expenditure	Water, Sanitation &	MIG	MIG	n/a	n/a

	(water and sanitation)	management				by 30/06/2024	by 30/06/2024	pal financial and administrative capability	Management		Technical Services				
MF VM 02	high indigent rate,				61	Percentage of annual allocation to free basic services spent by 30/06/2024	100% of annual allocation to free basic services spent by 30/06/2024			free basic services	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 03	Systems and procedures				62	Percentage of operating budget spent by 30/06/2024	100% of operating budget spent by 30/06/2024			operating budget	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 04	Systems and procedures				63	Percentage of capital budget spent by 30/06/2024	100% of capital budget spent by 30/06/2024			capital budget	Budget & Treasury Office	CAPEX	Municipal budget	n/a	n/a
MF VM 05	Revenue collection				64	Percentage of repairs and maintenance spent by 30/06/2024	100% of repairs and maintenance spent by 30/06/2024			repairs and maintenance	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 06					65	Ratio on financial viability in	1:03			debt coverage	Budget & Treasury	OPEX	Municipal	n/a	n/a



						terms of debt coverage by 30/06/2024					ry Office		budget		
MF VM 07					66	Ratio on financial viability in terms of cost coverage by 30/06/2024	1:02			cost coverage	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 08					67	Ratio on financial viability in terms of outstanding service debtors to revenue by 30/06/2024	1:01			outstanding service debtors	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 09	Rural based municipalities do not have income to improve service				68	Date of approval of 2024/2025 budget by 31/05/2024	Approval of 2024/24 budget by 31/05/2024			budget	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a

MF VM 10	Revenue collection				69	Number of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2023	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2023			Budget Funding Plan	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 11	Legal compliance				70	Date of submission of credible Annual Financial Statements to the Auditor-General by 31/08/2023	Submission of credible Annual Financial Statements to the Auditor-General by 31/08/2023			Annual Financial Statements	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 12	Systems and procedures			Ensure legislative compliance	71	Number of Asset Register developed by 30/06/2024	1 Asset Register developed by 30/06/2024			Asset Register	Budget & Treasury Office	OPEX	Municipal budget	n/a	n/a
MF VM 13	Systems and				72	Date of adoption of Finance	Adoption of Finance related			Finance related policies	Budget & Treasury	OPEX	Municipal	n/a	n/a

	procedures					related policies by Council by 31/05/2024	policies by Council 31/05/2024				ry Office		budget		
MF VM 14	Legal compliance			Monitor the compliance with relevant legislation regarding financial expenditure	73	Percentage of reduction of Unauthorised, Irregular, Fruitless and Wasteful Expenditure by 30/06/2024	10% reduction of unauthorised, irregular, fruitless and wasteful expenditure by 30/06/2024			unauthorised, irregular, fruitless and wasteful expenditure	All Departments	OPEX	Municipal budget	n/a	n/a
MF VM 15	Legal compliance				74	Number of Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2024	4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2024			unauthorised, irregular, fruitless and wasteful expenditure	All Departments	OPEX	Municipal budget	n/a	n/a
MF VM 16	Systems and procedures		To improve audit opinion	Implement an audit	75	Percentage of audit queries raised by	100% of audit queries raised by			audit queries	All Departments	OPEX	Municipal	n/a	n/a

				action plan		the Auditor-General addressed by 30/06/2024	the Auditor-General addressed by 30/06/2024							bud get		
KPA 6: CROSS CUTTING ISSUES																
CCIO 1	Alignm ent with provinc ial and nationa l econo mic develo pment	Implem entatio n of Cross Cutting Issues	Efficient & Credibl e Strategi c & Spatial Municip al Plannin g	Revisio n of a Credibl e Integrat ed Develo pment Plan	76	Date of review and adoption of credible integrated developmen t planning by Council by 31/05/2024	Review and adoption of credible integrated developmen t planning by Council by 31/05/2024	N/A	N/A	integrated developmen t planning	Office of the MM	OPEX	Mun icipa l bud get	n/a	n/a	
CCIO 2			To ensure the implem entatio n of Spatial Develop ment Framew ork	Improv ed Spatial Develo pment Frame work	77	Date of review and adoption of district Spatial Developme nt framework by Council by 30/06/2024	Review and adoption of district Spatial Developme nt framework by Council by 30/06/2024			Spatial Developme nt framework	Comm unity Servic es	OPEX	Mun icipa l bud get	n/a	n/a	

CCIO 3	Lack of human capacity to assist with environmental issues		To ensure sustainable protection and development of the environment	Development and implementation of environmental management Plan	78	Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2024	Review and adoption of Environmental Management Plan provided by Council by 30/06/2024			Environmental Management Plan	Community Services	OPEX	Municipal budget	n/a	n/a
CCIO 4	Disasters due to climate change		To create a safety and responsive environment to the community	Attending and responding to disasters and incidents with a district	79	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2024	Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2024			Disaster Management Annual Report	Community Services	OPEX	Municipal budget	n/a	n/a
CCIO 5					80	Number Of Awareness Campaigns on Disaster provided to the UTDM	Four (4) Awareness Campaigns on Disaster provided to the UTDM			Awareness Campaigns	Community Services	OPEX	Municipal budget	n/a	n/a

						Community by 30/06/2024	Community by 30/06/2024								
CCIO 6	System s and proced ures		To ensure proper commu nication with the public	Monito r the functio ning and eficient of the Munici pal Call Centre	81	Date of Review of the Call Centre Charter submitted to Council by 30/06/2024	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2024			UTDM Call Centre Charter	Comm unity Servic es	OPEX	Mun icipa l bud get	n/a	n/a

## 4.1.4 UTDM DEVELOPMENT AGENCY STRATEGIC OBJECTIVES

2023/2024 UEDA STRATEGIC OBJECTIVES															
ID P/ KP I No .	Key Chal eng e	Goal	OBJECTI VE	STRATEGY	KEY PERFOR MANCE INDICATO R	MEASURA BLE UNIT	ANNUAL TARGET				MSCOA COMPLAINT				
								OUTCO ME 9 OUTPU T	BACK TO BASICS PILLAR	Projec t ID and Name	Function	Budget	Funding Source	Projec t Segm ent	Regio n
			GOOD GOVERNANCE												
UE DA 01	Syst ems and proc edur es	Corp orat e Gov erna nce	To ensure complan ce with legislatio n applicabl e to	Adherence to the MFMA, MSA, and the Company's Act	Complian ce Checklist reviewed by Audit Committee and adopted	Date reviewed by Audit Committee. Date adopted by Board.	1 Complian ce checklist s reviewed by Audit Committ	Implem ent a differen tial approa ch to municip al	Buildi ng Capabl e Local Gover nment	Audit Commitee	Ms DCP Mazibuko- Chief Executive Officer	OPEX	Entity budget	N/A	N/A

			municipal entities and principals outlined in the King III Report		by Board 30 June 2024		ee and adopted by the Board by 30 June 2024	financing, planning and support	Institution						
UE DA 02				Relationship with Parent Municipality (UTDM).	Performance reports submitted to UTDM	Number of reports submitted to the accounting officer	4 Quarterly Performance reports submitted to UTDM by 30 June 2024			Performance reports	Ms S Mokoena-Board Secretariat	OPEX	Entity budget	N/A	N/A
UE DA 03				Oversight on performance; risk and financial controls	Quarterly Board meetings	Number of meetings	4 Board meetings by 30 June 2024			Board meetings	Ms S Mokoena-Board Secretariat	OPEX	Entity budget	N/A	N/A



UE DA 04				Ensure good governance; performance management; risk assessment and financial controls.	Quarterly internal Audit Committee Reports by 30 June 2024	Number of reports	4 internal Audit Committee Reports by 30 June 2024			Audit Committee Reports	Ms DCP Mazibuko-Chief Executive Officer	OPEX	Entity budget	N/A	N/A
<b>ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION</b>															
UE DA 05	Systems and procedures	Corporate Governance	Implement Performance Management	To improve delivery through the implementation of a performance management system	Conduct employee Performance Management reviews by 30 June 2024	Number of employees	4 employee entered into an employee performance reviews by 30	Implement a differential approach to municipal financing, plannin	Building Capable Local Government Institution	employee performance reviews	Ms DCP Mazibuko-Chief Executive Officer	OPEX	Entity budget	N/A	N/A

						June 2024	g and support								
UE DA 06			To improve the capacity of staff for service delivery		Implementa- tion of skills training program mes by 30 June 2024	Number of Training Session	Two(2) training session held for employe es by 30 June 2024			Trainin g sessio n	Ms DCP Mazibuko- Chief Executive Officer	OPEX	Entity budget	N/A	N/A
UE DA 07					Adoption human resources and related policies by 30 June 2024	Number of policies adopted	14 Human resource s and related policies adopted by the Board by 30 June 2024			Huma n resour ces and related policie s	Ms DCP Mazibuko- Chief Executive Officer	OPEX	Entity budget	N/A	N/A
<b>FINANCIAL VIABILITY AND MANAGEMENT</b>															

UE DA 08	Legal compliance	Sound financial management	Sound Financial Planning and Reporting	To ensure effective reporting and compliance	Submission of credible annual financial statements to the Auditor-General by 31 August 2023	Date of submission of the report	Submission of annual financial statements to the Auditor-General by 31 August 2023	Improve municipal financial and administrative capability	Sound Financial Management	Annual financial statements	Mr L Dubazana-Chief Finance Officer	OPEX	Entity budget	N/A	N/A
UE DA 09					Submission of credible annual performance report to the Auditor-General by 30 August 2023	Date of submission of the report	Submission of annual performance report to the Auditor-General by 31 August 2023			Annual performance report	Mr L Dubazana-Chief Finance Officer	OPEX	Entity budget	N/A	N/A

UE DA 10					Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2024	Date of submission of the report	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2024			Mid-term budget and performance assessment report	Mr L Dubazana-Chief Finance Officer	OPEX	Entity budget	N/A	N/A
UE DA 11					Submission of monthly financial reports to the board and UTDM by 30 June 2024	Date of submission of the report	12 Submission of monthly financial reports reportett to Board and UTDM by			Monthly financial reports	Mr L Dubazana-Chief Finance Officer	OPEX	Entity budget	N/A	N/A

						30 June 2024									
UE DA 12					Submission of annual budget in terms of S87 of MFMA to the parent municipality by <b>31 January 2024</b>	Date of submission of the report	Submission of annual budget in terms of S8 of MFMA			Annual budget	Mr L Dubazana-Chief Finance Officer	OPEX	Entity budget	N/A	N/A
UE DA 13					Submission of Annual Budget in terms of S87 of the MFMA to the parent municipal	Date of submission of the report	submission of annual budget in terms of S7 of MFMA			Annual budget	Mr L Dubazana-Chief Finance Officer	OPEX	Entity budget	N/A	N/A

					ity, 30 days before the start of the financial yeay										
<b>LOCAL ECONOMIC DEVELOPMENT</b>															
			OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR	MEASURABLE UNIT	ANNUAL TARGET								
								OUTCOME 9 OUTPUT	BACK TO BASIC PILLAR	Project ID and Name	Function	Budget	Funding Source	Project Segment	Region
UE DA 14	Coordination of LED initiatives	Coordination of LED initiatives	To bring infracture & facilities that will help large and SMMEs	To create an enabling and conducive environment for both local and	Number of engagements to develop bulk infrastruc ture for	Number of meetings	Three (3)engagements held with relevant stakeholders in relation	Implementation of community works programme	N/A	Bulk infrast ructure	Mr B Madikizelk a-Investmen t &Infrastru cture Manager	OPEX	Entity budget	N/A	N/A

			to thrive at uThukela District	international businesses to thrive	economic opportunities		to development of bulk infrastructure for economic opportunities	and supported cooperatives							
UE DA 15					Number of PSC engagements in relation to the establishment of DUT satellite office by 30 June 2023	Number of meetings	4 engagements held in relation to the establishment of DUT satellite Campus in Ladysmith by 30 June 2024			DUT satellite Campuses	Mr B Madikizela- Investment & Infrastructure Manager	OPEX	Entity budget	N/A	N/A

UE DA 16					Number of meetings held in the establish ment of Clothing and Textile Special Economic Zone by 30 June 2023	Number of meetings	Two (2) engagem ents held on the establish ment of Special Economi c Zone by 30 June 2024			Special Econo mic Zone	Mr B Madikizelk a- Investmen t &Infrastru cture Manager	OPEX	Entity budget	N/A	N/A
UE DA 17					Number of engagem entsheld to support informal economy and small enterpris es	Number of meetings	Four(4) engagem ents to support informal economy and small enterpris es by 30 June 2024			Econo my and small enterp rises	Mr B Madikizelk a- Investmen t &Infrastru cture Manager	OPEX	Entity budget	N/A	N/A



UE DA 18					Number of engagements held to expand the manufacturing	Number of meetings	Four(4) engagements held to expand the manufacturing sector by 30 June 2024			Manufacturing sector	Mr B Madikizela- Investment &Infrastructure Manager	OPEX	Entity budget	N/A	N/A
UE DA 19					Number of engagements to develop strategic transport infrastructure	Number of meetings	Four(4) engagements to develop strategic transport infrastructure by 30 June 2024			Transport infrastructure	Mr B Madikizela- Investment &Infrastructure Manager	OPEX	Entity budget	N/A	N/A
UE DA 20			<b>To position UTD as a first choice</b>	<b>To mobilise and promote the use of</b>	Number of in-house tourism training &	Number of trainings	Four (4) in-house tourism training &			Training & development	Ms B Hlongwane- Tourism Manager	OPEX	Entity budget	N/A	N/A

			<b>world class tourism destination</b>	<b>local resources and skills thus ensuring maximising local economic development (tourism)</b>	development workshops conducted with the tourism interns & officers		development workshops conducted with the tourism interns & officers by 30 June 2024			workshops					
UE DA 21					Number of District Tourism Marketing updates by 30 June 2023	Number of tourism marketing updates	Four(4) District Tourism Marketing updates by 30 June 2024			District Tourism Marketing	Ms B Hlongwane- Tourism Manager	OPEX	Entity budget	N/A	N/A
UE DA 21.1					Lobbying for the provincial tourism	Lobbying for the listing of the	Four (4) Lobbying for the provinvia			Provincial tourism	Ms B Hlongwane- Tourism Manager	OPEX	Entity budget	N/A	N/A

					authority and municipal ities to ensure that tourism SMMEs are listed and promoted on their websites	tourism SMME's	I tourism authority and municipa lities to ensure that tourism SMME's are listed and promote d on their websites			author ity					
UE DA 22					Number of Tourism Stakehold er Analysis by 30 June 2023	Number of tourism stakeholde r analysis	One (1) Tourism Stakehol der Analysis by 30 June 2023			Touris m Stakeh older	Ms B Hlongwan e- Tourism Manager	OPEX	Entity budget	N/A	N/A
UE DA 22. 1					Number of Tourism stakehold er	Number of Tourism Stakehold er	One (1) Tourism Stakehol der			Touris m Stakeh older	Ms B Hlongwan e- Tourism Manager	OPEX	Entity budget	N/A	N/A

					er Engagem ent Plan by 30 June 2024	Engagem ent Plan	Engagem ent Plan by 30 June 2024			Engage ment Plan					
UE DA 22. 2					Number of stakehold ers engagem ent held by 30 June 2024	Number of stakeholde rs engagem ent	Three (3) Number of stakehol ders engagem ents held by 30 June 2023			Stakeh olders engag ement s	Ms B Hlongwan e- Tourism Manager	OPEX	Entity budget	N/A	N/A
UE DA 23					Number of tourism activation programs conducte d by 30 June 2024	Number of tourism activation programs	Four (4) tourism activation program s conducte d by 30 June 2024			Touris m activat ion progra ms	Ms B Hlongwan e- Tourism Manager	OPEX	Entity budget	N/A	N/A

UE DA 24					Lobbying for funding for the constructi on of Phase one of uMhluma yo Cultural Village Project by 30 June 2024	Lobbying for funding	Four (4) Lobbying for funding for the construct ion of Phase one of uMhlum ayo Cultural Village Project by 30 June 2024			uMhlu mayo Cultur al Village Project	Ms B Hlongwan e- Tourism Manager	OPEX	Entity budget	N/A	N/A
UE DA 25					Coordinat e accreditat ion of UEDA with the Tourism specific SETA by	Coordinat e accreditati on	One (1) Coordina te accredita tion of UEDA with the Tourism specific SETA by			Accred itation of UEDA with the Touris m	Ms B Hlongwan e- Tourism Manager	OPEX	Entity budget	N/A	N/A

					30 June 2024		30 June 2024									
UE DA 26					Conduct Familiarisation trips on all tourism routes	Conduct Familiarisation trips	Eight (8) Familiarisation trips conducted by 30 June 2024			Familiarisation trips	Ms B Hlongwane- Tourism Manager	OPEX	Entity budget	N/A	N/A	
UE DA 27					reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2024	Reports	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2024			Reports	Mr B Sibisi-Raset Manager	OPEX	Entity budget	N/A	N/A	

UE DA 28			To develop sustainable commercialisation of Agriculture and Agribusiness industries and the implementation of RASET in the uThukela District	To mobilise and promote the use of local resources and skills thus ensuring maximising local economic development (Agriculture)	reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2024	Reports	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2024			Reports	Mr B Sibisi-Raset Manager	OPEX	Entity budget	N/A	N/A
UE DA 29					Four(4) reports submitted farmer identification (1),	Reports	Four(4) reports submitted farmer identification (1),			reports	Mr B Sibisi-Raset Manager	OPEX	Entity budget	N/A	N/A

					bean seed procurement and distribution (1), monitoring visits, bean harvests (1), Project evaluation (1) by 30 June 2024		bean seed procurement and distribution (1), monitoring visits, bean harvests (1), Project evaluation (1) by 30 June 2024								
UE DA 30					Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring	Reports	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1),			Reports	Mr B Sibisi-Raset Manager	OPEX	Entity budget	N/A	N/A



					g visits, soya harvests (1), Project evaluatio n (1) by 30 June 2024		monitori ng visits, soya harvests (1), Project evaluatio n (1) by 30 June 2024								
UE DA 31					Four (4) reports submitte d on groundnu t seed procurem ent and distributi on (1), Monitorin g (1), Harvestin g, Evaluatio n (1) by 30 June 2024	Reports	Four (4) reports submitte d on groundn ut seed procure ment and distributi on (1), Monitori ng (1), Harvesti ng, Evaluatio n (1) by			Report s	Mr B Sibisi- Raset Manager	OPEX	Entity budget	N/A	N/A

							30 June 2024								
UE DA 32					Reports submitted on farmer identification (1), butternut seed procurement and distribution (1), Harvesting (1), Evaluation (1) by 30 June 2024	Reports	Four (4) reports submitted on farmer identification (1), butternut seed procurement and distribution (1), Harvesting (1), Evaluation (1) by 30 June 2024			Reports	Mr B Sibisi-Raset Manager	OPEX	Entity budget	N/A	N/A

UE DA 33					Reports on enquiries and engagem ents(1) Identificat ion of farmers, maize seeds procurem ent and distributi on (1), Monitorin g (1), Harvest, evaluatio n (1) by 30 June 2024	Reports	Four(4) reports on enquiries and engagem ents(1) Identifica tion of farmers, maize seeds procure ment and distributi on (1), Monitori ng (1), Harvest, evaluatio n (1) by 30 June 2024			Report s	Mr B Sibisi- Raset Manager	OPEX	Entity budget	N/A	N/A
UE DA 34					Four reports submitte d on	Reports	Four(4) Quarterl y reports submitte			Livesto ck	Mr B Sibisi- Raset Manager	OPEX	Entity budget	N/A	N/A

					livestock markets held by 30 June 2024		d on livestock markets.			market s					
UE DA 35					reports submitte d on Cannabis/ hemp productio n	Reports	Four (4) reports on engagem ents with stakehol ders. Separate meetings with each stakehol der and 3 PSC meetings by 30 June 2023			Report s	Mr B Sibisi- Raset Manager	OPEX	Entity budget	N/A	N/A
UE DA 36					reports submitte d on business	Reports	Four reports submitte d on			Report s	Mr B Sibisi- Raset Manage	OPEX	Entity budget	N/A	N/A

					plan, fixing of machiner y, funding applicatio n (1), tilling for 3rd parties, follow up (1) by 30 June 2024		business plan, fixing of machiner y, funding applicati on (1), tilling for 3rd parties, follow up (1) by 30 June 2024								
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SECTION E:

STRATEGIC MAPPING

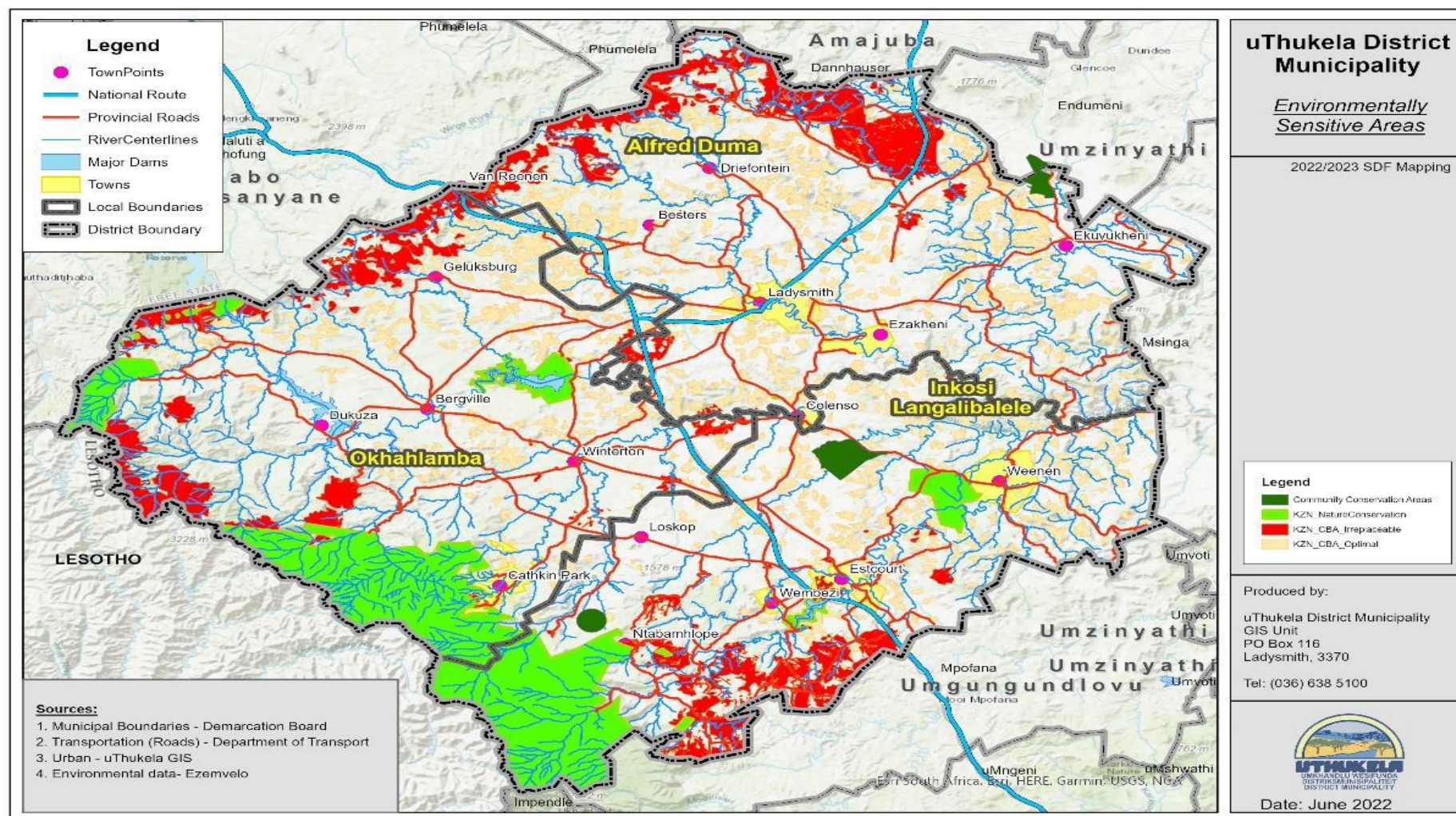
## 5 STRATEGIC MAPPING

*It is vital to indicate that the maps below might not be legible in this section due to size, but those maps can be viewed in the adopted 2022/2023 SDF and the draft 2023/2024 SDF.*

### 5.1.1 ENVIRONMENTAL SENSITIVE AREAS

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach. The maps below shows the environmental sensitive areas

## The Environmental Sensitive areas

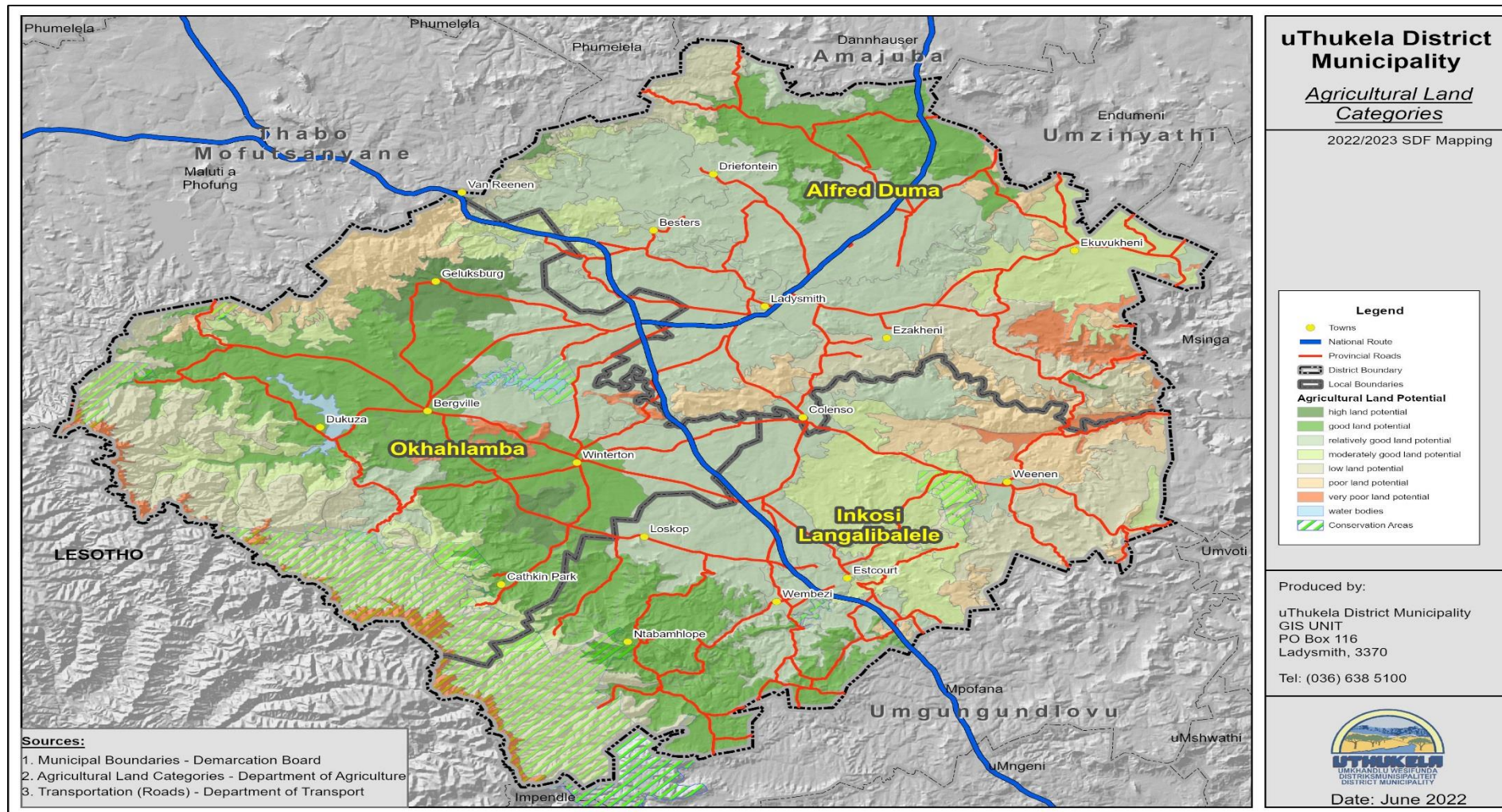




### 5.1.2 AGRICULTURAL POTENTIAL

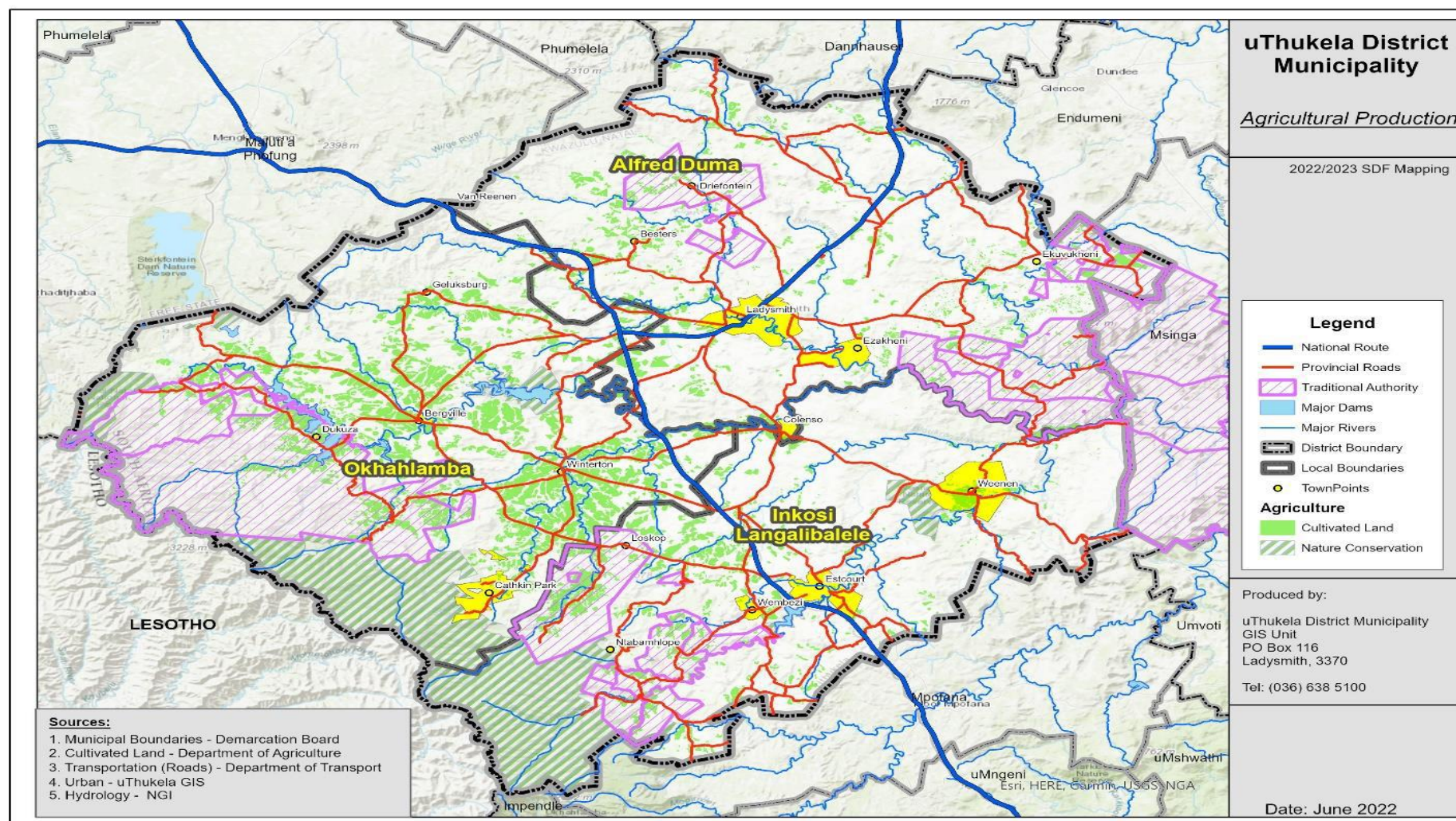
The new growth path seeks to place the economy on a production-led trajectory by developing an agricultural value chain, with a focus on expanding farm-output, employment, and increasing the agri-processing sector. The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing. A competitive sector could be further developed to exploit economic opportunities presented by its location along the major transport routes and abundant water from the Thukela River (Thukela-Vaal Scheme). The R74 connects Bergville and Winterton to the N3 and N6 roads in the Free State. This presents Okhahlamba with agro processing opportunities that will be supported by road freight infrastructure to major South African cities, i.e. the Durban Harbour in the south and Agriculture contributed R946 million to the district economy in 2011 and employed 7 959 people, the sector contributed 7% to total GVA and employment within the municipality in 2011. The map below shows the agricultural potential and the agricultural production.

## AGRICULTURAL POTENTIAL





## AGRICULTURAL PRODUCTION



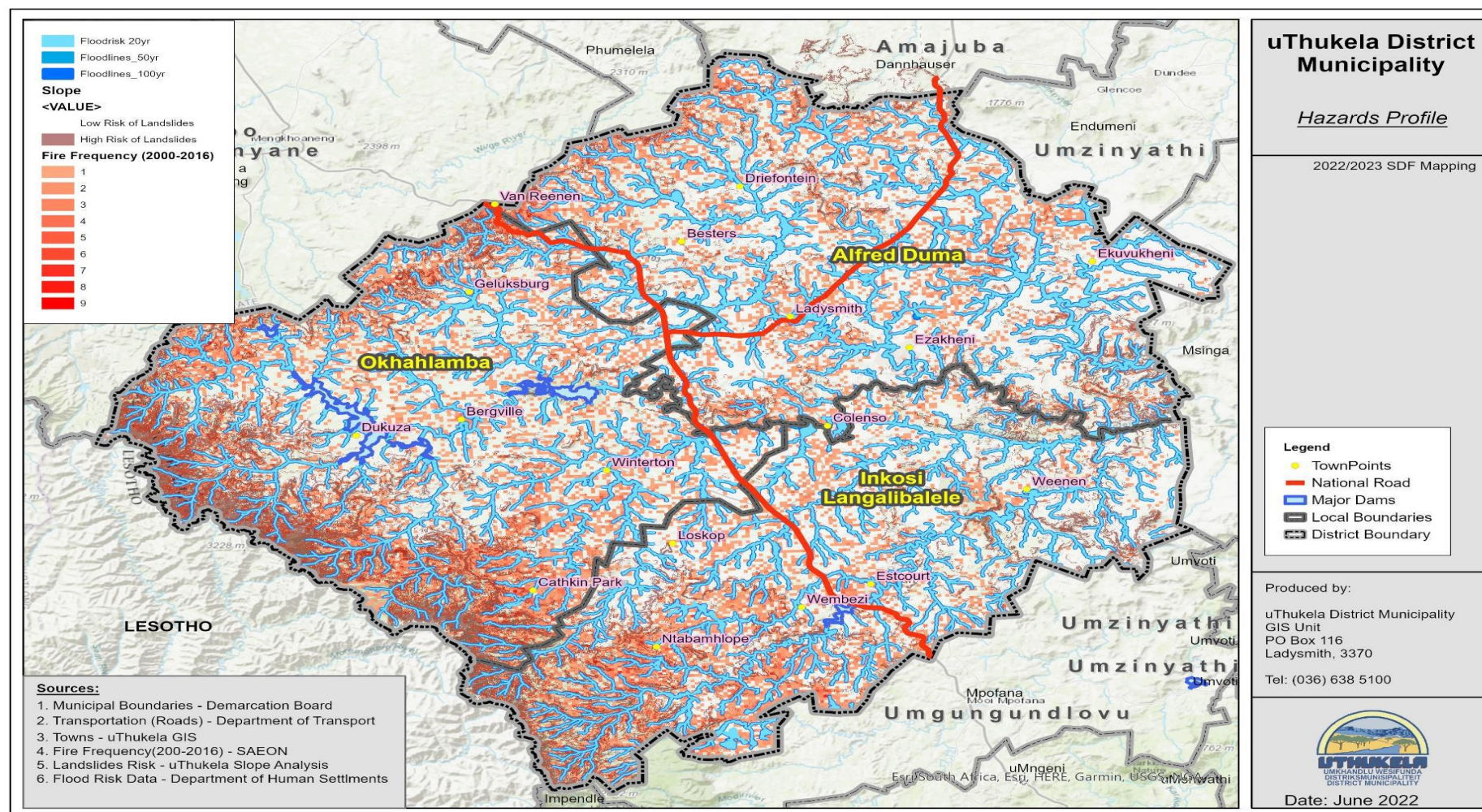
### 5.1.3 DISASTER RISK PROFILE

The risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments over the past five years.

It was possible to compile appropriate GIS profile maps Using the detail disaster hazard, vulnerability and risk assessments of UTDM. These GIS-profile maps summarise the disaster hazard, vulnerability and risk analysis of UDM. Hence, these profile maps indicate the risk profile of the UTDM area of jurisdiction. Below is the disaster hazards profile map of uThukela district municipality and its family of municipalities



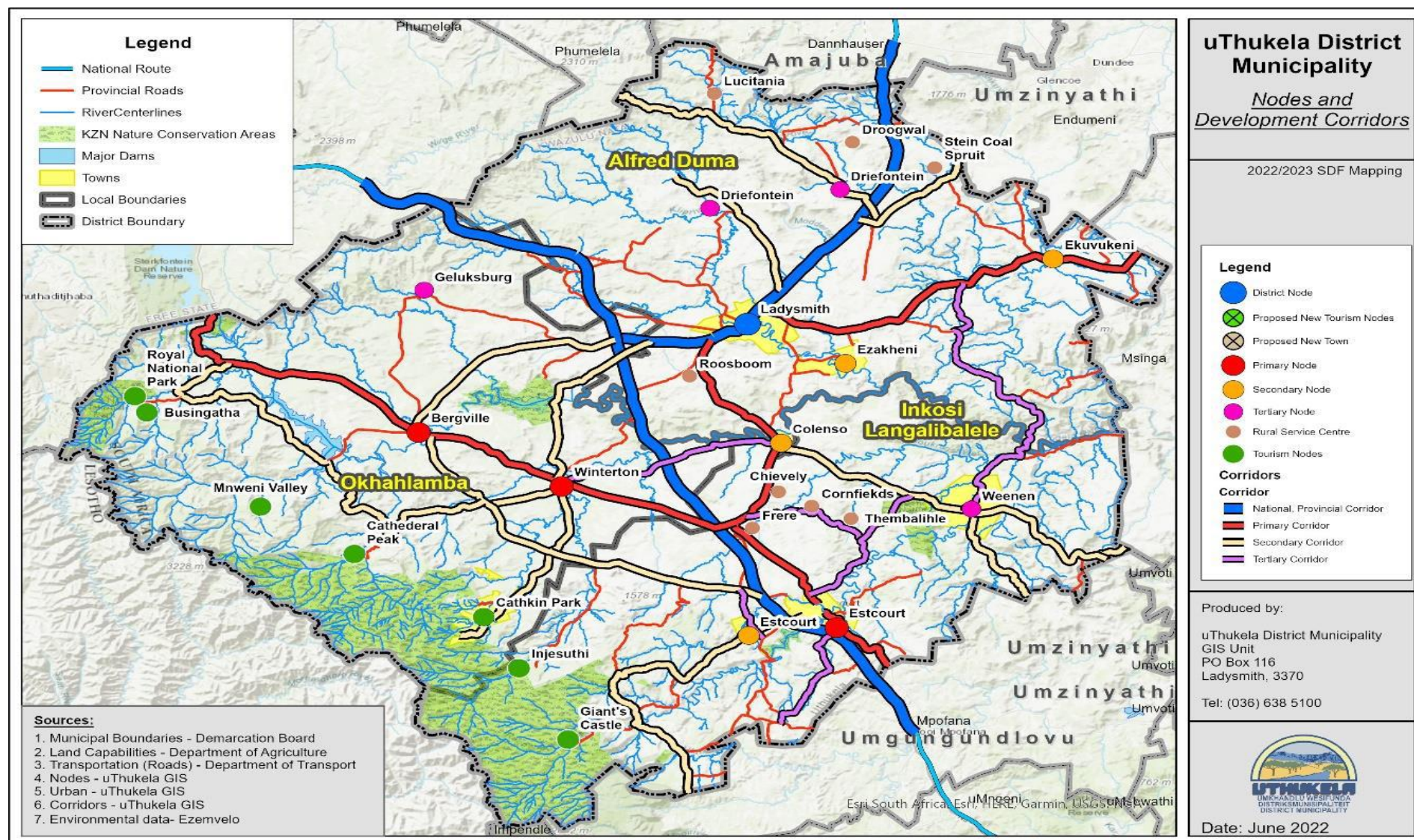
## DISASTER RISK PROFILE



#### 5.1.4 DESIRED SPATIAL FORM

It must be noted that the below attached map replicates the uThukela district municipality desired spatial form that is aligned to the municipality's Key Challenges, the long term vision, mission, Goals as well as strategic objectives. The map below shows the **desired spatial form of uThukela district municipality and its family of municipalities:**





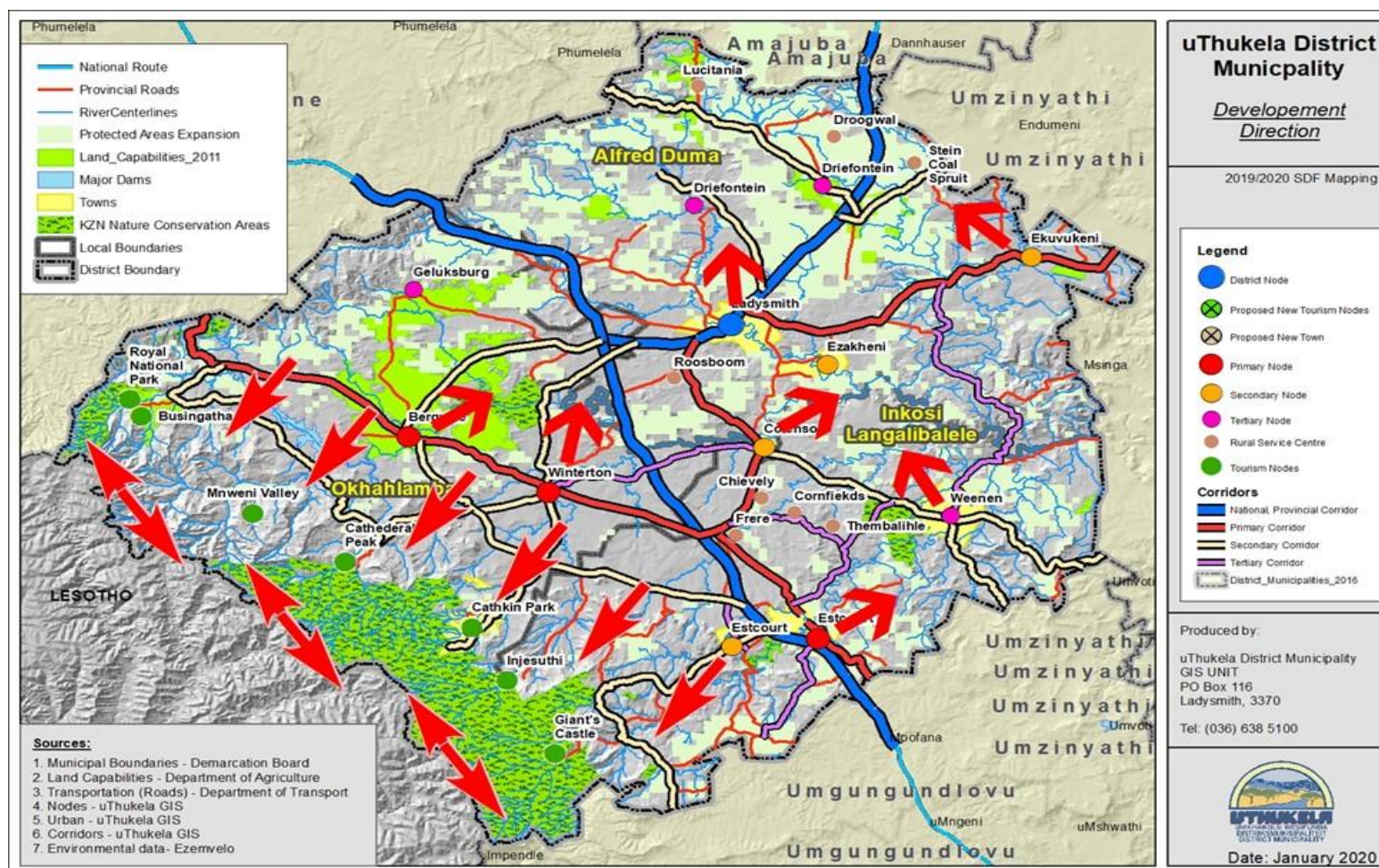
## 5.1.5 DESIRED SPATIAL FORM AND LAND USE

### 5.1.5.1 AREAS WHERE DEVELOPMENT INTENSITY SHOULD DECREASE

Development should be discouraged within the UDP WHS since this will compromise the landscape character. Expansion of developments towards UDP Foothills will also be unfavourable. Most of the main towns/ nodes are surrounded by agricultural land. Expansion of nodes to high potential agricultural land would be undesirable. The map below shows areas where development intensity should decrease.



## AREAS WHERE DEVELOPMENT INTENSITY SHOULD DECREASE



Development should be discouraged within the UDP WHS since this will compromise the landscape character.

Expansion of developments towards UDP Foothills will also be unfavourable.

Most of the main towns/ Nodes are surrounded by Agricultural land. Expansion of nodes to high potential agricultural land would be undesirable.

#### 5.1.5.2 AREAS WHERE DEVELOPMENT SHOULD INCREASE

The proposal is to facilitate an expansion of the node to its nearest urban settlement area (i.e. former black township). This creates opportunities for infill and interface development on the one hand and it dismantles the historical segregation motives. This is proposed for Ladysmith and Ezakheni as well as Estcourt and Wembezi. The proposal is to facilitate the densification of the existing nodes prior to outward expansion. This is because these areas are still too low in terms of density and urban sprawl may emanate if expansion was to take place at a sizeable now. The map below displays the areas where development intensity should increase.



## AREAS WHERE DEVELOPMENT INTENSITY SHOULD INCREASE



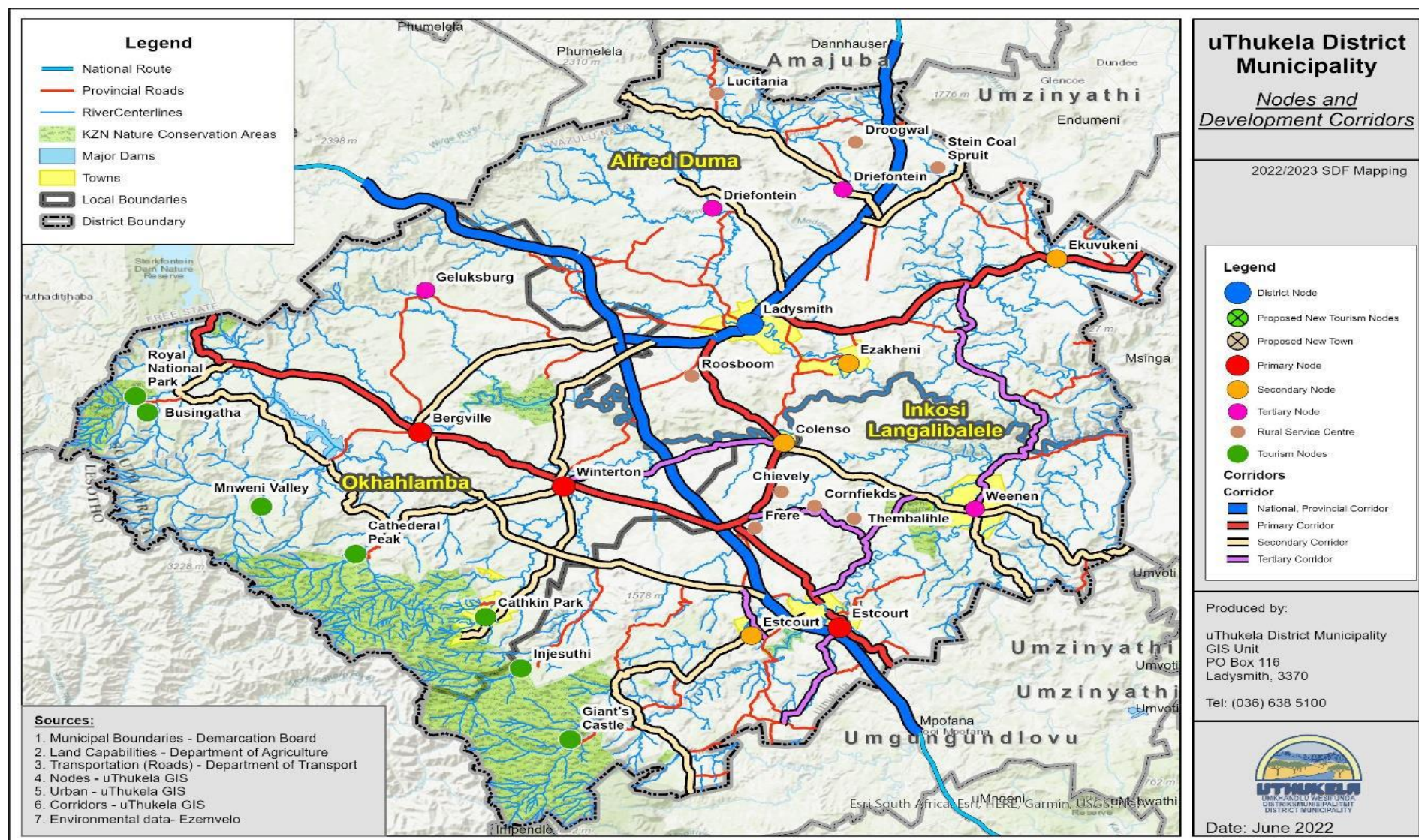
#### 5.1.6 SPATIAL RECONSTRUCTION OF THE MUNICIPALITY

The objective of the spatial strategy is to guide spatial growth for uThukela in relation to the physical space. The following are major issues identified:

- The development of nodes and corridors: The nodal hierarchy is interlinked with a hierarchy of corridors and reinforces the function of nodes. Primary, secondary and tertiary corridors have been identified and these would be focused upon to develop the spatial structure;
- The promotion of small towns and centres: This should be coupled with a well-functioning passenger transport system for the integration of settlement hierarchies. The system will create balanced settlements and lead to improvement in service delivery to outlying rural areas;
- Sound land use management practices: The hierarchical development framework should direct development and support land use management systems that mitigate conflicting uses and urban sprawl and the map below displays the spatial reconstruction of uThukela district municipality.

**The map below show the spatial reconstruction of the uThukela district municipality**





## 5.1.7 LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY

### 5.1.7.1 PROPOSED INDUSTRIAL DEVELOPMENT

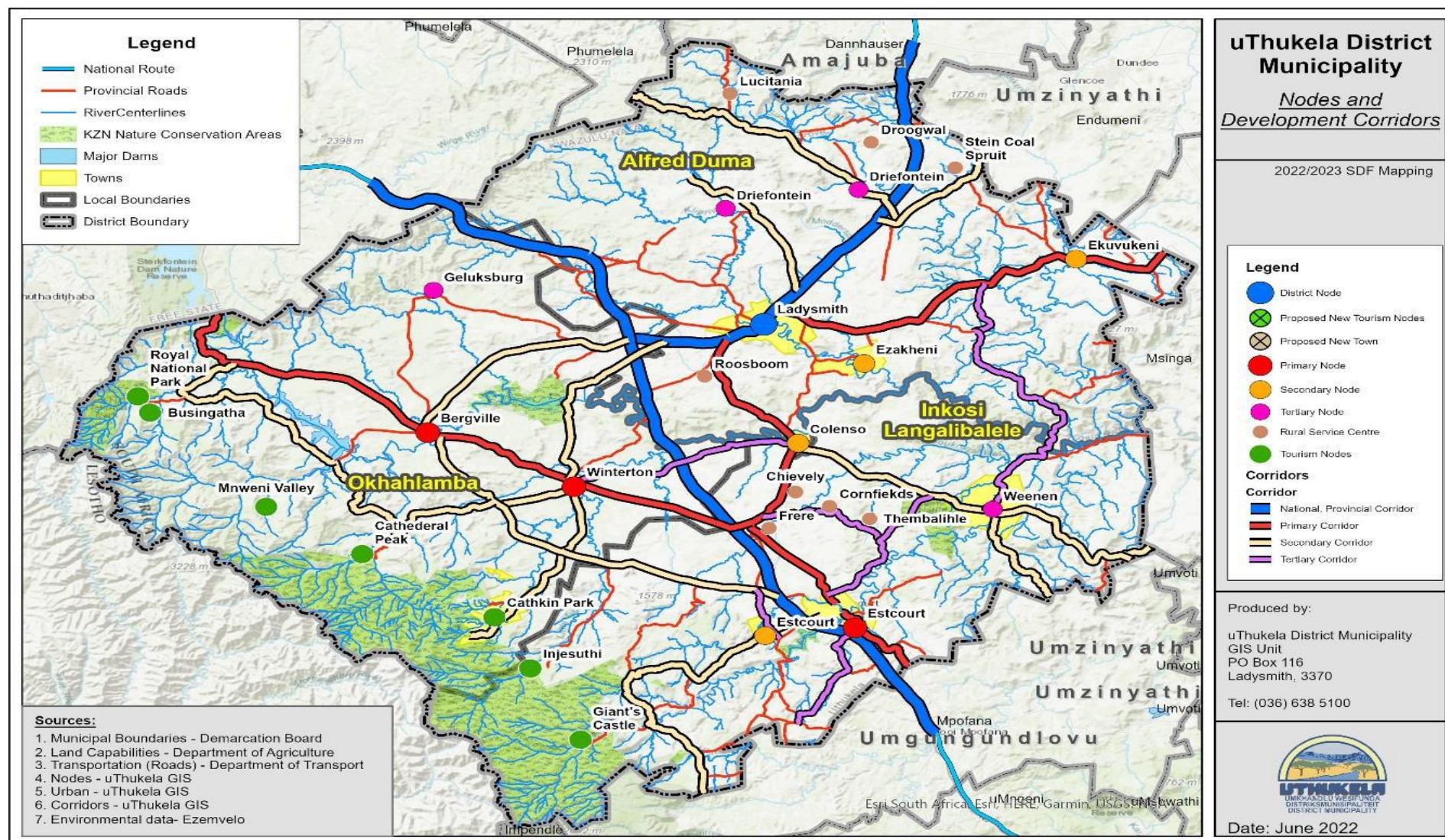
The existing and established industries within UThukela are mainly found in Alfred Duma and Inkosi Langalibalele Local Municipalities. Ladysmith is considered to be the Primary Industrial Hub with three main industrial areas which are Danskraal, Nambithi and Ezakheni. Estcourt is considered to be a Primary Agri-processing Hub.

UThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the district for processing. The areas that are seen as the potential for further industrial development that is worth exploration are as follows:

- Ladysmith and Estcourt – Existing Industrial Hubs;
- Bergville – Primary industrial area for maize mill and agro-processing;
- Weenen – Agricultural produce packaging and processing;
- Loskop – Leather production, clothing, textile; and
- Colenso – Charcoal Plant.

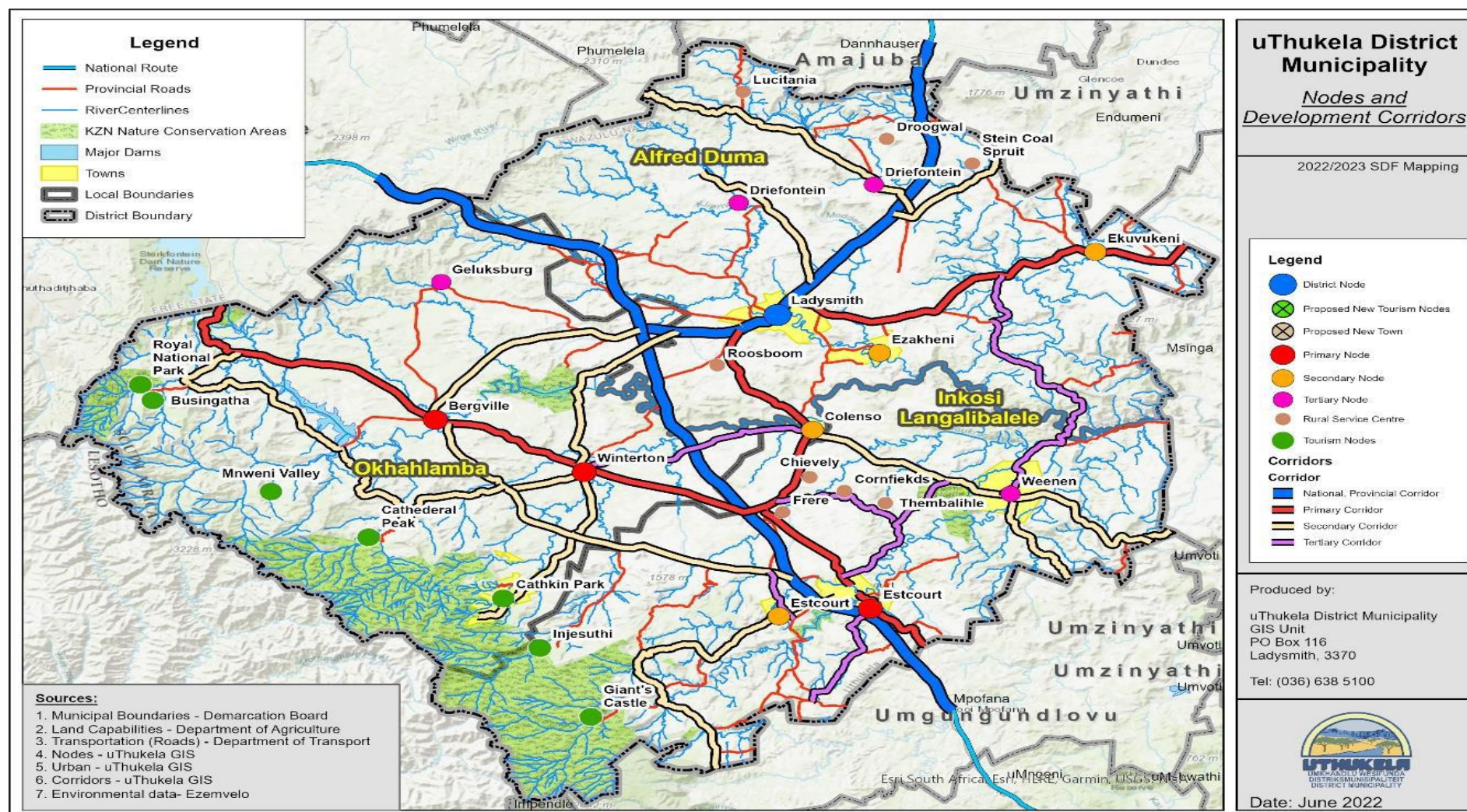
**The map below replicates the areas for industrial future investment within uThukela district**







## AREAS FOR POTENTIAL FUTURE COMMERCIAL INVESTMENT





#### 5.1.8 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

UThukela District is one of the cross-border municipalities within the province. It shares borders the Kingdom of Lesotho, Free-State Province and three districts within KwaZulu-Natal Province (Amajuba, Umzinyathi and Umgungundlovu District Municipalities). The uThukela district municipality SDF gives a thorough analysis on issues of alignment between UThukela and the neighboring areas (country and province) as well as the districts municipalities within KwaZulu-Natal provinces..The map below portrays the spatial alignment with neighbouring municipalities.

## uThukela District Municipality

### Regional Access

2019/2020 SDF Mapping

#### Legend

-  Airports
-  Towns
-  National Road
-  Routes
-  Provincial Roads
-  District Roads
-  KZN\_Railways
-  Urban Area
-  Protected Areas
-  Traditional Authorities
-  Local Municipalities
-  District Municipality

Produced by:

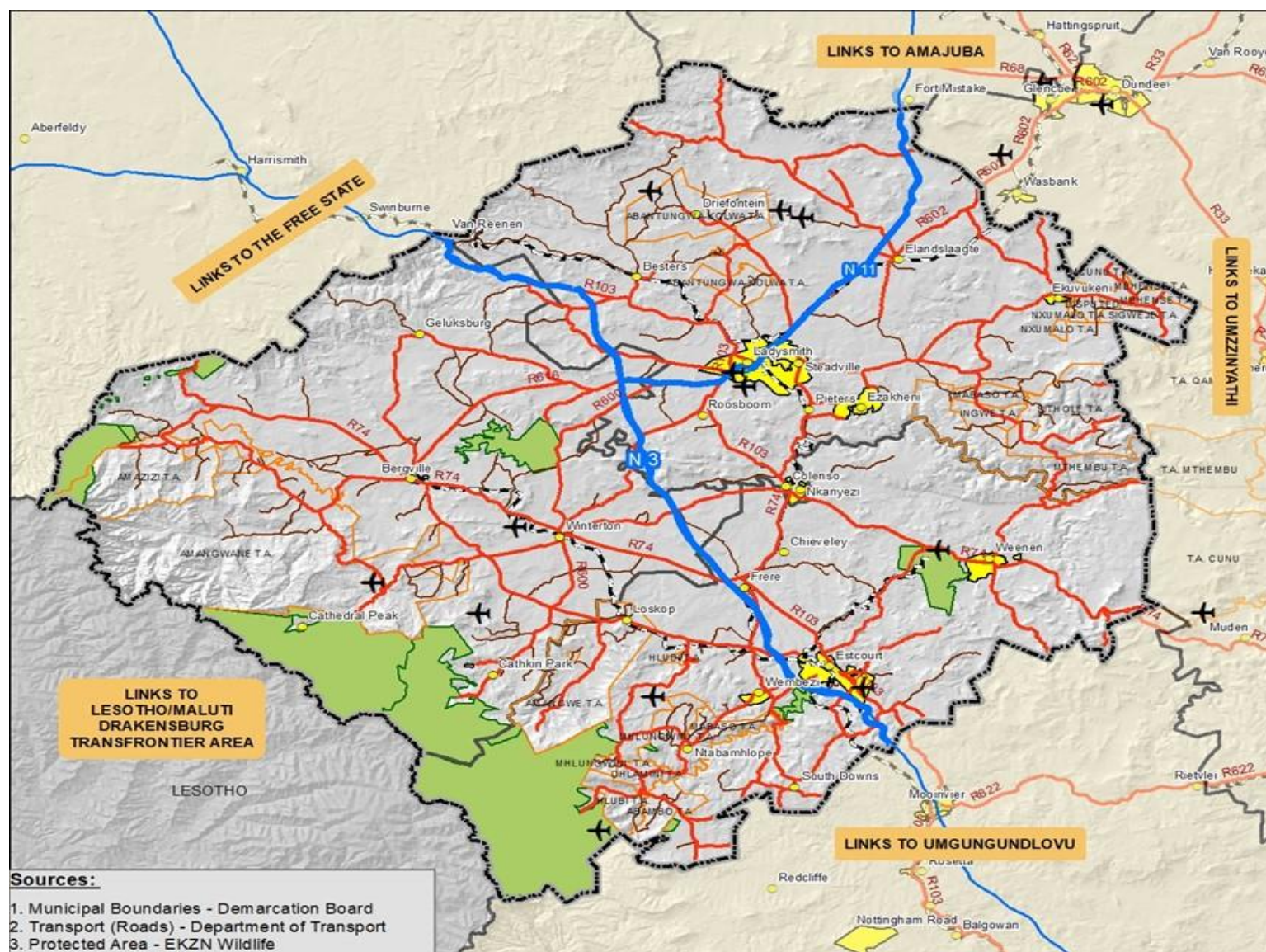
uThukela District Municipality  
GIS UNIT  
PO Box 116  
Ladysmith, 3370

Tel: (036) 638 5100



Date: January 2020

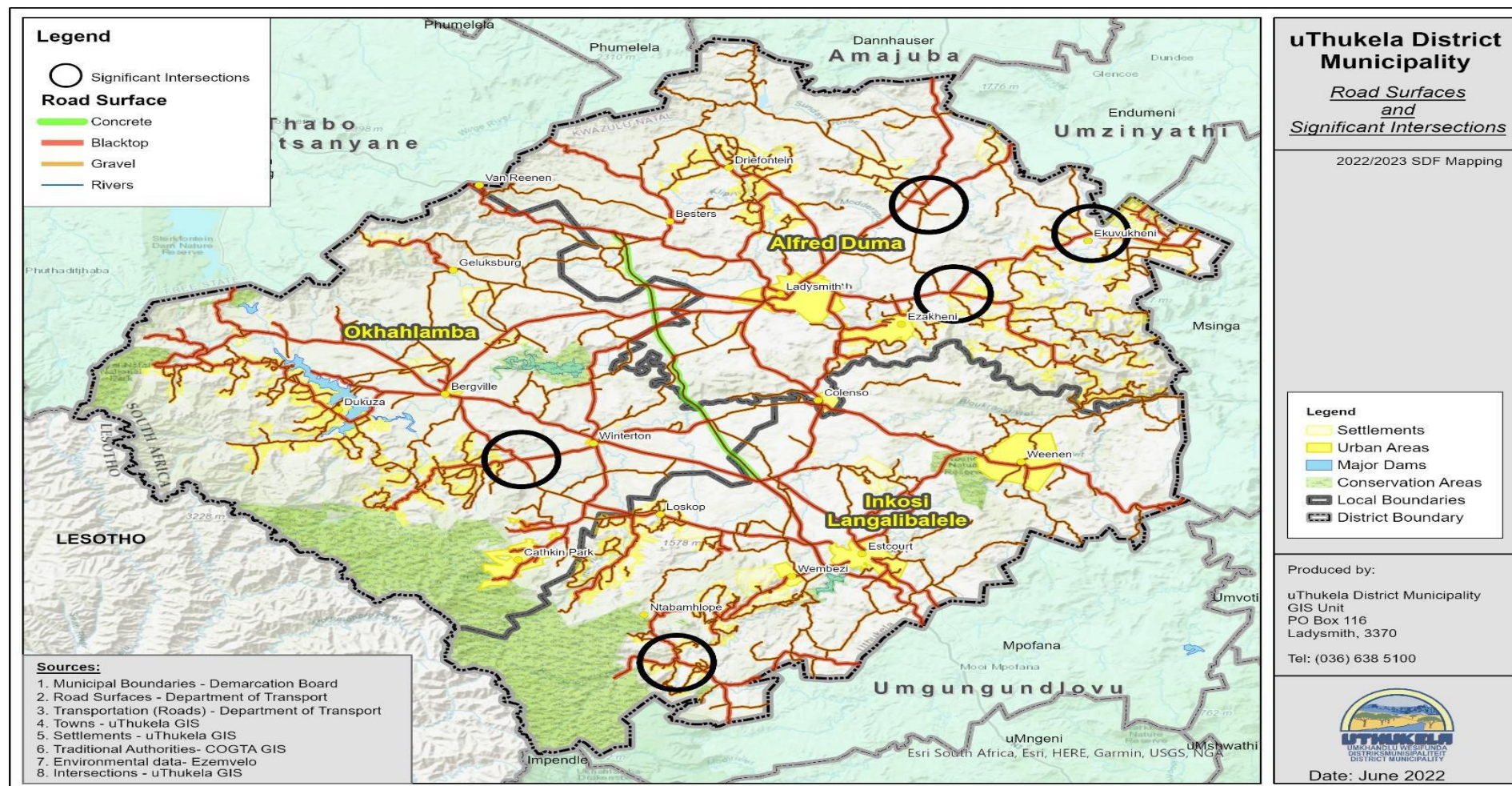
430 | Page



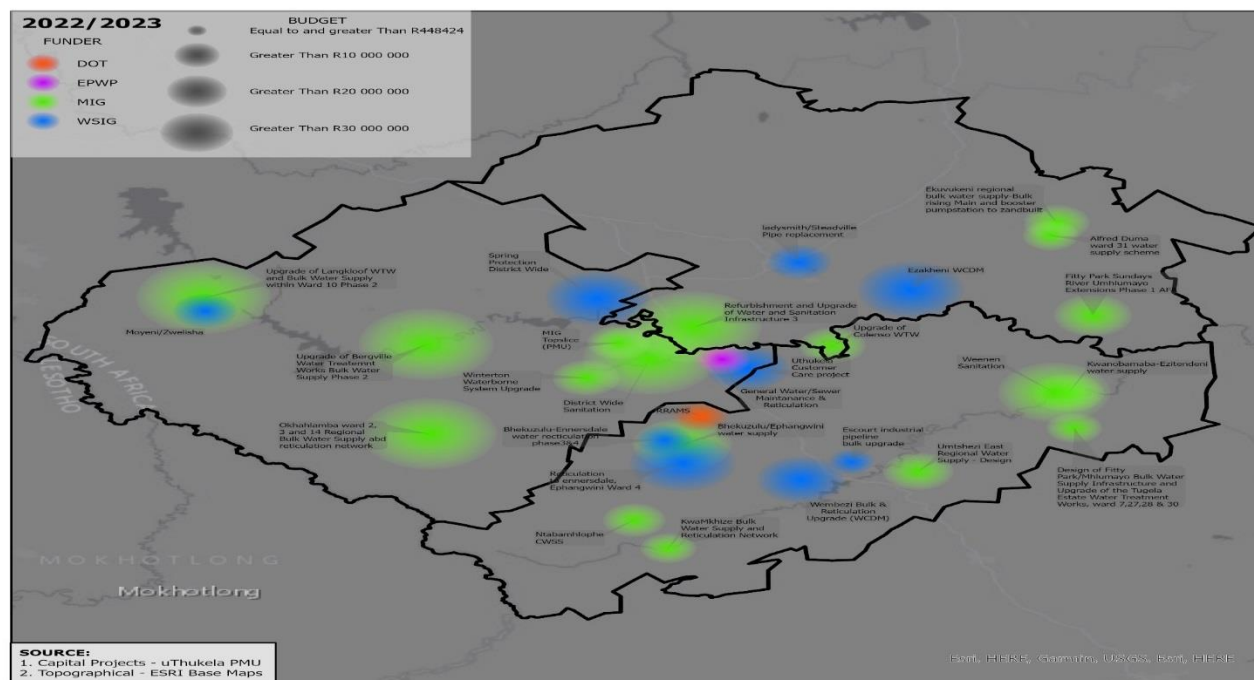


## 5.1.9 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

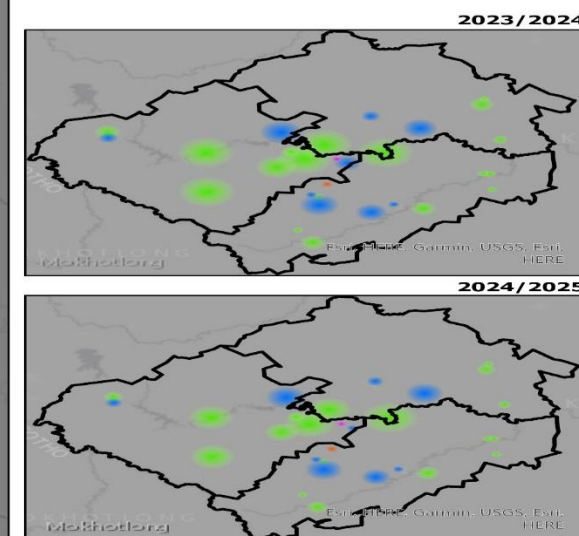
## AREAS FOR POTENTIAL FUTURE COMMERCIAL INVESTMENT



## FUTURE AREAS FOR INFRASTRUCTURE INVESTMENTS



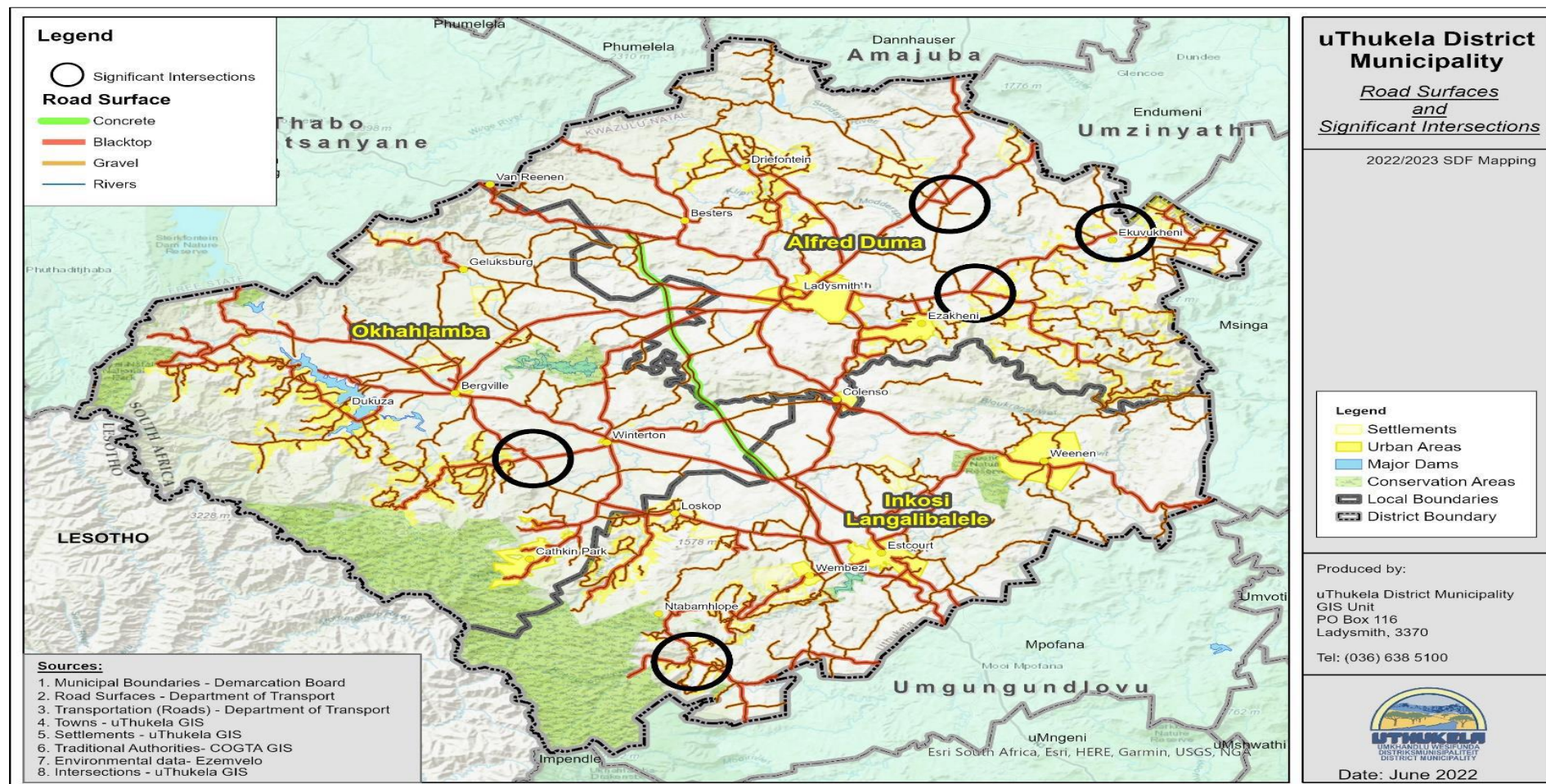
### **CAPITAL PROJECTS** **SDF 2022/2023** **uThukela District Municipality**





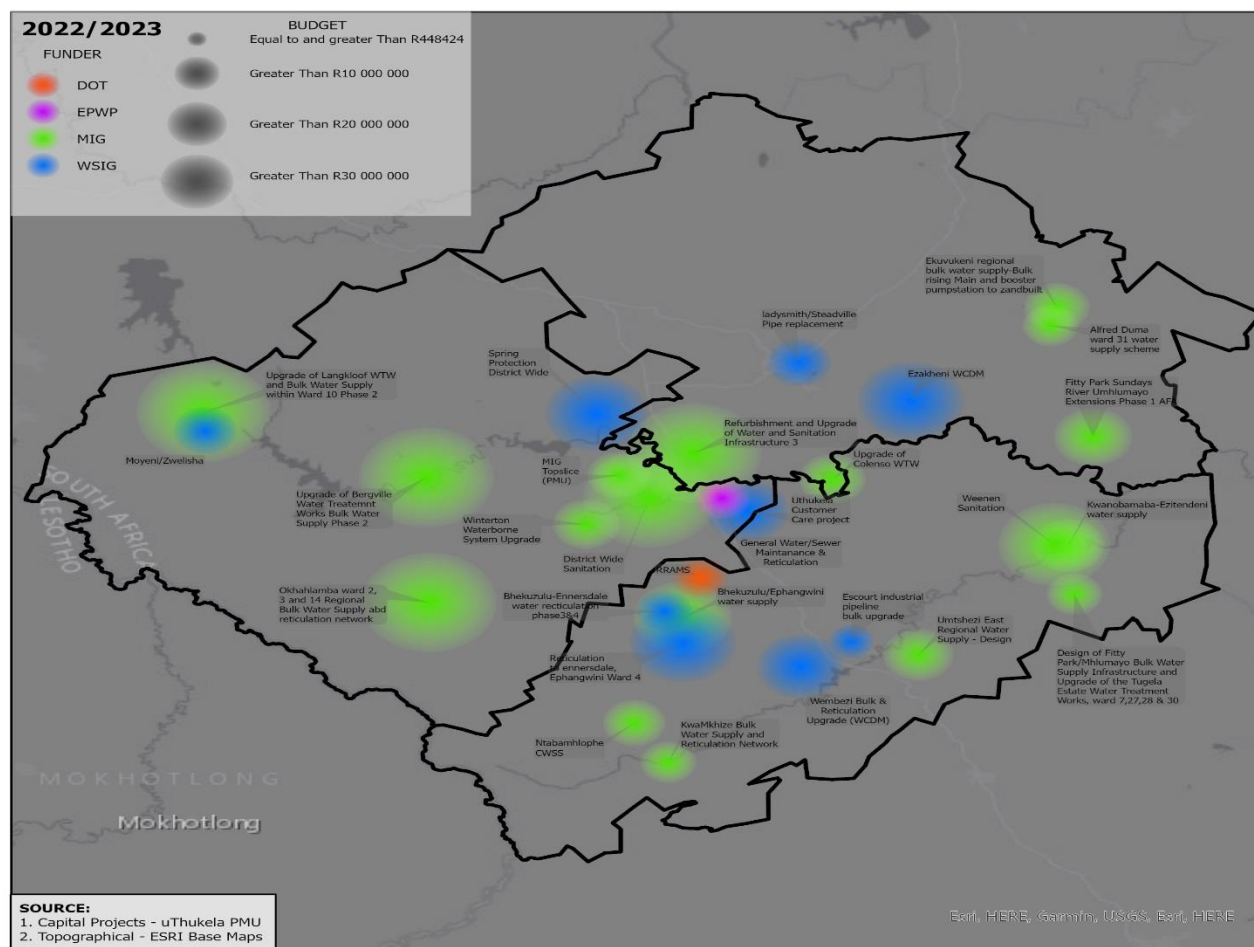
## 5.1.10 STRATEGIC INTERVENTION

## AREAS FOR INDUSTRIAL FUTURE INVESTMENT

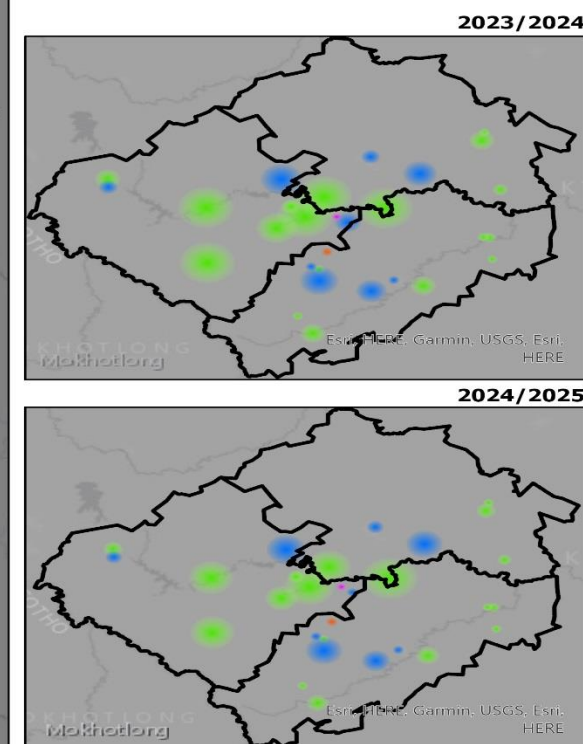


### 5.1.11 AREAS WHERE PRIORITY SPENDING IS REQUIRED

#### AREAS FOR INFRASTRUCTURE INVESTMENT



#### **CAPITAL PROJECTS SDF 2022/2023 uThukela District Municipality**



#### 5.1.12 TOURISM

The UThukela District Municipality is located in the world heritage site (The Majestic Drakensberg Mountains) and the renowned battle sites offer an out of Africa experience these qualities have created a district that is a tourism magnet in South Africa. In line with Provincial Guidelines tourism routes have been identified along the Drakensberg linking areas such as Cathkin Park, Bergville, Winterton and the Northern Berg. The route has been expanded recently to include linkages to tourism nodes within the Drakensberg range. The tourism sector comprises three main parts: The berg experience with hotels, chalets and camp sites located from Mount Aux Sources in the north through to Giants Castle in the south.

The second major part includes historical tourism involving the battlefields routes through the eastern part of the district. The third part involves game reserves and the wildlife experience in the lower lying bushveld (as opposed to berg) areas of the district in proclaimed and private conservancies. This includes an expanding area devoted to game farming and professional hunting adventure tourism is closely linked to the berg and the bush experience. UThukela has the potential to become the number one destination of choice for tourists to KwaZulu-Natal and South Africa, especially for those tourists who desire the country ambience.

Secondary tourism corridors are identified to each tourism node in line with provincial draft policy identifying a trekking route along the World Heritage Site. These routes lead from a primary corridor route running between the town of Estcourt and the Oliviershoek Pass. Tertiary corridors are identified to lead into the more rural areas adjacent to the Drakensberg World Heritage Site connecting to primary and secondary tourism routes. The map below demonstrates the tourism areas in uThukela district.



## TOURISM AREAS





## 5.1.13 IMPLEMENTATION PLAN FOR 2023/2024

UTDM FINAL IMPLEMENTATION PLAN (SDBIP): 2023/2024																		
ID P / SD BIP NO	Key Chall enge	Objec tive	Strat egy	Ind ica tor No	Key Perform ance Indicator	KPI Mea sure men t	Annual Target	2022/2023 : Year 1			Year 2	Year 3	Year 4	Year 5	Res pon sible Dep art men t	Budg et	Fu ndi ng So urc e	Portfo lio of Evide nce
								Demand	Basel ine	Ba ckl og								
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																		
MT ID 01	Legal comp lianc e	To ensur e a functi onal Perfo rman ce Mana geme nt	Imple ment ation of PMS Policy & Fram ewor k	1	Date of adoption Perform ance Manage ment System by Council by 30/06/2 024	Date of adop tion	Adoption of Perform ance Manage ment System by Council by 30/06/2 024	Adoption of Perform ance Manage ment System by Council by 30/06/2 024	Adop tion of Perfo rman ce Mana geme nt Syste m by Coun	N/ A	Adoption of Perform ance Manage ment System by Council by 30/06/2 024	Adoption of Perform ance Manage ment System by Council by 30/06/2 025	Adoption of Perform ance Manage ment System by Council by 30/06/2 026	Adoption of Perform ance Manage ment System by Council by 30/06/2 027	Offic e of the MM	OPEX	Mu nici pal budg et	Counc il resolu tion, PMS Policy, Frame work and Stand ard Opera

		System							cil by 30/0 5/20 23									ting Proce dures
MT ID 02	Systems and proce dures			2	Number of quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 024	Number of reports	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 024	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 024	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 024	N/ A	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 024	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 025	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 026	4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2 027	All Depart ments	OPEX	Municipal budget	Signed copies of reports & Acknowledgment letters

									by 30/0 6/20 23									
MT ID 03	Legal comp lianc e			3	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 024	Date of sub missi on	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 024	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 024	Subm ission of Mid- Year Perfo rman ce Repo rt to the Mayo r and Treas uries by 25/0 1/20 23	N/ A	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 024	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 025	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 026	Date of submissi on of Mid-Year Perform ance Report to the Mayor and Treasuri es by 25/01/2 027	Offic e of the MM	OPEX	Mu nici pal bu dg et	Proof of submi ssion and Mid- Year Perfor manc e Repor t

MT ID 04	Legal compliance			4	Date of submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023	Date of submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023	N/A	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2024	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2025	Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2026	Office of the MM	OPEX	Municipal budget	Proof of submission and copy of the Annual Performance Report
MT ID 05	Legal compliance			5	Date of tabling of Annual Report to Council	Date of tabling of Annual Report to Council	Tabling of Annual Report to Council by	Tabling of Annual Report to Council by	Adoption of Annual Report by	N/A	Tabling of Annual Report to Council by	Tabling of Annual Report to Council by	Tabling of Annual Report to Council by	Tabling of Annual Report to Council by	Office of the MM	OPEX	Municipal budget	Council resolution

					by 31/03/2 024		31/03/2 024	31/03/2 024	Coun cil by 31/0 3/20 23		31/03/2 024	31/03/2 025	31/03/2 026	31/03/2 027				
MT ID 06	Legal comp lianc e			6	Number of formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 024	Num ber of form al revie ws	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 024	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 024	Two (2) form al secti on 54/5 6 mana gers' perfo rman ce revie ws cond ucted by 30/0 6/20 23	N/ A	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 024	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 025	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 026	Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2 027	Offic e of the MM	OPEX	Mu nici pal bu dg et	Signe d Assess ment Repor ts

MT ID 07	Legal compliance	To ensure functional risk and compliance management	Review and adopt risk and compliance governance policies	7	Number of risk and Compliance governance Policies adopted by Council by 30/06/2024	Date of review	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2024	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2024	Review and adoption of risk management framework by Council by 30/06/2023	N/A	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2024	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2025	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2026	Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2027	Office of the MM	OPEX	Municipal budget	Council resolution and Policies
MT ID 08	Systems and procedures		Ensure functionality of Risk Management Com	8	Number of Risk Committee meetings held by 30 June 2024	Number meetings	Four (4) Risk Committee meetings held by 30 June 2024	Four (4) Risk Committee meetings held by 30 June 2024	New Indicator	N/A	Four (4) Risk Committee meetings held by 30 June 2024	Four (4) Risk Committee meetings held by 30 June 2025	Four (4) Risk Committee meetings held by 30 June 2026	Four (4) Risk Committee meetings held by 30 June 2027	Office of the MM	OPEX	Municipal budget	Notice, Agenda, Attendance Register, Minutes

			mittee															
MT ID 09	Legal compliance	To Improve organisational Capacity	Review of organisational structure	9	Date of organizational structure reviewed and adopted by Council by 31/05/2024	Date of review and adoption	Review and adoption of organizational structure by Council by 31/05/2024	Review and adoption of organizational structure by Council by 31/05/2024	Review and adoption of organizational structure by Council by 30/06/2023	N/A	Review and adoption of organizational structure by Council by 31/05/2024	Review and adoption of organizational structure by Council by 31/05/2025	Review and adoption of organizational structure by Council by 31/05/2026	Review and adoption of organizational structure by Council by 31/05/2027	Corporate Services	OPEX	Municipal budget	Council Resolution

MT ID 10	Short age of skilled staff to perform certain functions		Ensure implementation of Employment equity plan	10	Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2024	Number of people	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2024	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2024	2 people from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2024	N/A	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2024	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2025	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2026	1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2027	Corporate Services	OPEX	Municipal budget	Employment Equity Plan and appointment letters
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									equity plan by 30/06/2023									
MT ID 11	Shortage of skilled staff to perform certain functions		Implementation of Workplace Skills Plan	11	Percentage of budget spent in the implementation of Workplace Skills Plan by 30/06/2024	Percentage of budget spent	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2024	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2024	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2024	N/A	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2024	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2025	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2026	Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2027	Corporate Services	OPEX	Municipal budget	Financial System Print Out

									6/20 23									
MT ID 12	Short age of skille d staff to perfo rm certa in funct ions			12	Number of training reports submitte d to Council by 30/06/2 024	Num ber of traini ng repo rts	4 Training reports submitte d to Council by 30/06/2 024	4 Training reports submitte d to Council by 30/06/2 024	New Indic ator	N/ A	4 Training reports submitte d to Council by 30/06/2 024	4 Training reports submitte d to Council by 30/06/2 025	4 Training reports submitte d to Council by 30/06/2 026	4 Training reports submitte d to Council by 30/06/2 027	Corp orat e Serv ices	OPEX	Mu nici pal bu dget	Signe d Repor ts to Counc il
MT ID 13	Short age of skille d staff to perfo rm certa	To ensur e an effect ive and effici ent HR syste	Revie w and adopt ion of HR relate d	13	Date to review and adopt HR related policies by Council by	Date of revie w and adop tion	Review and adopt HR related policies by Council by	Review and adopt HR related policies by Council by	Revie w and adopt ion of HR relate d polici es by	N/ A	Review and adopt HR related policies by Council by	Review and adopt HR related policies by Council by	Review and adopt HR related policies by Council by	Review and adopt HR related policies by Council by	Corp orat e Serv ices	OPEX	Mu nici pal bu dget	HR relate d polici es & Counc il Resol ution

	in func- tions	ms that addre- sses Huma- n resou- rces withi- n the muni- cipali- ty	polic- ies		30/06/2 024		31/05/2 024	31/05/2 024	Coun- cil by 30/0 6/20 23		31/05/2 024	31/05/2 025	31/05/2 026	31/05/2 027				
MT ID 14	Syste- ms and proc- edur- es	To im- pro- ve Infor- matio- n and Com- muni- catio- n Techn- ology throu- gh imple	Devel- opme- nt and revie- w of ICT polic- ies	14	Number of ICT Policies develope- d and reviewed by the Council by the 30th June 2024	Num- ber of Polic- ies	Ten (10) ICT Policy reviewed by Council by 30/06/2 024	Ten (10) ICT Policy reviewed by Council by 30/06/2 024	New Indic- ator	N/ A	Ten (10) ICT Policy reviewed by Council by 30/06/2 024	Ten (10) ICT Policy reviewed by Council by 30/06/2 025	Ten (10) ICT Policy reviewed by Council by 30/06/2 026	Ten (10) ICT Policy reviewed by Council by 30/06/2 027	Corp- orat- e Serv- ices	OPEX	Mu- nici- pal bud- get	Counc- il Resol- ution, ICT Policies

		ment ation of ICT polici es																
MT ID 15	Syste ms and proc edur es	Ensue an effect ive and functi onal Fleet Servic es	Condu ctin g Comp rehen sive repor ting of Fleet Mana geme nt Servi ces	15	Number of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 024	Num ber of repo rts	Four (4) of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 024	Four (4) of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 024	New Indic ator	N/ A	Four (4) of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 024	Four (4) of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 025	Four (4) of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 026	Four (4) of Compreh ensive Fleet Reports submitte d to Council by 30/06/2 027	Corp orat e Serv ices	OPEX	Mu nici pal bu dg et	Signe d Repor ts
MT ID 16	Legal comp lianc e	To ensue effect ive and	Revie w and impel menta tion	16	Date of review and adoption of commun	Date of revie w and	Review and adoption of commun ication	Review and adoption of commun ication	Revie w and adoti on of com	N/ A	Review and adoption of commun ication	Review and adoption of commun ication	Review and adoption of commun ication	Review and adoption of commun ication	Offic e of the MM	OPEX	Mu nici pal bu dg et	Comm unicat ion Strate gy & Counc

		efficient internal and external communication strategy.	of adopted Communication Strategy		ication strategy by Council by 30/06/2024	adoption	strategy by Council by 30/06/2024	strategy by Council by 30/06/2024	municipal strategy by Council by 30/06/2023		strategy by Council by 30/06/2024	strategy by Council by 30/06/2025	strategy by Council by 30/06/2026	strategy by Council by 30/06/2027				il Resolution
MT ID 17	Systems and procedures	Improve communications with external Stakeholders	Development of Municipal Communication Strategy	17	Number of Municipal Newsletters published for each financial year by 30 June 2024	Number of Newsletters	Four (4) Municipal newsletters published by 30/06/2024	Four (4) Municipal newsletters published by 30/06/2024	New Indicator	N/A	Four (4) Municipal newsletters published by 30/06/2024	Four (4) Municipal newsletters published by 30/06/2025	Four (4) Municipal newsletters published by 30/06/2026	Four (4) Municipal newsletters published by 30/06/2027	Office of the MM		Municipal budget	Municipal newsletters, Proof of Publication

MT ID 18	Systems and procedures	To report & monitor Service Delivery	Submission of quarterly reports to COGTA	18	Number of Circular 88 reports submitted to Provincial COGTA by 30/06/2024	Number of reports	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2024	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2024	4 Comprehensive Quarterly Performance Reports submitted to Provincial COGTA by 30/06/2023	N/A	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2024	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2025	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2026	4 Circular 88 reports submitted to Provincial COGTA by 30/06/2027	Office of the MM	OPEX	Municipal budget	Circular 88 reports, Proof of submission
MT ID 19	Systems and proc	To improve the municipal	Effective Audit and Performance	19	Number of Audit and Performance Committee	Number of meetings	4 Audit and Performance Committee	4 Audit and Performance Committee	4 Audit and Performance	N/A	4 Audit and Performance Committee	4 Audit and Performance Committee	4 Audit and Performance Committee	4 Audit and Performance Committee	Office of the MM	OPEX	Municipal bu	Minutes with attendance

	edures	Audit opini on	ce Com mitte e		ee meetings held by 30/06/2 024		meetings held by 30/06/2 024	meetings held by 30/06/2 024	Com mitte e meeti ngs held by 30/0 6/20 23		meetings held by 30/06/2 024	meetings held by 30/06/2 025	meetings held by 30/06/2 026	meetings held by 30/06/2 027			dg et	regist ers
MT ID 20	Syste ms and proc edures		Overs ight meeti ngs held	20	Number of MPAC meetings convene d by 30/06/2 024	Num ber of meet ings	4 MPAC meetings convene d by 30/06/2 024	4 MPAC meetings convene d by 30/06/2 024	4 MPA C meeti ngs conv ened by 30/0 6/20 23	N/ A	4 MPAC meetings convene d by 30/06/2 024	4 MPAC meetings convene d by 30/06/2 025	4 MPAC meetings convene d by 30/06/2 026	4 MPAC meetings convene d by 30/06/2 027	Offic e of the MM	OPEX	Mu nici pal bu dg et	Minut es with atten dance regist ers
<b>KPA2: BASIC SERVICE DELIVERY</b>																		

BS D0 1	Servi ce Back log (wat er and sanit ation )	To provide infrastructure and sustainable basic services	Provide community water supply	21	Number of Househo lds provided with water to eridicate backlock by 30/06/2 024	Num ber	750 of Househo lds provided with water to eridicate backlock by 30/06/2 024	750 of Househo lds provided with water to eridicate backlock by 30/06/2 024	1743 of Hous ehold s provi ded with water to eridic ate backl ock by 30/0 6/20 23	N/ A	750 of Househo lds provided with water to eridicate backlock by 30/06/2 024	750 of Househo lds provided with water to eridicate backlock by 30/06/2 025	750 of Househo lds provided with water to eridicate backlock by 30/06/2 026	750 of Househo lds provided with water to eridicate backlock by 30/06/2 027	Wat er, Sani tatio n & Tech nical Serv ices	CAPE X	MI G	Signe d Engin eers Repor t, Benefi ciary listing and Happy letters
BS D0 2	Service Backlog (water and sanitation)	To provide infrastructure and sustainable basic services	Provide community water supply	22	Number of Water treatme nt plant construc ted at Bergvile WTW to be	Num ber	(1)Numb er of sedimant ation tank construc ted at Bergvile WTW to	(1)Numb er of sedimant ation tank construc ted at Bergvile WTW to	New Indic ator	N/ A	(1)Numb er of sedimant ation tank construc ted at Bergvile WTW to	(1)Numb er of sedimant ation tank construc ted at Bergvile WTW to	(1)Numb er of sedimant ation tank construc ted at Bergvile WTW to	(1)Numb er of sedimant ation tank construc ted at Bergvile WTW to	Wat er, Sani tatio n & Tech nical	R29,6 86,48 3.71	MI G	Signe d Engin eers Repor t



					completed by 30/06/2024		be completed by 30/06/2024	be completed by 30/06/2024			be completed by 30/06/2024	be completed by 30/06/2025	be completed by 30/06/2027	be completed by 30/06/2024	Services			
BS D0 3	Service Backlog (water and sanitation)			23	Number of KM's of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024	Number	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024	New Indicator	N/A	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2026	1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2024	Water, Sanitation & Technical Services	R29,686,483.71	MI G	Signed Engineers Report
BS D0 4	Service Backlog (water and sanitation)			24	Date of Appointment of Contractor at Colenso and Rosboom Bulk	Date of appointment	Appointment of Contractor at Colenso and Rosboom Bulk Water:P	Appointment of Contractor at Colenso and Rosboom Bulk Water:P	New Indicator	N/A	Appointment of Contractor at Colenso and Rosboom Bulk Water:P	Appointment of Contractor at Colenso and Rosboom Bulk Water:P	Appointment of Contractor at Colenso and Rosboom Bulk Water:P	Appointment of Contractor at Colenso and Rosboom Bulk Water:P	Water, Sanitation & Technical Services	CAPE X	MI G	Signed Engineers Report

	ation )				Water:P hase 2 to be complet ed by 30/06/2 024		hase 2 to be complet ed by 30/06/2 024	hase 2 to be complet ed by 30/06/2 024			hase 2 to be complet ed by 30/06/2 024	hase 2 to be complet ed by 30/06/2 025	hase 2 to be complet ed by 30/06/2 026	hase 2 to be complet ed by 30/06/2 027				
BS D0 5	Servi ce Backl og (wat er and sanit ation			25	Number of bulk pipeline construc ted at Ezakheni WCDM: Phase 2 by 30/06/2 024	Num ber of kilo mete rs	1,03 km of bulk pipeline construc ted at Ezakheni WCDM Phase 2 by 30/06/2 024	1,03 km of bulk pipeline construc ted at Ezakheni WCDM Phase 2 by 30/06/2 024	New Indic ator	N/ A	1,03 km of bulk pipeline construc ted at Ezakheni WCDM Phase 2 by 30/06/2 024	1,03 km of bulk pipeline construc ted at Ezakheni WCDM Phase 2 by 30/06/2 025	1,03 km of bulk pipeline construc ted at Ezakheni WCDM Phase 2 by 30/06/2 024	1,03 km of bulk pipeline construc ted at Ezakheni WCDM Phase 2 by 30/06/2 024	Wat er, Sani tatio n & Tech nical Serv ices	R20,5 10,00 0.00	WS IG	Signe d Engin eers Repor t
BS D0 6	Servi ce Backl og (wat er and sanit			26	Number of Bulk meters to be installed at Ezakheni WCDM:	Num ber	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2	New Indic ator	N/ A	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2	12 Bulk meters to be installed at Ezakheni WCDM: Phase 2	Wat er, Sani tatio n & Tech nical	R20,5 10,00 0.00	WS IG	Signe d Engin eers Repor t

	ation )				Phase 2 by 30/06/2023		by 30/06/2023	by 30/06/2023			by 30/06/2023	by 30/06/2025	by 30/06/2026	by 30/06/2027	Serv ices			
BS D0 7	Servi ce Backl og (wat er and sanit ation )			27	Date of Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2024	Date of completi on	Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2024	Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2024	New Indic ator	N/ A	Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2024	Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2025	Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2026	Completi on of Designs at KwaMkhi ze Bulk Water Supply and Reticulat ion Network by 30/06/2027	Wat er, Sani tatio n & Tech nical Serv ices	R944, 597.3 1	MI G	Signe d Engin eers Repor t
BS D0 8	Servi ce Backl og (wat er			28	Date of Site Completi on of site establish ment at	Date of completi on	Completi on of site establish ment at Langkloo f and	Completi on of site establish ment at Langkloo f and	New Indic ator	N/ A	Completi on of site establish ment at Langkloo f and	Completi on of site establish ment at Langkloo f and	Completi on of site establish ment at Langkloo f and	Completi on of site establish ment at Langkloo f and	Wat er, Sani tatio n & Tech	R944, 597.3 1	MI G	Signe d Engin eers Repor t

	and sanitation )				Langkloof and Bulk Supply:Phase 1 by 30/09/2023		Bulk Supply:Phase 1 by 30/09/2023	Bulk Supply:Phase 1 by 30/09/2023			Bulk Supply:Phase 1 by 30/09/2023	Bulk Supply:Phase 1 by 30/09/2024	Bulk Supply:Phase 1 by 30/09/2026	Bulk Supply:Phase 1 by 30/09/2027	nical Services			
BS D09	Service Backlog (water and sanitation )			29	Number of km reticulation pipelines constructed in Langkloof Package Plant and Bulk Supply by 30/06/2024	Number of Kilometers	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2024	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2024	New Indicator	N/A	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2024	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2025	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2026	7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2027	Water, Sanitation & Technical Services	R944,597.31	MI G	Signed Engineers Report
BS D10	Service Backlog			30	Number of Kilometers of	Number of Kilo	1 km of reticulation to be constructed	1 km of reticulation to be constructed	New Indicator	N/A	1 km of reticulation to be constructed	1 km of reticulation to be constructed	1 km of reticulation to be constructed	1 km of reticulation to be constructed	Water, Sanitation	R4,000,000.00	WS IG	Signed Engineers

	(water and sanitation)				reticulation pipelines constructed at Ennersdale/Ephangwini(Loskopp) ward 4 by 30/09/2024	metres	ted at Ennersdale/Ephangwini ward 4 by 30/09/2023	ted at Ennersdale/Ephangwini ward 4 by 30/09/2023			ted at Ennersdale/Ephangwini ward 4 by 30/09/2023	ted at Ennersdale/Ephangwini ward 4 by 30/09/2025	ted at Ennersdale/Ephangwini ward 4 by 30/09/2026	ted at Ennersdale/Ephangwini ward 4 by 30/09/2027	n & Technical Services			Report
BS D1 1	Service Backlog (water and sanitation)			31	Date of Completion of winter to n sanitation designs by 31/03/2024	Date of completion	Completion of sanitation designs at Winterton by 31/03/2024	Completion of sanitation designs at Winterton by 31/03/2024	New Indicator	N/A	Completion of sanitation designs at Winterton by 31/03/2024	Completion of sanitation designs at Winterton by 31/03/2025	Completion of sanitation designs at Winterton by 31/03/2026	Completion of sanitation designs at Winterton by 31/03/2027	Water, Sanitation & Technical Services	CAPE X	MI G	Signed Engineers Report
BS D1 2	Service Backlog			32	Completion of winter to	Date of completion	Completion of winter to	Completion of winter to	New Indicator	N/A	Completion of winter to	Completion of winter to	Completion of winter to	Completion of winter to	Water, Sanitation	R3,580,075.70	MI G	Signed Engineer

	og (water and sanitation )				n water supply designs by 30/06/2 024	pleti on	n water supply designs by 30/06/2 024	n water supply designs by 30/06/2 024			n water supply designs by 30/06/2 024	n water supply designs by 30/06/2 025	n water supply designs by 30/06/2 026	n water supply designs by 30/06/2 027	tatio n & Tech nical Serv ices			eers Repor t
BS D1 3	Servi ce Backl og (water and sanitation )			33	Number district wide springs protecte d by 30/06/2 024	Num ber	12 spring protecte d district wide by 30/06/2 024	12 spring protecte d district wide by 30/06/2 024	Twelv e (12) distri ct wide sprin gs prote cted by 30/0 6/20 24	N/ A	12 spring protecte d district wide by 30/06/2 024	12 spring protecte d district wide by 30/06/2 025	12 spring protecte d district wide by 30/06/2 026	12 spring protecte d district wide by 30/06/2 027	Wat er, Sani tatio n & Tech nical Serv ices	R10,0 00,00 0.00	WS IG	Signe d Engin eers Repor t
BS D1 4	Servi ce Backl og (water)			34	Number of drilled and equiped borehole s district	Num ber	Ten (10) borehole s drilled and equippe d by	Ten (10) borehole s drilled and equippe d by	Ten (10) bore holes drille d and	N/ A	Ten (10) borehole s drilled and equippe d by	Ten (10) borehole s drilled and equippe d by	Ten (10) borehole s drilled and equippe d by	Ten (10) borehole s drilled and equippe d by	Wat er, Sani tatio n & Tech	R10,0 00,00 0.00	WS IG	Signe d Engin eers Repor t

	and sanitation				wide by 30/06/2024		30/06/2024	30/06/2024	equipped		30/06/2024	30/06/2025	30/06/2026	30/06/2027	nical Services			
BS D1 5	Service Backlog (water and sanitation)	To provide sanitation system to the community	Provision and maintenance of sanitation infrastructure	35	Number of kilometers of Reticulation constructed at Fitty Park Community water project:Phase 2 by 30/06/2024	Number of Kilometers	13 Kilometers of reticulati on pipeliens constructed at Fitty Park Community Water Project by 30/06/2024	13 Kilometers of reticulati on pipeliens constructed at Fitty Park Community Water Project by 30/06/2024	New Indicator		13 Kilometers of reticulati on pipeliens constructed at Fitty Park Community Water Project by 30/06/2024	13 Kilometers of reticulati on pipeliens constructed at Fitty Park Community Water Project by 30/06/2025	13 Kilometers of reticulati on pipeliens constructed at Fitty Park Community Water Project by 30/06/2026	13 Kilometers of reticulati on pipeliens constructed at Fitty Park Community Water Project by 30/06/2027	Water, Sanitation & Technical Services	R12,000,000.00	MI G	Signed Engineers Report
BS D1 6	Service Backlog (water and sanitation)			36	Number of VIP toilets constructed by 30/06/2024	Number	2000 VIP toilets constructed by 30/06/2024	2000 VIP toilets constructed by 30/06/2024	New Indicator		2000 VIP toilets constructed by 30/06/2024	2000 VIP toilets constructed by 30/06/2025	2000 VIP toilets constructed by 30/06/2026	2000 VIP toilets constructed by 30/06/2027	Water, Sanitation & Technical	R39,6000,000.00	MI G	Signed Engineers Report , Beneficiary

	ation )														Serv ices			listing and Happy letters
BS D1 7	Service Backlog (water and sanitation	To provide infrastructure and sustainable basic services	Provide community water supply	37	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2024	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2024	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2024	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2024	New Indicator		Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2024	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2025	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2026	Date of completion of designs of Fitty Park Umhlum ayo Bulk water supply infrustru cture upgrade Tugela Estate by 30/06/2027	Water, Sanitation & Technical Services	R13,391,834.32	MI G	Signed Engineers Report
BS D1 8	Service Backlog (water and sanitation)			38	Number of Kilometers of reticulati on	Number of kilometers of reticulati on	0,51 kilometers of reticulati on	0,51 kilometers of reticulati on	New Indicator		0,51 kilometers of reticulati on	0,51 kilometers of reticulati on	0,51 kilometers of reticulati on	0,51 kilometers of reticulati on	Water, Sanitation & Technical Services	R42,000,000.00	MI G	Signed Engineers



	er and sanitation )				on pipelines constructed at Okhahamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2024	metres	pipeline to be constructed by 30/06/2024	pipeline to be constructed by 30/06/2024			pipeline to be constructed by 30/06/2024	pipeline to be constructed by 30/06/2025	pipeline to be constructed by 30/06/2026	pipeline to be constructed by 30/06/2027	Technical Services			Report
BS D19	Service Backlog (water and sanitation )			39	Number of Kilometres of bulk pipelines constructed at Okhahamba LM (Ward 2,3 & 14) East Reticulation 01 by	Number of kilometres	0,6 of kilometres of bulk pipeline to be constructed by 30/06/2024	0,6 of kilometres of bulk pipeline to be constructed by 30/06/2024	New Indicator		0,6 of kilometres of bulk pipeline to be constructed by 30/06/2024	0,6 of kilometres of bulk pipeline to be constructed by 30/06/2025	0,6 of kilometres of bulk pipeline to be constructed by 30/06/2026	0,6 of kilometres of bulk pipeline to be constructed by 30/06/2027	Water, Sanitation & Technical Services	R42,000,00 CAPE X	MIG	Signed Engineers Report

					30/06/2024													
BS D2 0	Service Backlog (water and sanitation)			40	Number of Reservoirs constructed at Okhahla mba Ward 14 East by 31/03/2024	Number	(1) Number of Reservoir constructed at Okhahla mba Ward 14 East by 31/03/2024	(1) Number of Reservoir constructed at Okhahla mba Ward 14 East by 31/03/2024	New Indicator		(1) Number of Reservoir constructed at Okhahla mba Ward 14 East by 31/03/2024	(1) Number of Reservoir constructed at Okhahla mba Ward 14 East by 31/03/2025	(1) Number of Reservoir constructed at Okhahla mba Ward 14 East by 31/03/2026	(1) Number of Reservoir constructed at Okhahla mba Ward 14 East by 31/03/2027	Water, Sanitation & Technical Services		MI G	Signed Engineers Report
BS D2 1	Service Backlog (water and sanit			41	Number of Kilometers of reticulation pipelines Okhahla mba LM	Number of Kilometers	0,275 kilometers of reticulation pipeline to constructed by	0,275 kilometers of reticulation pipeline to constructed by	New Indicator		0,275 kilometers of reticulation pipeline to constructed by	0,275 kilometers of reticulation pipeline to constructed by	0,275 kilometers of reticulation pipeline to constructed by	0,275 kilometers of reticulation pipeline to constructed by	Water, Sanitation & Technical Services	R42,000,000.00	MI G	Signed Engineers Report

	ation )				(Ward 2,3 & 14) West Reticulation 01 by 30/06/2024		30/06/2024	30/06/2024			30/06/2024	30/06/2025	30/06/2026	30/06/2027				
BS D2 2	Servic e Backl og (wat er and sanit ation )			42	Number of Kilometers bulk pipelines Okhahla mba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2024	Num ber of kilo mete rs	0,7 of kilometers of bulk pipeline to constructed by 30/06/2024	0,7 of kilometers of bulk pipeline to constructed by 30/06/2024	New Indic ator		0,7 of kilometers of bulk pipeline to constructed by 30/06/2024	0,7 of kilometers of bulk pipeline to constructed by 30/06/2025	0,7 of kilometers of bulk pipeline to constructed by 30/06/2024	0,7 of kilometers of bulk pipeline to constructed by 30/06/2024	Wat er, Sani tatio n & Tech nical Serv ices		MI G	Signe d Engin eers Repor t
BS D2 3	Servic e Backl og (wat			43	Number of Reservoirs construc	Num ber	(1) Number of Reservoir	(1) Number of Reservoir	New Indic ator		(1) Number of Reservoir	(1) Number of Reservoir	(1) Number of Reservoir	(1) Number of Reservoir	Wat er, Sani tatio n &		MI G	Signe d Engin eers

	er and sanitation )				ted at Okhahla mba Ward 14 West by 31/03/2024		construc ted at Okhahla mba (Vimbikh alo)Ward 14 East by 31/03/2024	construc ted at Okhahla mba (Vimbikh alo)Ward 14 East by 31/03/2024			construc ted at Okhahla mba (Vimbikh alo)Ward 14 East by 31/03/2024	construc ted at Okhahla mba (Vimbikh alo)Ward 14 East by 31/03/2025	construc ted at Okhahla mba (Vimbikh alo)Ward 14 East by 31/03/2026	construc ted at Okhahla mba (Vimbikh alo)Ward 14 East by 31/03/2027	Techni cal Serv ices			Repor t
BS D2 4	Servi ce Backl og (wat er and sanit ation )			44	Number of producti on borehole s to be equippe d at Okhahla mba by 30/06/2024	Num ber	10 producti on borehole s to be drilled at Okhahla mba by 30/06/2024	10 producti on borehole s to be drilled at Okhahla mba by 30/06/2024	New Indic ator		10 producti on borehole s to be drilled at Okhahla mba by 30/06/2024	10 producti on borehole s to be drilled at Okhahla mba by 30/06/2025	10 producti on borehole s to be drilled at Okhahla mba by 30/06/2026	10 producti on borehole s to be drilled at Okhahla mba by 30/06/2027	Wat er, Sani tatio n & Techni cal Serv ices	R42,000,000.00	WS IG	Signe d Engin eers Repor t
BS D2 5	Servi ce Backl og			45	Number of handpu mps to	Num ber	33 handpu mmps to be drilled	33 handpu mmps to be drilled	New Indic ator		33 handpu mmps to be drilled	33 handpu mmps to be drilled	33 handpu mmps to be drilled	33 handpu mmps to be drilled	Wat er, Sani tatio	R42,000,000.00	WS IG	Signe d Engin eers

	(water and sanitation)				be equipped at Okhahla mba by 30/06/2024		at Okhahla mba by 30/06/2024	at Okhahla mba by 30/06/2024			at Okhahla mba by 30/06/2024	at Okhahla mba by 30/06/2025	at Okhahla mba by 30/06/2026	at Okhahla mba by 30/06/2027	n & Technical Services			Report
BS D2 6	Service Backlog (water and sanitation)			46	Appointment of 2 Contractors at Okhahla mba (Vimbuk halo) by 31/03/2024	Date	Appointment of Contractor at Okhahla mba (Vimbuk halo) Ward (14) by 31/03/2024	Appointment of Contractor at Okhahla mba (Vimbuk halo) Ward (14) by 31/03/2024	New Indicator		Appointment of Contractor at Okhahla mba (Vimbuk halo) Ward (14) by 31/03/2024	Appointment of Contractor at Okhahla mba (Vimbuk halo) Ward (14) by 31/03/2025	Appointment of Contractor at Okhahla mba (Vimbuk halo) Ward (14) by 31/03/2026	Appointment of Contractor at Okhahla mba (Vimbuk halo) Ward (14) by 31/03/2027	Water, Sanitation & Technical Services	R42,000,00	MI G	Signed Engineers Report
BS D2 7	Service Backlog (water and sanitation)			47	Number of bulk pipeline constructed at Steadvill e WCDM	Number of Kilometers	7 kilometers of bulk pipeline constructed at Steadvill	7 kilometers of bulk pipeline constructed at Steadvill	New Indicator		7 kilometers of bulk pipeline constructed at Steadvill	7 kilometers of bulk pipeline constructed at Steadvill	7 kilometers of bulk pipeline constructed at Steadvill	7 kilometers of bulk pipeline constructed at Steadvill	Water, Sanitation & Technical	R21,650,00	WS IG	Signed Engineers Report

	sanitation)				by 30/06/2024		e WCDM by 30/06/2024	e WCDM by 30/06/2024			e WCDM by 30/06/2024	e WCDM by 30/06/2025	e WCDM by 30/06/2026	e WCDM by 30/06/2027	Services			
BS D2 8	Service Backlog (water and sanitation)			48	Number of installation of bulk metering at Steadvill e WCDM by 30/06/2024	Number	(5) installation of bulk metering at Steadvill e by 30/06/2024	(5) installation of bulk metering at Steadvill e by 30/06/2024	New Indicator		(5) installation of bulk metering at Steadvill e by 30/06/2024	(5) installation of bulk metering at Steadvill e by 30/06/2025	(5) installation of bulk metering at Steadvill e by 30/06/2026	(5) installation of bulk metering at Steadvill e by 30/06/2027	Water, Sanitation & Technical Services		WS IG	Signed Engineers Report
BS D2 9	Service Backlog (water and sanitation)			49	Number of bulk pipeline constructed at Ladysmith AC pipeline replacement by	Number of Kilometers	10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replace	10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replace	New Indicator		10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replace	10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replace	10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replace	10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replace	Water, Sanitation & Technical Services	R20,450,000.00	WS IG	Signed Engineers Report

					30/06/2024		ment by 30/06/2024	ment by 30/06/2024			ment by 30/06/2024	ment by 30/06/2025	ment by 30/06/2026	ment by 30/06/2027				
BS D30	Service Backlog (water and sanitation)			50	Number of installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2024	Number	(5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2024	(5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2024	New Indicator		(5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2024	(5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2025	(5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2026	(5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2027	Water, Sanitation & Technical Services	R20,450,000.00	WS IG	Signed Engineers Report
BS D31	Service Backlog (water and sanitation)			51	Number of KM's of UPVC Mains constructed at KwaNobamba/Ezi	Number of Kilometers	0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezi	0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezi	New Indicator		0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezi	0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezi	0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezi	0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezi	Water, Sanitation & Technical	R10,000,000.00	MI G	Signed Engineers Report

	ation )				tendeni Water Supply by 30/06/2024		tendeni Water Supply by 30/06/2024	tendeni Water Supply by 30/06/2024			tendeni Water Supply by 30/06/2024	tendeni Water Supply by 30/06/2025	tendeni Water Supply by 30/06/2026	tendeni Water Supply by 30/06/2027	Serv ices			
BS D3 2	Wate r Quali ty	To ensur e safe and healt hy potab le water	Implement an effective water and waste water monitoring program	52	Number of water treatme nt plants monitre d by 30/06/2024	Num ber	15 water treatme nt plants monitor ed by 30/06/2024	15 water treatme nt plants monitor ed by 30/06/2024	15 water treat ment plant s moni tored by 30/06/2023		15 water treatme nt plants monitor ed by 30/06/2024	15 water treatme nt plants monitor ed by 30/06/2025	15 water treatme nt plants monitor ed by 30/06/2026	15 water treatme nt plants monitor ed by 30/06/2027	Com mun ity Serv ices	CAPE X	Mu nici pal bu dget	Signe d report s
BS D3 3	Wate r Quali ty			53	Number of waste water treatme nt works monitor ed by 30/06/2024	Num ber	9 waste water treatme nt works monitor ed by 30/06/2024	9 waste water treatme nt works monitor ed by 30/06/2024	9 wast e water treat ment work s		9 waste water treatme nt works monitor ed by 30/06/2024	9 waste water treatme nt works monitor ed by 30/06/2025	9 waste water treatme nt works monitor ed by 30/06/2026	9 waste water treatme nt works monitor ed by 30/06/2027	Com mun ity Serv ices	OPEX	Mu nici pal bu dget	Signe d report s



					30/06/2024				monitored by 30/06/2023									
BS D3 4	Alignment with provincial and national economic development initiatives	To enhance consumer protection with sufficient food control	Monitor compliance of food selling outlets	54	Number of food handling premises inspected by 30/06/2024	Number	864 food handling premises inspected by 30/06/2024	864 food handling premises inspected by 30/06/2024	864 food handling premises inspected by 30/06/2023		864 food handling premises inspected by 30/06/2024	864 food handling premises inspected by 30/06/2025	864 food handling premises inspected by 30/06/2026	864 food handling premises inspected by 30/06/2027	Community Services	OPEX	Municipal budget	Signed reports
<b>LOCAL ECONOMIC DEVELOPMENT</b>																		

LE D0 1	High level of une mplo ymen t	To Incre ase Job oppor tuniti es	Imple ment Expa nded Publi c Work s Progr amm e (EPW P)	55	Number of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 024	Num ber of EPW P jobs	1032 of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 024	1032 of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 024	1019 of EPW P jobs creat ed throu gh LED initiat ives, inclu ding capit al proje cts, by 30/0 6/20 23		1032 of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 024	1032 of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 025	1032 of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 026	1032 of EPWP jobs created through LED initiative s, including capital projects, by 30/06/2 027	Wat er, Sani tatio n & Tech nical Serv ices	EPWP GRAN T	Mu nici pal bu dg et	Signe d report s
LE D0 2	High level of une mplo			56	Number of EPWP reports submitte d to the funder	Num ber of EPW P	12 EPWP reports submitte d to the funder by	12 EPWP reports submitte d to the funder by	New Indic ator		12 EPWP reports submitte d to the funder by	12 EPWP reports submitte d to the funder by	12 EPWP reports submitte d to the funder by	12 EPWP reports submitte d to the funder by	Wat er, Sani tatio n & Tech	OPEX	Mu nici pal bu	Signe d report s

	ymen t				by 30/06/2 024	repo rts	30/06/2 024	30/06/2 024			30/06/2 024	30/06/2 025	30/06/2 026	30/06/2 027	nical Serv ices		dg et	
LE DO 3	Coor dinat ion of LED initia tives		Conv ene distri ct LED/T ouris m Foru m meeti ngs	57	Number of disrtict LED/Tou rism forums meetings held by 30/06/2 024	Num ber of meet ings	4 disrtict LED/Tou rism forums meetings held by 30/06/2 024	4 disrtict LED/Tou rism forums meetings held by 30/06/2 024	New Indic ator		4 disrtict LED/Tou rism forums meetings held by 30/06/2 024	4 disrtict LED/Tou rism forums meetings held by 30/06/2 025	4 disrtict LED/Tou rism forums meetings held by 30/06/2 026	4 disrtict LED/Tou rism forums meetings held by 30/06/2 027	Soci al and Eco nom ic Serv ices	OPEX	Mu nici pal bu dg et	Signe d report s
<b>KPA 4: GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION</b>																		
GG PP 01	IGR not funct ionin g as it is supp osed to	To ensur e good and effect ive gover nance	Partic ipate the IGR Struc tures	58	% of function al IGR Structur es by 30/06/2 024	Perc enta ge of fucti onal struc tures	100% of function al IGR Structur es by 30/06/2 024	100% of function al IGR Structur es by 30/06/2 024	New Indic ator		100% of function al IGR Structur es by 30/06/2 024	100% of function al IGR Structur es by 30/06/2 025	100% of function al IGR Structur es by 30/06/2 026	100% of function al IGR Structur es by 30/06/2 027	Offic e of the MM	OPEX	Mu nici pal bu dg et	Notice , minut es & atten dance regist ers

GG PP 02	High level of une mplo ymen t	To prom ote the inter est of desig nated group s	Partic ipate in the annu al progr amm es	59	Number of Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 024	Num ber of speci al progr amm es	7 Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 024	7 Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 024	7 Speci al Progr amm es targe ting desig nated grou ps co- ordin ated and partic ipatin g in withi n the distri ct by 30/0 6/20 23		7 Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 024	7 Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 025	7 Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 026	7 Special Program mes targeting designat ed groups co- ordinate d and participa ting in within the district by 30/06/2 027	Offic e of the MM	OPEX	Mu nici pal bu dg et	Signe d Repor ts
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KP5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
MF V MO 1	and (water Backlog Service	To ensure legally sound financial viability and management	Timeous financial reporting and management	60	Percentage of MIG Expenditure by 30/06/2024	Perc enta ge of exep enditure	100% of MIG expendit ure by 30/06/2024	100% of MIG expendit ure by 30/06/2024	100% of MIG expe nditu re by 30/06/2024		100% of MIG expendit ure by 30/06/2024	100% of MIG expendit ure by 30/06/2025	100% of MIG expendit ure by 30/06/2026	100% of MIG expendit ure by 30/06/2027	Wat er, Sani tatio n & Tech nical Serv ices	MIG	Mu nici pal bu dget	Grant exend iture report and proof of paym ents
MF V MO 2	high indigent rate			61	Percentage of annual allocation to free basic services spent by 30/06/2024	Perc enta ge spen t	100% of annual allocatio n to free basic services spent by 30/06/2024	100% of annual allocatio n to free basic services spent by 30/06/2024	100% of annu al alloca tion to free basic servic es spent by 30/06/2024		100% of annual allocatio n to free basic services spent by 30/06/2024	100% of annual allocatio n to free basic services spent by 30/06/2025	100% of annual allocatio n to free basic services spent by 30/06/2026	100% of annual allocatio n to free basic services spent by 30/06/2027	Bud get & Trea sury Offic e	OPEX	Mu nici pal bu dget	Signe d reports

								6/20 24										
MF V M0 3	Syste ms and proc edur es			62	Percenta ge of operatin g budget spent by 30/06/2 024	Perc enta ge spen t	100% of operatin g budget spent by 30/06/2 024	100% of operatin g budget spent by 30/06/2 024	100% of opera ting budg et spent by 30/0 6/20 24		100% of operatin g budget spent by 30/06/2 024	100% of operatin g budget spent by 30/06/2 025	100% of operatin g budget spent by 30/06/2 026	100% of operatin g budget spent by 30/06/2 027	Bud get & Trea sury Offic e	OPEX	Mu nici pal bu dg et	Signe d report s
MF V M0 4	Syste ms and proc edur es			63	Percenta nge of capital budget spent by 30/06/2 024	Perc enta ge spen t	100% of capital budget spent by 30/06/2 024	100% of capital budget spent by 30/06/2 024	100% of capit al budg et spent by 30/0 6/20 24		100% of capital budget spent by 30/06/2 024	100% of capital budget spent by 30/06/2 025	100% of capital budget spent by 30/06/2 026	100% of capital budget spent by 30/06/2 027	Bud get & Trea sury Offic e	CAPE X	Mu nici pal bu dg et	Signe d report s

MF V M0 5	Revenue collection			64	Percentage of repairs and maintenance spent by 30/06/2024	Percentage spent	100% of repairs and maintenance spent by 30/06/2024	100% of repairs and maintenance spent by 30/06/2024	100% of repairs and maintenance spent by 30/06/2024		100% of repairs and maintenance spent by 30/06/2024	100% of repairs and maintenance spent by 30/06/2025	100% of repairs and maintenance spent by 30/06/2026	100% of repairs and maintenance spent by 30/06/2027	Budget & Treasury Office	OPEX	Municipal budget	Signed reports
MF V M0 6	Revenue collection			65	Ratio on financial viability in terms of debt coverage by 30/06/2024	Ratio	1:03	1:03	1:03		1:03	1:03	1:03	1:03	Budget & Treasury Office	OPEX	Municipal budget	Signed reports
MF V	Revenue			66	Ratio on financial viability in terms	Ratio	1:02	1:02	1:02		1:02	1:02	1:02	1:02	Budget & Trea	OPEX	Municipal bu	Signed

M07	collection				of cost coverage by 30/06/2024											surry Office		dg et	report s
MF V M08	Revenue collection			67	Ratio on financial viability in terms of outstanding service debtors to revenue by 30/06/2024	Ratio	1:01	1:01	1:01		1:01	1:01	1:01	1:01		Bud get & Trea surry Office	OPEX	Mu nici pal bu dg et	Signe d report s
MF V M09	Rural based municipalities do			68	Date of approval of 2024/2025 budget by	Date of approval	Approval of 2024/25 budget by 31/05/2024	Approval of 2024/25 budget by 31/05/2024	Appr oval of 2023 /23 budg et by		Approval of 2024/25 budget by 31/05/2024	Approval of 2025/26 budget by 31/05/2025	Approval of 2024/24 budget by 31/05/2026	Approval of 2024/24 budget by 31/05/2027		Bud get & Trea surry Office	OPEX	Mu nici pal bu dg et	Counc il resolu tion



	not have income to improve service				31/05/2024				31/05/2022									
MFV M10	Revenue collection			69	Number of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2024	Number	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2024	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2024	New Indicator		Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2024	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2025	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2026	Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2027	Budget & Treasury Office	OPEX	Municipal budget	Progress Reports, Proof of Submission to Treasury

MF V M1 1	Legal comp lianc e			70	Date of submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 023	Date of sub missi on	Submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 023	Submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 023	Subm ission of credi ble Annu al Finan cial State ment s to the Audit or- Genr al by 31/0 8/20 23		Submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 023	Submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 024	Submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 025	Submissi on of credible Annual Financial Stateme nts to the Auditor- Genral by 31/08/2 026	Bud get & Trea sury Offic e	OPEX	Mu nici pal bu dget	Proof of submi ssion and Annua l Financ ial State ments
MF V M1 2	Syste ms and proc edur es		Ensue legisl ative comp liance	71	Number of Asset Register develope d by	Num ber of regis ters	1Asset Register develope d by 30/06/2 024	1Asset Register develope d by 30/06/2 024	1Asse t Regis ter devel oped by		1Asset Register develope d by 30/06/2 024	1Asset Register develope d by 30/06/2 025	1Asset Register develope d by 30/06/2 026	1Asset Register develope d by 30/06/2 027	Bud get & Trea sury	OPEX	Mu nici pal bu dget	Asset Regist er

				30/06/2024				30/06/2024						Office			
MF V M13	Systems and procedures		72	Date of adoption of Finance related policies by Council by 31/05/2024	Date of adoption of Finance related policies by Council 31/05/2024	Adoption of Finance related policies by Council 31/05/2024	Adoption of Finance related policies by Council 31/05/2024	Adoption of Finance related policies by Council 31/05/2024		Adoption of Finance related policies by Council 31/05/2024	Adoption of Finance related policies by Council 31/05/2025	Adoption of Finance related policies by Council 31/05/2026	Adoption of Finance related policies by Council 31/05/2027	Budget & Treasury Office	OPEX	Municipal budget	Council Resolution
MF V M14	Legal compliance	Monitor the compliance with relevant legislation	73	Percentage of reduction of Unauthorised, Irregular, Fruitless and	Percentage of reduction of	10% reduction of unauthorised, irregular, fruitless and wasteful	10% reduction of unauthorised, irregular, fruitless and wasteful	10% reduction of unauthorised, irregular, fruitless and wasteful		10% reduction of unauthorised, irregular, fruitless and wasteful	10% reduction of unauthorised, irregular, fruitless and wasteful	10% reduction of unauthorised, irregular, fruitless and wasteful	10% reduction of unauthorised, irregular, fruitless and wasteful	All Departments	OPEX	Municipal budget	Signed Reports to Council

			ation regar ding finan cial expe nditu re		Wasteful Expendit ure by 30/06/2 024		expendit ure by 30/06/2 024	expendit ure by 30/06/2 024	fruitl ess and wast eful expe nditu re by 30/0 6/20 24		expendit ure by 30/06/2 024	expendit ure by 30/06/2 025	expendit ure by 30/06/2 026	expendit ure by 30/06/2 027				
MF V M1 5	Legal comp lianc e			74	Number of Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by	Num ber	4 Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by 30/06/2 024	4 Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by 30/06/2 024	4 Unau thoris ed, Irreg ular, Fruitl ess and Wast eful Expe nditu re repor ts subm		4 Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by 30/06/2 024	4 Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by 30/06/2 025	4 Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by 30/06/2 026	4 Unautho rised, Irregular, Fruitless and Wasteful Expendit ure reports submitte d to Council by 30/06/2 027	All Dep art men ts	OPEX	Mu nici pal bu dg et	Signe d Repor ts to Counc il

					30/06/2024				itted to Council by 30/06/2023									
MF V M1 6	Systems and procedures	To improve audit opinion	Implement an audit action plan	75	Percentage of audit queries raised by the Auditor-General addressed by 30/06/2024	Percentage of queries addressed	100% of audit queries raised by the Auditor-General addressed by 30/06/2024	100% of audit queries raised by the Auditor-General addressed by 30/06/2024	100% of audit queries raised by the Auditor-General addressed by 30/06/2023		100% of audit queries raised by the Auditor-General addressed by 30/06/2024	100% of audit queries raised by the Auditor-General addressed by 30/06/2025	100% of audit queries raised by the Auditor-General addressed by 30/06/2026	100% of audit queries raised by the Auditor-General addressed by 30/06/2027	All Departments	OPEX	Municipal budget	Audit action plan and dashboard report
KPA 6: CROSS CUTTING ISSUES																		

CCI 01	Align ment with provi ncial and nation al econ omic devel opment	Effici ent & Credi ble Stratg ic & Spati al Muni cipal Plann ing	Revisi on of a Credi ble Inter grate d Devel opment Plan	76	Date of review and adoption of credible integrate d develop ment planning by Council by 31/05/2024	Date of review and adoption of credible integrate d develop ment planning by Council by 31/05/2024	Review and adoption of credible integrate d develop ment planning by Council by 31/05/2024	Review and adoption of credible integrate d develop ment planning by Council by 31/05/2024	Review and adoption of credible integrate d develop ment planning by Council by 31/05/2024		Review and adoption of credible integrate d develop ment planning by Council by 31/05/2024	Review and adoption of credible integrate d develop ment planning by Council by 31/05/2025	Review and adoption of credible integrate d develop ment planning by Council by 31/05/2026	Review and adoption of credible integrate d develop ment planning by Council by 31/05/2027	Offic e of the MM	OPEX	Mu nicip al bud get	Counc il resolu tion and Integr ated devel opment plan
CCI 02	Align ment with provi ncial and nation al	To ensur e the imple ment ation of Spati	Impr oved Spati al Devel opment Fram	77	Date of review and adoption of district Spatial Develop	Date of review and adoption of district Spatial Develop	Review and adoption of district Spatial Develop	Review and adoption of district Spatial Develop	Review and adoption of district Spatial		Review and adoption of district Spatial Develop	Review and adoption of district Spatial Develop	Review and adoption of district Spatial Develop	Review and adoption of district Spatial Develop	Com mun ity Serv ices	OPEX	Mu nicip al bud get	Counc il resolu tion and Spatia l Devel

	econ omic devel opm ent	al Devel opme nt Fram ewor k	ewor k		ment framewo rk by Council by 30/06/2 024		framewo rk by Council by 30/06/2 024	framewo rk by Council by 30/06/2 024	al Devel opme nt fram ewor k by Coun cil by 30/0 6/20 23		framewo rk by Council by 30/06/2 024	framewo rk by Council by 30/06/2 025	framewo rk by Council by 30/06/2 026	framewo rk by Council by 30/06/2 027				opme nt frame work
CCI 03	Lack of hum an capa city to assist with envir onm ental issue s	To ensur e sustai nable prote ction and devel opme nt of the envir onme nt	Devel opme nt and imple ment ation of envir onme ntal mana geme nt Plan	78	Date of review and adoption of Environ mental Manage ment Plan provided by Council by	Date of revie w and adop tion	Review and adoption of Environ mental Manage ment Plan provided by Council by 30/06/2 024	Review and adoption of Environ mental Manage ment Plan provided by Council by 30/06/2 024	Date of revie w and adopt ion of Envir onme ntal Mana geme nt Plan provi ded		Review and adoption of Environ mental Manage ment Plan provided by Council by 30/06/2 024	Review and adoption of Environ mental Manage ment Plan provided by Council by 30/06/2 025	Review and adoption of Environ mental Manage ment Plan provided by Council by 30/06/2 026	Review and adoption of Environ mental Manage ment Plan provided by Council by 30/06/2 027	Com mun ity Serv ices	OPEX	Mu nici pal bud get	Counc il Resol ution and Enviro nmen tal Mana geme nt Plan

					30/06/2024				by Council by 30/06/2023									
CCI 04	Disasters due to climate change	To create a safety and responsive environment to the community	Attending and responding to disasters and incidents with a district	79	Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2024	Date of submission	Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2024	Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2024	New Indicator		Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2024	Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025	Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2026	Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2027	Community Services	OPEX	Municipal budget	Disaster Management Annual Report, Council Resolution



CCI 05	Disasters due to climate change			80	Number Of Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2024	Number of Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2024	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2024	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2024	New Indicator		Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2024	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2025	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2026	Four (4) Awareness Campaigns on Disaster provided to the UTDM Community by 30/06/2027	Community Services	OPEX	Municipal budget	Dated Report
CCI 06	Systems and procedures	To ensure proper communication with the public	Monitor the functioning and efficiency of the Municipal Call	81	Date of Review of the Call Centre Charter submitted to Council by 30/06/2024	Date of review and adoption	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2024	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2024	New Indicator		Review of the UTDM Call Centre Charter submitted to Council by 30/06/2024	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2025	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2026	Review of the UTDM Call Centre Charter submitted to Council by 30/06/2027	Community Services	OPEX	Municipal budget	Call Centre Charter, Council Resolution

			Centr e															

5.1.14 UTDM DEVELOPMENT AGENCY IMPLEMENTATION PLAN

2023/2024 UEDA IMPLEMENTATION PLAN													
OBJECTI VE	STRATEGY	KP I No .	KEY PERFORM ANCE INDICATO R	MEASURA BLE UNIT	2022/2023 : Year 1			Year 2	Year 3	Year 4	Year 5		PORTFOLI O OF EVIDENCE
					Demand	Baseline	Backl og					RESPONSI BLE PERSON	
GOOD GOVERNANCE													

To ensure compliance with legislation applicable to municipal entities and principals outlined in the King III Report	Adherence to the MFMA, and the Company's Act	UE DA 01	Compliance Checklist reviewed by Audit Committee and adopted by Board 30 June 2024	Date reviewed by Audit Committee. Date adopted by Board.	1 Compliance checklist reviewed by Audit Committee and adopted by the Board by 30 June 2024	1 Compliance checklist reviewed by Audit Committee and adopted by the Board by 30 June 2023	N/A	1 Compliance checklists reviewed by Audit Committee and adopted by the Board by 30 June 2024	1 Compliance checklists reviewed by Audit Committee and adopted by the Board by 30 June 2025	1 Compliance checklists reviewed by Audit Committee and adopted by the Board by 30 June 2026	1 Compliance checklists reviewed by Audit Committee and adopted by the Board by 30 June 2027	Ms DCP Mazibuko-Chief Executive Officer	Compliance Checklist, Resolution Board
	Relationship with Parent Municipality (UTDM).	UE DA 02	Performance reports submitted to UTDM	Number of reports submitted to the accounting officer	4 Quarterly Performance reports submitted to UTDM by 30 June 2024	4 Quarterly Performance reports submitted to UTDM by 30 June 2024	N/A	4 Quarterly Performance reports submitted to UTDM by 30 June 2024	4 Quarterly Performance reports submitted to UTDM by 30 June 2025	4 Quarterly Performance reports submitted to UTDM by 30 June 2026	4 Quarterly Performance reports submitted to UTDM by 30 June 2027	Ms S Mokoena-Board Secretariat	Quarterly reports, Proof of Submission

						June 2023							
	Oversight on performance; risk and financial controls	UE DA 03	Quarterly Board meetings	Number of meetings	4 Board meetings by 30 June 2024	4 Board meetings by 30 June 2023	N/A	4 Board meetings by 30 June 2024	4 Board meetings by 30 June 2025	4 Board meetings by 30 June 2026	4 Board meetings by 30 June 2027	Ms S Mokoena-Board Secretariat	Notice ,Agenda , Signed minutes and attendance registers
	Ensure good governance; performance management; risk assessment and financial controls.	UE DA 04	Quarterly internal Audit Committee Reports by 30 June 2024	Number of reports	4 internal Audit Committee Reports by 30 June 2024	4 internal Audit Committee Reports by 30 June 2023	N/A	4 internal Audit Committee Reports by 30 June 2024	4 internal Audit Committee Reports by 30 June 2025	4 internal Audit Committee Reports by 30 June 2026	4 internal Audit Committee Reports by 30 June 2027	Ms DCP Mazibuko-Chief Executive Officer	Internal Audit reports
<b>ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION</b>													

Implement Performance Management	To improve delivery through the implementation of a performance management system	UE DA 05	Conduct employee Performance Management reviews by 30 June 2024	Number of employees	4 employee entered into an employee performance reviews by 30 June 2024	4 employee entered into an employee performance reviews by 30 June 2023	N/A	4 employee entered into an employee performance reviews by 30 June 2024	4 employee entered into an employee performance reviews by 30 June 2025	4 employee entered into an employee performance reviews by 30 June 2026	4 employee entered into an employee performance reviews by 30 June 2027	Ms DCP Mazibuko-Chief Executive Officer	Signed reports
To improve the capacity of staff for service delivery		UE DA 06	Implementation of skills training programmes by 30 June 2024	Number of Training Session	Two(2) training session held for employees by 30 June 2024	Two(2) training session held for employees by 30 June 2023	N/A	Two(2) training session held for employees by 30 June 2024	Two(2) training session held for employees by 30 June 2025	Two(2) training session held for employees by 30 June 2026	Two(2) training session held for employees by 30 June 2027	Ms DCP Mazibuko-Chief Executive Officer	Signed reports
		UE DA 07	Adoption human resources and related	Number of policies adopted	14 Human resources and related	14 Human resources and related	N/A	14 Human resources and related policies	14 Human resources and related policies	14 Human resources and related policies	14 Human resources and related policies	Ms DCP Mazibuko-Chief	Proof of adoption

			policies by 30 June 2024		policies adopted by the Board by 30 June 2024	policies adopted by the Board by 30 June 2023		adopted by the Board by 30 June 2024	adopted by the Board by 30 June 2025	adopted by the Board by 30 June 2026	adopted by the Board by 30 June 2027	Executive Officer	
<b>FINANCIAL VIABILITY AND MANAGEMENT</b>													
Sound Financial Planning and Reporting	To ensure effective reporting and compliance	UE DA 08	Submission of credible annual financial statements to the Auditor-General by 31 August 2023	Date of submission of the report	Submission of annual financial statements to the Auditor-General by 31 August 2023	Submission of annual financial statements to the Auditor-General by 31 August 2022	N/A	Submission of annual financial statements to the Auditor-General by 31 August 2023	Submission of annual financial statements to the Auditor-General by 31 August 2024	Submission of annual financial statements to the Auditor-General by 31 August 2025	Submission of annual financial statements to the Auditor-General by 31 August 2026	Mr L Dubazana-Chief Finance Officer	Proof of submission
		UE DA 09	Submission of credible annual performance report	Date of submission of the report	Submission of annual performance report to	Submission of annual performance report to	N/A	Submission of annual performance report to the Auditor-	Submission of annual performance report to the Auditor-	Submission of annual performance report to the Auditor-	Submission of annual performance report to the Auditor-	Mr L Dubazana-Chief Finance Officer	Proof of submission

			to the Auditor-General by 30 August 2023		the Auditor-General by 31 August 2023	the Auditor-General by 31 August 2022		General by 31 August 2023	General by 31 August 2024	General by 31 August 2025	General by 31 August 2026		
		UE DA 10	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2024	Date of submission of the report	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2024	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2023	N/A	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2024	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2025	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2026	Submission of mid-term budget and performance assessment report to Board and UTDM by 20 January 2027	Mr L Dubazana-Chief Finance Officer	Proof of submission
		UE DA 11	Submission of monthly	Date of submission	12 Submission of	12 Submission of	N/A	12 Submission of	12 Submission of	12 Submission of	12 Submission of	Mr L Dubazana-Chief	Proof of submission

			financial reports to the board and UTDM by 30 June 2024	n of the report	monthly financial reports reportett to Board and UTDM by 30 June 2024	monthly financial reports reportett to Board and UTDM by 30 June 2023		monthly financial reports reportett to Board and UTDM by 30 June 2024	monthly financial reports reportett to Board and UTDM by 30 June 2025	monthly financial reports reportett to Board and UTDM by 30 June 2026	monthly financial reports reportett to Board and UTDM by 30 June 2027	Finance Officer	
		UE DA 12	Submission of annual budget in terms of S87 of MFMA to the parent municipality by <b>31 January 2024</b>	Date of submission of the report	Submission of annual budget in terms of S8 of MFMA 31 January 2024	Submission of annual budget in terms of S8 of MFMA 31 January 2023	N/A	Submission of annual budget in terms of S8 of MFMA 31 January 2024	Submission of annual budget in terms of S8 of MFMA 31 January 2025	Submission of annual budget in terms of S8 of MFMA 31 January 2026	Submission of annual budget in terms of S8 of MFMA 31 January 2027	Mr L Dubazana-Chief Finance Officer	Proof of submission



		UE DA 13	Submission of Annual Budget in terms of S7 of the MFMA to the parent municipality, 30 days before the start of the financial year	Date of submission of the report	submission of annual budget in terms of S7 of MFMA to the parent municipality, 30 days before the start of the financial year	submission of annual budget in terms of S7 of MFMA to the parent municipality, 30 days before the start of the financial year	N/A	submission of annual budget in terms of S7 of MFMA to the parent municipality, 30 days before the start of the financial year	submission of annual budget in terms of S7 of MFMA to the parent municipality, 30 days before the start of the financial year	submission of annual budget in terms of S7 of MFMA to the parent municipality, 30 days before the start of the financial year	submission of annual budget in terms of S7 of MFMA to the parent municipality, 30 days before the start of the financial year	Mr L Dubazana-Chief Finance Officer	board resolution
<b>LOCAL ECONOMIC DEVELOPMENT</b>													
OBJECTIVE	STRATEGY		KEY PERFORMANCE INDICATOR	MEASURABLE UNIT				Year 1	Year 2	Year 3	Year 4	Year 5	PORTFOLIO OF EVIDENCE

To bring infractur e & facilities that will help large and SMMEs to thrive at uThukela District	To create an enabling and conducive environment for both local and international businesses to thrive	UE DA 14	Number of engagements to develop bulk infrastructure for economic opportunities by 30/06/2024	Number of meetings	Three (3)engagements held with relevant stakeholders in relation to development of bulk infrastructure for economic opportunities by 30/06/2024	Three (3)engagements held with relevant stakeholders in relation to development of bulk infrastructure for economic opportunities by 30/06/2023	N/A	Three (3)engagements held with relevant stakeholders in relation to development of bulk infrastructure for economic opportunities by 30/06/2024	Three (3)engagements held with relevant stakeholders in relation to development of bulk infrastructure for economic opportunities by 30/06/2025	Three (3)engagements held with relevant stakeholders in relation to development of bulk infrastructure for economic opportunities by 30/06/2026	Three (3)engagements held with relevant stakeholders in relation to development of bulk infrastructure for economic opportunities by 30/06/2027	Mr B Madikizelk a-Investmen t &Infrastru cturer Manager	Notice,Ag enda,Atte ndance Register, Minutes
		UE DA 15	Number of PSC engagements in relation to the	Number of meetings	4 engagements held in relation to the	4 engagements held in relation to the	N/A	4 engagements held in relation to the establishm	4 engagements held in relation to the establishm	4 engagements held in relation to the establishm	4 engagements held in relation to the establishm	Mr B Madikizelk a-Investmen t &Infrastru	Notice,Ag enda,Atte ndance Register, Minutes

			establishment of DUT satellite office by 30 June 2023		establishment of DUT satellite Campus in Ladysmith by 30 June 2024	establishment of DUT satellite Campus in Ladysmith by 30 June 2023		ent of DUT satellite Campus in Ladysmith by 30 June 2024	ent of DUT satellite Campus in Ladysmith by 30 June 2025	ent of DUT satellite Campus in Ladysmith by 30 June 2026	ent of DUT satellite Campus in Ladysmith by 30 June 2027	cture Manager	
		UE DA 16	Number of meetings held in the establishment of Clothing and Textile Special Economic Zone by 30 June 2023	Number of meetings	Two (2) engagements held on the establishment of Special Economic Zone by 30 June 2024	Two (2) engagements held on the establishment of Special Economic Zone by 30 June 2024	N/A	Two (2) engagements held on the establishment of Special Economic Zone by 30 June 2024	Two (2) engagements held on the establishment of Special Economic Zone by 30 June 2025	Two (2) engagements held on the establishment of Special Economic Zone by 30 June 2026	Two (2) engagements held on the establishment of Special Economic Zone by 30 June 2027	Mr B Madikizelka- Investment & Infrastructure Manager	Notice, Agenda, Attendance Register, Minutes

		UE DA 17	Number of engagements held to support informal economy and small enterprises	Number of meetings	Four(4) engagements to support informal economy and small enterprises by 30 June 2024	Four(4) engagements to support informal economy and small enterprises by 30 June 2023	N/A	Four(4) engagements to support informal economy and small enterprises by 30 June 2024	Four(4) engagements to support informal economy and small enterprises by 30 June 2025	Four(4) engagements to support informal economy and small enterprises by 30 June 2026	Four(4) engagements to support informal economy and small enterprises by 30 June 2027	Mr B Madikizelk a- Investment &Infrastructure Manager	Notice,Agenda,Attendance Register, Minutes
		UE DA 18	Number of engagements held to expand the manufacturing	Number of meetings	Four(4) engagements held to expand the manufacturing sector by 30 June 2024	Four(4) engagements held to expand the manufacturing sector by 30 June 2023	N/A	Four(4) engagements held to expand the manufacturing sector by 30 June 2024	Four(4) engagements held to expand the manufacturing sector by 30 June 2025	Four(4) engagements held to expand the manufacturing sector by 30 June 2026	Four(4) engagements held to expand the manufacturing sector by 30 June 2027	Mr B Madikizelk a- Investment &Infrastructure Manager	Notice,Agenda,Attendance Register, Minutes

		UE DA 19	Number of engagements to develop strategic transport infrastructure	Number of meetings	Four(4) engagements to develop strategic transport infrastructure by 30 June 2024	Four(4) engagements to develop strategic transport infrastructure by 30 June 2023	N/A	Four(4) engagements to develop strategic transport infrastructure by 30 June 2024	Four(4) engagements to develop strategic transport infrastructure by 30 June 2025	Four(4) engagements to develop strategic transport infrastructure by 30 June 2026	Four(4) engagements to develop strategic transport infrastructure by 30 June 2027	Mr B Madikizelk a- Investment &Infrastructure Manager	Notice,Agenda,Attendance Register, Minutes
<b>To position UTD as a first choice world class tourism destination</b>	<b>To mobilise and promote the use of local resources and skills thus ensuring maximising local economic developme</b>	UE DA 20	Number of in-house tourism training & development workshops conducted with the tourism interns & officers	Number of trainings	Four (4) in-house tourism training & development workshops conducted with the tourism interns & officers by 30	Four (4) in-house tourism training & development workshops conducted with the tourism interns & officers	N/A	Four (4) in-house tourism training & development workshops conducted with the tourism interns & officers by 30 June 2024	Four (4) in-house tourism training & development workshops conducted with the tourism interns & officers by 30 June 2025	Four (4) in-house tourism training & development workshops conducted with the tourism interns & officers by 30 June 2026	Four (4) in-house tourism training & development workshops conducted with the tourism interns & officers by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Signed Reports Attendance registers & pictures of training sessions and training contents

	nt (tourism)				June 2024	by 30 June 2023							
		UE DA 21	Number of District Tourism Marketing updates by 30 June 2023	Number of tourism marketing updates	Four(4) District Tourism Marketing updates by 30 June 2024	Four(4) District Tourism Marketing updates by 30 June 2023	N/A	Four(4) District Tourism Marketing updates by 30 June 2024	Four(4) District Tourism Marketing updates by 30 June 2025	Four(4) District Tourism Marketing updates by 30 June 2026	Four(4) District Tourism Marketing updates by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Signed Reports, Municipal Websites, Social media platforms
		UE DA 21.1	Lobbying for the provincial tourism authority and municipalities to ensure that tourism SMMEs are listed and	Lobbying for the listing of the tourism SMME's	Four (4) Lobbying for the provinial tourism authority and municipa lities to ensure that tourism SMME's are listed	Four (4) Lobbying for the provinvi al tourism authorit y and municip alities to ensure that tourism SMME's	N/A	Four (4) Lobbying for the provinial tourism authority and municipalit ies to ensure that tourism SMME's are listed	Four (4) Lobbying for the provinial tourism authority and municipalit ies to ensure that tourism SMME's are listed	Four (4) Lobbying for the provinial tourism authority and municipalit ies to ensure that tourism SMME's are listed	Four (4) Lobbying for the provinial tourism authority and municipalit ies to ensure that tourism SMME's are listed	Ms B Hlongwan e- Tourism Manager	Email print outs

			promoted on their websites		and promote d on their websites by 30 June 2024	are listed and promote d on their websites by 30 June 2023		and promoted on their websites by 30 June 2024	and promoted on their websites by 30 June 2025	and promoted on their websites by 30 June 2026	and promoted on their websites by 30 June 2027		
		UE DA 22	Number of Tourism Stakehold er Analysis by 30 June 2023	Number of tourism stakeholde r analysis	One (1) Tourism Stakehol der Analysis by 30 June 2024	One (1) Tourism Stakehol der Analysis by 30 June 2023	N/A	One (1) Tourism Stakeholde r Analysis by 30 June 2024	One (1) Tourism Stakeholde r Analysis by 30 June 2025	One (1) Tourism Stakeholde r Analysis by 30 June 2026	One (1) Tourism Stakeholde r Analysis by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Stakehold er analysis Documen t
		UE DA 22. 1	Number of Tourism stakehold er Engageme nt Plan by 30 June 2024	Number of Tourism Stakehold er Engageme nt Plan	One (1) Tourism Stakehol der Engagem ent Plan by 30 June 2024	One (1) Tourism Stakehol der Engage ment Plan by 30 June 2024	N/A	One (1) Tourism Stakeholde r Engageme nt Plan by 30 June 2024	One (1) Tourism Stakeholde r Engageme nt Plan by 30 June 2025	One (1) Tourism Stakeholde r Engageme nt Plan by 30 June 2026	One (1) Tourism Stakeholde r Engageme nt Plan by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Stakehold er engagem ent plan document

					June 2024	30 June 2023							
		UE DA 22.2	Number of stakeholders engagement held by 30 June 2024	Number of stakeholders engagement	Three (3) Number of stakeholders engagements held by 30 June 2024	Three (3) Number of stakeholders engagements held by 30 June 2023	N/A	Three (3) Number of stakeholders engagements held by 30 June 2024	Three (3) Number of stakeholders engagements held by 30 June 2025	Three (3) Number of stakeholders engagements held by 30 June 2026	Three (3) Number of stakeholders engagements held by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Attendance registers, Reports, Pictures
		UE DA 23	Number of tourism activation programs conducted by 30 June 2024	Number of tourism activation programs	Four (4) tourism activation programs conducted by 30 June 2024	Four (4) tourism activation programs conducted by 30 June 2023	N/A	Four (4) tourism activation programs conducted by 30 June 2024	Four (4) tourism activation programs conducted by 30 June 2025	Four (4) tourism activation programs conducted by 30 June 2026	Four (4) tourism activation programs conducted by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Reports , Event Pictures



		UE DA 24	Lobbying for funding for the constructi on of Phase one of uMhluma yo Cultural Village Project by 30 June 2024	Lobbying for funding	Four (4) Lobbying for funding for the construct ion of Phase one of uMhlum ayo Cultural Village Project by 30 June 2024	Four (4) Lobbying for funding for the construc tion of Phase one of uMhlum ayo Cultural Village Project by 30 June 2023	N/A	Four (4) Lobbying for funding for the constructi on of Phase one of uMhlumay o Cultural Village Project by 30 June 2024	Four (4) Lobbying for funding for the constructi on of Phase one of uMhlumay o Cultural Village Project by 30 June 2025	Four (4) Lobbying for funding for the constructi on of Phase one of uMhlumay o Cultural Village Project by 30 June 2026	Four (4) Lobbying for funding for the constructi on of Phase one of uMhlumay o Cultural Village Project by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Submitte d Proposals
		UE DA 25	Coordinat e accreditati on of UEDA with the Tourism specific	Coordinat e accreditati on	One (1) Coordina te accredita tion of UEDA with the Tourism specific SETA by	One (1) Coordin ate accredit ation of UEDA with the Tourism specific SETA by	N/A	One (1) Coordinate accreditati on of UEDA with the Tourism specific SETA by 30 June 2024	One (1) Coordinate accreditati on of UEDA with the Tourism specific SETA by 30 June 2025	One (1) Coordinate accreditati on of UEDA with the Tourism specific SETA by 30 June 2026	One (1) Coordinate accreditati on of UEDA with the Tourism specific SETA by 30 June 2027	Ms B Hlongwan e- Tourism Manager	Meeting minutes, attendanc e registers & report

			SETA by 30 June 2024		30 June 2024	30 June 2023							
		UE DA 26	Conduct Familiarisation trips on all tourism routes	Conduct Familiarisation trips	Eight (8) Familiarisation trips conducted by 30 June 2024	Eight (8) Familiarisation trips conducted by 30 June 2023	N/A	Eight (8) Familiarisation trips conducted by 30 June 2024	Eight (8) Familiarisation trips conducted by 30 June 2025	Eight (8) Familiarisation trips conducted by 30 June 2026	Eight (8) Familiarisation trips conducted by 30 June 2027	Ms B Hlongwane- Tourism Manager	Reports, Pictures
		UE DA 27	reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2024	Reports	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by	N/A	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2024	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2025	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2026	Four(4) reports submitted farmer identification (1), feed procurement and distribution (1), chicken production (2) by 30 June 2027	Mr B Sibisi-Raset Manager	reports

					30 June 2024	30 June 2023							
To develop sustainable commercialisation of Agriculture and Agribusiness industries and the implementation of RASET in the uThukela District	To mobilise and promote the use of local resources and skills thus ensuring maximising local economic development (Agriculture)	UE DA 28	reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2024	Reports	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2024	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2023	N/A	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2024	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2025	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2026	Four(4) reports submitted farmer identification, seed procurement and distribution (1), monitoring visits, potato harvests (1), Project evaluation (1) by 30 June 2027	Mr B Sibisi-Raset Manager	Reports

		UE DA 29	Four(4) reports submitted farmer identificati on (1), bean seed procureme nt and distributio n (1), monitorin g visits, bean harvests (1), Project evaluation (1) by 30 June 2024	Reports	Four(4) reports submitte d farmer identifica tion (1), bean seed procure ment and distributi on (1), monitori ng visits, bean harvests (1), Project evaluatio n (1) by 30 June 2024	Four(4) reports submitte d farmer identific ation (1), bean seed procure ment and distributi on (1), monitori ng visits, bean harvests (1), Project evaluati on (1) by 30 June 2023	N/A	Four(4) reports submitted farmer identificati on (1), bean seed procureme nt and distributio n (1), monitoring visits, bean harvests (1), Project evaluation (1) by 30 June 2024	Four(4) reports submitted farmer identificati on (1), bean seed procureme nt and distributio n (1), monitoring visits, bean harvests (1), Project evaluation (1) by 30 June 2025	Four(4) reports submitted farmer identificati on (1), bean seed procureme nt and distributio n (1), monitoring visits, bean harvests (1), Project evaluation (1) by 30 June 2026	Four(4) reports submitted farmer identificati on (1), bean seed procureme nt and distributio n (1), monitoring visits, bean harvests (1), Project evaluation (1) by 30 June 2027	Mr B Sibisi- Raset Manager	Reports
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		UE DA 30	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2024	Reports	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2024	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2023	N/A	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2024	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2025	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2026	Four(4) reports submitted farmer identification (1), soya seed procurement and distribution (1), monitoring visits, soya harvests (1), Project evaluation (1) by 30 June 2027	Mr B Sibisi- Raset Manager	reports
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		UE DA 31	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2024	Reports	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2024	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2023	N/A	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2024	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2025	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2026	Four (4) reports submitted on groundnut seed procurement and distribution (1), Monitoring (1), Harvesting , Evaluation (1) by 30 June 2027	Mr B Sibisi-Raset Manager	Reports
		UE DA 32	Reports submitted on farmer identification (1), butternut seed procurement	Reports	Four (4) reports submitted on farmer identification (1), butternut	Four (4) reports submitted on farmer identification (1), butternut	N/A	Four (4) reports submitted on farmer identification (1), butternut seed	Four (4) reports submitted on farmer identification (1), butternut seed	Four (4) reports submitted on farmer identification (1), butternut seed	Four (4) reports submitted on farmer identification (1), butternut seed	Mr B Sibisi-Raset Manager	report

			ent and distributio n (1), Harvesting (1), Evaluation (1) by 30 June 2024		t seed procure ment and distributi on (1), Harvestin g (1), Evaluatio n (1) by 30 June 2024	t seed procure ment and distributi on (1), Harvesti ng (1), Evaluati on (1) by 30 June 2023		procureme nt and distributio n (1), Harvesting (1), Evaluation (1) by 30 June 2024	procureme nt and distributio n (1), Harvesting (1), Evaluation (1) by 30 June 2025	procureme nt and distributio n (1), Harvesting (1), Evaluation (1) by 30 June 2026	procureme nt and distributio n (1), Harvesting (1), Evaluation (1) by 30 June 2027		
		UE DA 33	Reports on enquiries and engageme nts(1) Identificati on of farmers, maize seeds procurem ent and distributio n (1), Monitorin	Reports	Four(4) reports on enquiries and engagem ents(1) Identifica tion of farmers, maize seeds procure ment and distributi on (1),	Four(4) reports on enquirie s and engage ments(1) Identific ation of farmers, maize seeds procure ment and distributi	N/A	Four(4) reports on enquiries and engageme nts(1) Identificati on of farmers, maize seeds procureme nt and distributio n (1), Monitoring	Four(4) reports on enquiries and engageme nts(1) Identificati on of farmers, maize seeds procureme nt and distributio n (1), Monitoring	Four(4) reports on enquiries and engageme nts(1) Identificati on of farmers, maize seeds procureme nt and distributio n (1), Monitoring	Four(4) reports on enquiries and engageme nts(1) Identificati on of farmers, maize seeds procureme nt and distributio n (1), Monitoring	Mr B Sibisi- Raset Manager	emails and attendanc e register and report

			g (1), Harvest, evaluation (1) by 30 June 2024		Monitori ng (1), Harvest, evaluatio n (1) by 30 June 2024	on (1), Monitori ng (1), Harvest, evaluati on (1) by 30 June 2023		(1), Harvest, evaluation (1) by 30 June 2024	(1), Harvest, evaluation (1) by 30 June 2025	(1), Harvest, evaluation (1) by 30 June 2026	(1), Harvest, evaluation (1) by 30 June 2027		
		UE DA 34	Four reports submitted on livestock markets held by 30 June 2024	Reports	Four(4) Quarterl y reports submitte d on livestock markets 30 June 2024	Four(4) Quarterl y reports submitte d on livestock markets 30 June 2023	N/A	Four(4) Quarterly reports submitted on livestock markets 30 June 2024	Four(4) Quarterly reports submitted on livestock markets 30 June 2025	Four(4) Quarterly reports submitted on livestock markets 30 June 2026	Four(4) Quarterly reports submitted on livestock markets 30 June 2027	Mr B Sibisi- Raset Manager	report
		UE DA 35	Four (4) reports on engageme nts with stakehold ers. Separate meetings with each	Reports	Four (4) reports on engagem ents with stakehol ders. Separate meetings	Four (4) reports on engage ments with stakehol ders. Separate	N/A	Four (4) reports on engageme nts with stakeholde rs. Separate meetings with each	Four (4) reports on engageme nts with stakeholde rs. Separate meetings with each	Four (4) reports on engageme nts with stakeholde rs. Separate meetings with each	Four (4) reports on engageme nts with stakeholde rs. Separate meetings with each	Mr B Sibisi- Raset Manager	Reports, Notice, Agenda, Minutes, Attendan ce register



			stakeholder and 3 PSC meetings by 30 June 2024		with each stakeholder and 3 PSC meetings by 30 June 2024	meetings with each stakeholder and 3 PSC meetings by 30 June 2023		stakeholder and 3 PSC meetings by 30 June 2024	stakeholder and 3 PSC meetings by 30 June 2025	stakeholder and 3 PSC meetings by 30 June 2026	stakeholder and 3 PSC meetings by 30 June 2027		
		UE DA 36	reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by 30 June 2024	Reports	Four reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by 30	Four reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by	N/A	Four reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by 30 June 2024	Four reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by 30 June 2025	Four reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by 30 June 2026	Four reports submitted on business plan, fixing of machinery, funding application (1), tilling for 3rd parties, follow up (1) by 30 June 2027	Mr B Sibisi-Raset Manage	Reports, business plan and Acknowledgement of receipt

					June 2024	30 June 2023								
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## 5.1.15 UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2022/2023

Projects Name	Project Phase	Local Municipality	Budget		Total Budget	Progress	New/ongoing
			Direct Cost	Indirect cost	194 919 000		
Ntabamhlophe CWSS	Ntabamhlophe Emergency Repairs	Inkosi langalibalele	R5 000 000.00	R 1 000 000.00	R 6 000 000.00	30% completion	Repairs to all Ntabamhlophe phases
Kwanobamba-Ezitendeni water supply	Thembalihle Package Plant	Inkosi langalibalele	R8 000 000.00	R 1 119 280.00	R9 119 280.00	Design Stage	Package Plant in construction as at July 2021
Weenen Sanitation	Construction of WWTW	Inkosi langalibalele	R17 000 000.00	R 1 200 000.00	R 18 200 000.00	60% Completion	Construction of WWTW
Bhekuzulu/Ephangwini water supply	Raw water and WTW	Inkosi langalibalele	R 14 000 000.00	R 1 400 000.00	R 15 400 000.00	Design Stage	Construction as at July 2021

District Wide Sanitation	VIP	District wide sanitation	R -	R30000 000.00	R30 000 000.00	Construction	Construction
Refurbishment and Upgrade of Water and Sanitation Infrastructure	Existing WWTW infrastructure	District Wide	R 38 000 000.00	R -	R 38 000 000.00	Construction	Construction
Upgrade Langkloof WTW, Bulk and reticulation network	Upgrading of Langkloof WTW	Okhahlamba	R 24 000 000.00	R4 000 000.00	R28 000 000.00	Construction	Construction
Upgrade of Bergville WTW and regional Bulk Water Supply phase 1	Upgrading of Bergville WTW	Okhahlamba	R 20 000 000.00	R5 000 000.00	R 25 000 000.00	Construction	Construction

Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network	Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network	Okhahlamba	R -	R 3 720 720.00	R 3 720 720.00	Construction fees	Construction
Upgrade of Colenso WTW	Upgrade of Colenso WTW	Alfred Duma	R9 000 000.00	R1 879 000.00	R 10 879 000.00	Construction	Construction
Completion of Fitty park project	Completion of Fitty park water reticulation	Alfred Duma	R5 000 000.00	R600 000.00	R 5 600 000.00	Construction	Construction
MIG Top slice (PMU)		District	R -	R -	R 5 000 000.00		
<b>TOTAL MIG</b>					<b>R 194 919 000.00</b>		

Projects Name	Project Phase	Local Municipality	Budget		Total Budget	Progress	New/ongoing
			Direct Cost	Indirect cost	80 000 000		
Wembezi Bulk & Reticulation Upgrade (WCDM)	ILM	InkosiLangalibalele	R20 000 000.00	R 1 000 000.00	R 21 000 000.00	60% Completion	Project ongoing for construction of bulk pipeline
Reticulation to ennersdale, Ephangwini Ward 4	ILM Ward 4	InkosiLangalibalele	R 14 000 000.00	R 1 000 000.00	R 15 000 000.00	Intention to award	To be on construction as of May 2021
Ezakheni WCDM	Ezakheni WCDM	Alfred Duma	R -	R 19 000 000.00	R 19 000 000.00	Planning and Implementation	Implementation
Spring Protection District Wide	District Wide	Districtwide	R 25 000 000.00	R -	R 25 000 000.00	Ongoing	New scope to be developed
<b>TOTAL WSIG</b>					<b>R 80 000 000.00</b>		

Projects Name	Project Phase	Local Municipality	Budget		Total Budget	Progress	New/ongoing
			Direct Cost	Indirect cost	3 730 000		
General Water/Sewer Maintenance & Reticulation		District Wide			R 3 516.00		
Water Service Delivery Intervention		District Wide			R -		
Uthukela Environmental Impact		District Wide			R -		
<b>TOTAL EPWP</b>					<b>R 3 516.00</b>		

Projects Name	Project Phase	Local Municipality	Budget		Total Budget	Progress	New/ongoing
			Direct Cost	Indirect cost			
Sanitation Related Equipment					R -		
Fleet					R -		
Refurbishment of Water Infrastructure							
					R -		



Projects Name	Project Phase	Local Municipality	Budget		Total Budget	Progress	New/ongoing
			Direct Cost	Indirect cost	R2 543 000.00		
RRAMS		District Wide			R 2 543 000.00		
Projects Name	Project Phase	Local Municipality	Budget		Total Budget	Progress	New/ongoing
			Direct Cost	Indirect cost	39 399 000		
Emnambithi Bulk Water	Stage 1	Alfred Duma	R -	R -	R -		
	Stage 2		R -	R -	R -		
	Stage 3		R6 090 000.00	R -	R 6 090 000.00		
<b>TOTAL RBIG</b>					<b>R6 090 000.00</b>		

## 5.1.16 UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2023/2024

Projects Name	Local Municipality	Funder	Budget		Total Budget 2023/24	Progress	New/ongoing
			Direct Cost	Indirect cost	221 342 000		
Ntabamhlophe CWSS	Inkosi langalibalele	MIG	R -	R -	R -	-	-
Kwanobamaba-Ezitendeni water supply	Inkosi langalibalele		R 9 000 000,00	R 1 000 000,00	R 10 000 000,00	60% Complete	New
Weenen Sanitation	Inkosi langalibalele		R -	R -	R -	on hold funds are depleted	on hold funds are depleted
Bhekuzulu/Ephangwini water supply	Inkosi langalibalele		R 3 500 000,00	R 500 000,00	R 4 000 000,00	0%	ongoing

District Wide Sanitation	District wide sanitation		R 39 600 000,00	R -	R 39 600 000,00	57% Complete	ongoing
Refurbishment and Upgrade of Water and Sanitation Infrastructure 3	District Wide		R 18 187 624,00	R 2 960 776,00	R 21 148 400,00	0%	New
Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply abd reticulation network	Okhahlamba		R 40 000 000,00	R 2 000 000,00	R 42 000 000,00	50% Complete	ongoing
Upgrade of Colenso WTW	Alfred Duma		R -	R -	R -		
Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA	Alfred Duma		R 10 320 000,00	R 1 680 000,00	R 12 000 000,00	14% Complete	ongoing
Ekuvukeni regional bulk water supply-Bulk rising Main and booster pumpstation to zandbuilt	Alfred Duma		R -	R -	R -	on hold funds are depleted	on hold funds are depleted
Winterton Water Supply	Okhahlamba		R	R 3 580 075,70	R 3 580 075,70	Planning and Design	New

Winterton Sanitation	Okhahlamba		R	R 5 923 508,96	R 5 923 508,96	Planning and Design	New
Design of Fitty Park/Mhlumayo Bulk Water Supply Infrastructure and Upgrade of the Tugela Estate Water Treatment Works, ward 7,27,28 &30	Alfred Duma		R -	R -	R 13 391 834,32	Planning and Design	New
KwaMkhize Bulk Water Supply and Reticulation Network			R -	R 944 597,31	R 944 597,31	Planning and Design	New
Upgrade of Bergville Water Treatemnt Works Bulk Water Supply Phase 2	Okhahlamba		R 28 000 000,00	R 1 686 483,71	R 29 686 483,71	15% Complete	New
Upgrade of Langkloof WTW and Bulk Water Supply within Ward 10 Phase 2			R 25 000 000,00	R 3 000 000,00	R 28 000 000,00	Intention award	New
MIG Topslice (PMU)	District		R -	R -	R 11 067 100,00		

					R 221 342 000,00		
mn	Local Municipality	Funder	Budget			Progress	New/ongoing
			Direct Cost	Indirect cost	85 000 000		
Wembezi Bulk & Reticulation Upgrade (WCDM)	Inkosilangalibalele		R 5 000 000,00	R 1 000 000,00	R 6 000 000,00	76% Complete	Ongoing
Bhekuzulu-Epangweni: Reticulation to wards 1 to 6	Inkosilangalibalele		R 3 000 000,00	R 1 000 000,00	R 4 000 000,00	85% complete	Ongoing
					R -		
Ezakheni WCDM Phase 2 (C SECTION SUB ZONE 3)	Alfred Duma		R 18 000 000,00	R 2 510 000,00	R 20 510 000,00	Implementation	New

Spring Protection District Wide	Districtwide		R 10 000 000,00	R -	R 10 000 000,00	Ongoing	Ongoing
Moyeni/ Zwelisha	Okhahlamba			R 2 390 000,00	R 2 390 000,00	Planning and design	Ongoing
Ladysmith pipeline replacement	Alfred Duma		R 18 000 000,00	R 2 450 000,00	R 20 450 000,00	Planning and Implementation	New
Steadville WCDM	Alfred Duma		R 19 000 000,00	R 2 650 000,00	R 21 650 000,00	Planning and Implementation	New
				R -			
					R 85 000 000,00		
Projects Name	Local Municipality	Funder	Budget			Progress	New/ongoing
			Direct Cost	Indirect cost	1 816 000		

General Water/Sewer Maintenance & Reticulation	District Wide	EPWP					
Water Service Delivery Intervention	District Wide		R 1 816 000,00		R 1 816 000,00		
Uthukela Enviromental Impact	District Wide						
Projects Name	Local Municipality	Funder	Budget		0	Progress	New/ongoing
			Direct Cost	Indirect cost			
Sanitation Related Equipment		MASSIFICATION					
Fleet			R -	R -	R -		
Refurbishment of Water Infrastructure							
Projects Name	Local Municipality	Funder	Budget		2 672 000	Progress	New/ongoing
			Direct Cost	Indirect cost			

RRAMS	Distric Wide	DOT	R 2 672 000,00	R -	R 2 672 000,00		
Projects Name	Local Municipality	Funder	Budget			Progress	New/ongoing
			Direct Cost	Indirect cost			
Emnambithi Bulk Water	Alfred Duma	RBIG	R -	R -	R -		
			R -	R -	R -		
			R -	R -	R -		
					R -		



### 5.1.17 LOCAL MUNICIPALITIES PROJECTS AND PROGRAMMES

The following table presents the capital projects for the family of municipalities. It is imperative to mention that the below projects emanated from the discussions we had with the local municipalities in ensuring the alignment.

#### 5.1.17.1 OKHAHLAMBA LOCAL MUNICIPALITY

Descriptions	TOTAL ADJUSTED BUDGET 2021-22	BUDGET 2022/23			BUDGET 2023/24	BUDGET 2024/25
REVENUE						
EXPENDITURE			CHANGES	FINAL		
MIG PROJECTS	-			-	33 179 000.00	34 550 000.00
Hadebe gravel road	6 594 365.73			-		
Ubivane gravel road	5 024 783.44			-		
Hambrook access road	7 782 118.34	29 822 000.00		29 822 000.00		
Emaswazini Gravel Road Phase 04	2 734 843.72			-		
Hhalmense Gravel Road in ward 02	3 897 888.78	2 069 000.00		2 069 000.00		
Khethani Surface roads	3 500 000.00			-		

Khethani Sport fields	200 000.00			-		
Small Town Rehab	-	15 900 000.00		15 900 000.00	7 100 000.00	
Industrial hub	5 443 132.00	5 443 132.00		5 443 132.00		
Steel Shelves (inventory)	-	20 000.00		20000.00		
computers	-	225 000.00	500000.00	725000.00		
Office chairs	-	167 000.00	40 000.00	127000.00		
Aircon	-	100 000.00	50 000.00	150000.00		
Storm water	-	-	600000.00	600000.00		
CSC Refurbishment	-	500 000.00		500000.00		
Chairs-Community Halls	-	200 000.00		200000.00		
Fencing of Graveyards	-	50 000.00		50 000.00		
Brush cutters	-	75 000.00	25 000.00	50 000.00		
Council Vehicles	-	2 000 000.00		2000000.00		
Learnerships Table and Chairs	-	200 000.00		200 000.00		
Sports complex chairs	-	200 000.00		200 000.00		
Library chairs	-	70 000.00	70 000.00	-		
Silver chairs for CSC	-	200 000.00		200 000.00		

Traffman module	-	200 000.00	200000.00	-		
Slasher	-	60 000.00	60 000.00	-		
CSC carports	-	100 000.00		100 000.00		
Industrial Hub	-			-		
Generator	414 007.69			-		
small machinery	49 143.26			-		
computers	430 825.00			-		
Aircons	132 000.00			-		
Cameras	289 458.82			-		
Server	410 995.50			-		
TOTAL EXPENDITURE	<u>36 903 562.27</u>	<u>57 601 132.00</u>	<u>755 000.00</u>	<u>58 356 132.00</u>	<u>40 279 000.00</u>	<u>34 550 000.00</u>
Grant Funded (national)	29 734 000.00	31 891 000.00			33 179 000.00	34 550 000.00
Grant Funded (Provincial)	5 443 132.00	21 343 132.00			7100 000.00	-
Library subsidy	-	-				

Internally funded	1 726 430.27	4 367 000.00			-	-
	36 903 562.27	57 601 132.00			40 279 000.00	34 550 000.00

#### 5.1.17.2 ALFRED DUMA LOCAL MUNICIPALITY

<b>2023 - 2024 financial year (R 73 531 000,00) MIG</b>	
<b>Project names</b>	<b>Budget</b>
Construction of Pepworth gravel road in ward 22	R 3 000 000,00
Construction of kwaMteyi gravel road in ward 28	R 3 000 000,00
Construction of Mayithanqaza gravel road in ward 3	R 3 000 000,00
Construction of Waaihoek community hall in ward 31 phase 2	R 2 598 688,87
Construction Of Civil Works within the Indoor Facility Phase 5	R 20 000 000,00
Construction Of Civil Works within the Indoor Facility Phase 4	R 8 500 000,00
Construction of Emangweni low water crossing in ward 29	R 7 500 000,00
Construction of Dalinkosi pedestrian bridge in ward 30	R 7 500 000,00
Completion of Inkuzi low water crossing in ward 24	R 7 500 000,00
Installation of High must in steadville ward 21	R 2 403 500,00
Installation of High must in Bluebank ward 26	R 2 346 000,00
Installation of High must in Kwahlathi ward 36	R 2 506 261,13

TOP SLICE	R 3 676 550,00
<b>Total</b>	<b>R 73 531 000,00</b>

#### 5.1.17.2 INKOSI LANGALIBALELE

##### 2022/23 Projects

Project Name	Description	Ward	Amount	Status
Wembezi A blacktop phase 1 of 3	Upgrade of Wembezi Roads	8 & 17	R22 905 677.27	Construction
Nconjane Community hall	Construction Community Hall	22	R5 500 000-00	Construction
Mbabane Nontethe Gravel Road	Construction Gravel Road	21	R5 000 000-00	Construction
Bank Road	Rehabilitation of bank Road	10	R5 000 000-00	Construction
Mahlinza gravel Road	Construction Gravel Road	14	R9 500 000-00	Construction

##### 2023/24 Project with NOR

Project Name	Description	Ward	Amount	status
Jikeleza Gravel Road	Jikeleza Access Road	02	R 5 614 472.09	Tender
Mahlubi Mangwe Community hall	Community Hall & Access Road	24	R 6 149 204.20	Tender
Rehabilitation of Bank Road	Rehabilitation of Bank Road	10	R 5 000 000.00	Tender

Wembezi Blacktop Phase 2 of 3	Upgrading of Wembezi roads	17&9	R22 905 677.27	Tender
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**Project to be registered**

Project Name	Description	Status
Umshweshwe Gravel Road	Construction of Umshweshwe	To be Registered
Ntunda Bridge	Construction of Ntunda Bridge	To be Registered
Nkunzini Gravel Roads	Construction of Nkunzini	To be Registered
Esigondleni Blacktop Road	Construction of Esigondleni Blacktop road	To be Registered
Ganahoek Gravel Roads	Construction of Ganahoek	To be Registered
Goodhome Gravel Road	Construction of Goodhome Gravel	To be Registered
Mankonjeni Community Hall	Construction of Mankonjeni community Hall	To be Registered
Emanjokweni Community Hall	Construction of Emanjokweni Community Hall	To be Registered
Emahhashini Community Hall	Construction of Emahhashini Community Hall	To be Registered

## 5.2 SECTOR INVOLVEMENT

Participation of Sector Departments in Municipal IDP's is still a challenge. The introduction of One Plan One Budget by the Government of the day may assist in ensuring that all spheres of government are planning together since we are servicing the same community. This will enforce all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through discussions with communities. In the review of the 2023/2024 IDP, KZN COGTA had a series of alignments between sector departments and municipalities in the province. The alignment of Sector departments with the uThukela family of municipalities took place on the 11 November 2022, and the level of participation was satisfactory.

The other approach that was used by the family of uThukela municipalities in preparation for the 2023/2024 financial years was to involve sector departments through a "one on one" strategy because the municipality strongly believes that "IDP is a plan for all Government" so therefore, all sector departments must be part of the IDP process. It is crucial for them to partake in the process because their planned projects and programmes must be in the municipal IDP's. The "one on one" strategy was effective in our district. The following were departments that believe that IDP is not only for municipalities but is a plan for all Government and that is why they took part.

The following tables present the sector departments with their planned projects that are in the IDP of the 2022/2023 IDP and the 2023/2024 projects will be included in the final product of the IDP review.

#### NATIONAL AND PROVINCIAL TREASURES ALLOCATIONS

<b>LOCAL GOVERNMENT MTEF ALLOCATIONS: 2021/22 - 2023/24</b>			
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>C DC23 Uthukela</b>	<b>R thousands</b>	<b>R thousands</b>	<b>R thousands</b>
<b>Direct transfers</b>			
<b>Equitable share and related</b>	<b>466 180</b>	<b>504 064</b>	<b>540 872</b>
<b>Fuel levy sharing</b>			
<b>Infrastructure</b>	<b>314 554</b>	<b>396 946</b>	<b>445 083</b>
Municipal infrastructure grant	182 647	199 299	211 483
Urban settlement development grant			
Public transport network grant			
Integrated national electrification programme (municipal) grant			
Neighbourhood development partnership grant (capital grant)			
Rural roads assets management systems grant	2 508	2 647	2 800
Integrated city development grant			
Regional bulk infrastructure grant	39 399	100 000	150 000
Water services infrastructure grant	90 000	95 000	80 800
Municipal disaster recovery grant			
Integrated urban development grant			
Metro informal settlements partnership grant			
<b>Capacity building and other current transfers</b>	<b>5 530</b>	<b>2 000</b>	<b>2 200</b>
Local government financial management grant	1 800	2 000	2 200
Municipal systems improvements grant			
Expanded public works programme integrated grant for municipalities	3 730		
Infrastructure skills development grant			
Municipal emergency housing grant			
Energy efficiency and demand side management grant			
Municipal disaster grant			
Municipal human settlements capacity grant			
Municipal demarcation transition grant			
<b>Subtotal direct transfers</b>	<b>786 264</b>	<b>903 010</b>	<b>988 155</b>
<b>Indirect transfers</b>			
<b>Infrastructure transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>
Regional bulk infrastructure grant			
Integrated national electrification programme (Eskom) grant			
Neighbourhood development partnership grant (technical assistance)			
Rural households infrastructure grant			
Water services infrastructure grant			
Bucket eradication programme grant			



<b>Capacity building and other current transfers</b>	-	-	-
Municipal systems improvements grant			
<b>Subtotal indirect transfers</b>	-	-	-
<b>Total</b>	<b>786 264</b>	<b>903 010</b>	<b>988 155</b>
<b>Transfers from Provincial Departments</b>			
<b>Municipal Allocations from Provincial Departments</b>	<b>1 500</b>	-	-
<i>of which</i>			
<b>Co-operative Governance and Traditional Affairs</b>	<b>1 500</b>	-	-
Ward Based Plan			
Schemes Support Programme			
Spatial Development Framework Support	1 500		
<b>Total: Transfers from Provincial Departments</b>	<b>1 500</b>	-	-
<b>C DC23 Uthukela</b>	<b>2020/21 R thousands</b>	<b>2021/22 Rthousands</b>	<b>2022/23 R thousands</b>
<b>Breakdown of Equitable Share for district municipalities authorised for services</b>			
<b>Water</b>			
KZN235 : Okhahlamba	39 261	42 709	46 298
KZN237 : Inkosi Langalibalele	60 091	66 079	72 412
KZN238 : Alfred Duma	103 241	112 873	122 975
<b>Sanitation</b>			
KZN235 : Okhahlamba	28 971	30 747	32 271
KZN237 : Inkosi Langalibalele	44 342	47 572	50 473
KZN238 : Alfred Duma	76 183	81 260	85 717
<b>Refuse</b>			
KZN235 : Okhahlamba			
KZN237 : Inkosi Langalibalele			
KZN238 : Alfred Duma			
<b>Breakdown of MIG allocations for district municipalities authorised for services</b>			
KZN235 : Okhahlamba	42 881	46 900	49 841
KZN237 : Inkosi Langalibalele	57 862	63 286	67 255
KZN238 : Alfred Duma	76 904	84 112	89 387
<b>Breakdown of WSIG allocations for district municipalities authorised for services</b>			
KZN235 : Okhahlamba	23 000	25 000	21 000
KZN237 : Inkosi Langalibalele	29 000	31 000	28 000
KZN238 : Alfred Duma	38 000	39 000	31 800

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**5.2.1 DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS****ESTIMATION FOR EACH PROJECT IS R 900 000**

<b>TRADITIONAL COUNCIL</b>	<b>TYPE</b>	<b>MUNICIPALITY</b>
Mthembu	Rehabilitation	Alfred Duma Local Municipality
Amaswazi	Rehabilitation	Alfred Duma Local Municipality
Mchunu	Rehabilitation	Alfred Duma Local Municipality
Mhlungwini	Rehabilitation	Inkosi Langalibalele Local Municipality

## 5.2.2 DEPARTMENT OF ENVIRONMENTAL AFFAIRS

PROJECT NAME	PROJECT DESCRIPTION	LOCALITY	FOCUS AREA	BUDGET
Busingatha lodge	This project will include the construction of entrance gate with supporting facilities, the construction of manager's house, the construction of 7 chalets(6 sleeper) and 5 chalets(4 sleeper),the construction of entertainment area with a pool.	Okhahlamba local municipality(Tribal authority)	People and parks	R 15 500,000
KZN Maloti Drakensberg trans frontier Park fencing project	Erection of fencing of the KZN Maloti Drakensberg trans frontier Park	Okhahlamba local municipality		20 000 000

## 5.2.3 DEPARTMENT OF HUMAN SETTLEMENTS

PROJECT NAME	LOCALITY	REPOSNSIBLE MUNICIPALITY	TYPE (Phased Ongoing Periodic)	FUNDER	PROJECTS AND PROGRAMMES				
					2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Ezakheni C	-28,5205 29,9113	Alfred Duma Municipality	Current	KZN DOHS	R80 000				
Mthandi	29,82649 -28,616322	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000			
St Chads	29,87603 -28,580884	Alfred Duma Municipality	Feasibility	KZN DOHS		R500 000			
Thembalihle	29,91648 -29,53621	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		

Gumtree	29,8996 28,624079	- Alfred Duma Municipality	Feasibility	KZN DOHS	R1 000 000	R1 000 000			
Acaciaville Ph1	29,67205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Acaciaville Ph2 (20% Flisp)	29,66205 -28,54333	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Colenso - A (5% Flisp)	29,85756 -28,752732	Alfred Duma Municipality	Current	KZN DOHS	R200 000				
Roosboom Ph2	29,695 -28,64833	Alfred Duma Municipality	Current	KZN DOHS	R500 000				
Paapkuilsfontein (5% FLISP)	29,85988 -28,982276	Alfred Duma Municipality	Current	KZN DOHS	R180 000				
Wembezi A Ph2	29,76858 -29,040865	Inkosi Langalibalele	Current	KZN DOHS	R200 000				

Wembezi C Ph3	29,76805 29,033379	- Inkosi Langalibalele	Current	KZN DOHS		R1 000 000	R2 000 000		
Ikhwezi	29,89942 -29,016927	Inkosi Langalibalele	Current	KZN DOHS	R500 000	R1 000 000			
Acton Homes	29,40937 -28,64028	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000				
Colenso - B (5% Flisp)	29,82841 -28,75732	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000		
Colenso - C (5% Flisp)	TBC	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		
Colenso - D (5% Flisp)	TBC	Alfred Duma Municipality	Feasibility	KZN DOHS			R1 000 000		
Limit hill	29,80729 -28,53414	Alfred Duma Municipality	Feasibility	KZN DOHS	R500 000	R1 000 000			

Colenso 152/ R	29,91286 -28,628032	Alfred Duma Municipality	Feasibility	KZN DOHS		R200 000	R200 000		
Ezakheni E (20% Flisp)	29,91646 -28,604139	Alfred Duma Municipality	Feasibility	KZN DOHS			R500 000		
Rensburgdrift (5% FLISP)	29,89135 -28,976337	Inkosi Langalibalele	Feasibility	KZN DOHS		R1 000 000			
Nazareth	30,2097 -28,5021	Alfred Duma Municipality	Current	KZN DOHS		R300 000			
Vaalkop	30,19539 -28,467515	Alfred Duma Municipality	Current	KZN DOHS	R300 000				
Cremin	29,95168 -28,442964	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000			
Nkomokazini Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R120 000				

Nkomokazini Ph2 Housing Project	29,59789 -28,935317	Inkosi Langalibalele	Current	KZN DOHS	R200 000				
Bhekabezayo/ Dutch Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mafikeni/ Mkhanyoni Housing Project	TBC	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Thembalihle - A	29,91648 -28,8814	Inkosi Langalibalele	Current	KZN DOHS	R200 000				
Ntsukangihlale B Rural Housing Project	29,04582 -28,731079	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mamfemfetheni Rural Housing Project	29,36398 -28,876095	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Nogaga - B Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS	R100 000				



Hoffental - A	29,17743 -28,867722	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Hoffental - B	29,24693 -28,791313	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Mandabeni/ Vala/ Madolobheni Housing Project	29,53621 -28,989156	Inkosi Langalibalele	Current	KZN DOHS	R100 000				
Mhlwazini - B Rural Housing Project	29,29463 -28,93023	Okhahlamba Municipality	Current	KZN DOHS	R300 000				
KwaSmahla - A Rural Housing Project	29,38815 -28,887829	Okhahlamba Municipality	Current	KZN DOHS	R300 000				
KwaSmahla - B Rural Housing Project	29,36597 -28,928441	Okhahlamba Municipality	Current	KZN DOHS	R1 300 000				
Masumpa -B Rural Housing Project	29,107 -28,680314	Okhahlamba Municipality	Current	KZN DOHS	R100 000				

Sandlwana Rural Housing Project	29,09995 -28,831747	Okhahlamba Municipality	Current	KZN DOHS	R1 500 000				
Besters	29,69717 -28,437977	Alfred Duma Municipality	Feasibility	KZN DOHS		R1 000 000	R1 000 000		
Nogaga - A Rural Housing Project	29,1108 -28,665569	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Intshukangihlale - A Rural Housing Project	29,07314 -28,677445	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Mhlwazini - A Rural Housing Project	29,17446 -28,910357	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		
Masumpa - A Rural Housing Project	29,09181 -28,6606	Okhahlamba Municipality	Current	KZN DOHS		R1 500 000	R1 000 000		

Ogade Rural Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R100 000				
Mara Farm Housing Project	TBC	Okhahlamba Municipality	Current	KZN DOHS	R60 000				
Ezakheni D Ph2	28 37' 02.1" S 29 56' 07.2" E	Alfred Duma Municipality	Current	KZN DOHS	R100 000				
Ekuvukeni	20 27' 57.6" S 30 09' 25.02" E	Alfred Duma Municipality	Current	KZN DOHS		R1 000 000	R500 000		
Ezakheni D Ph3	28 36' 47.60" S 29 55' 54.53" E	Alfred Duma Municipality	Current	KZN DOHS		R500 000	R500 000		
Dunlop	28 32' 52.8" S 29 48' 41.76" E	Alfred Duma Municipality	Current	KZN DOHS					
Indoor sports Complex	28 34' 12.5 S 29 46' 00.8 E	Alfred Duma Municipality	Current	KZN DOHS	R500 000				

## 5.2.4 DEPARTMENT OF TRANSPORT

## OKHAHLAMBA

Project	Activity	Total km	Local Municipality	Location & Ward No	MTEF Budget	Total Cost Estimate	Project Duration	Status
Upgrade Of District Road D1263	Road Upgrade	6.4	Okhahlamba	7	R14.15 million	R135.3 million	9 Years	<p>The Construction of the Okhombe River Bridge is currently under Construction by Leek Construction for the tendered amount of R29 953 124.45. The Contract duration is 12 months with the anticipated completion being in February 2022</p> <p>6.38km and 1 Structure was achieved in 2019-20 Financial Year</p> <p>Expenditure to date on this project is R114 million with 50 job opportunities being created out of the planned 110 opportunities.</p>

Upgrade Of District Road D1259	Upgrade	14.3	Okhahlamba	4	R18.63 million	R179 million	6 Years	<p>Phase 1 (km 0 to km 3) started in February 2020 and is currently under construction by Anvisda Construction for the tendered amount of R42 949 774.99.</p> <p>The Contract duration is 12 months. However due to Contractual Extensions of Time, the revised completion will be towards the end of November 2021.</p> <p>Construction of remaining 11.3km will continue in the outer Financial Years utilizing the EPC strategy to complete the entire length of D1259 to blacktop standards.</p> <p>Expenditure to date is R7.23million with 35 job opportunities being created out of the planned 145 opportunities.</p>
Mfifiyela Mlambonja River Vehicle Bridge No. 3501 on L459	New Bridge	n/a	Okhahlamba	3	R 1 million	R20 million	18 Months	The project is planned to commence in the 2023/24 Financial Year and is expected to create 42 new job opportunities.
Nhlambasoka River Vehicle Bridge No. 3518 on L2013	New Bridge	n/a	Okhahlamba	4	R 1 million	R17.5 million	15 Months	The project is anticipated to commence in the 2023/24 Financial Year and is expected to create 19 new job opportunities.
<b>P388</b> (km 0 – 2.2) & <b>D1376</b> (km0 – 6.95)	Upgrade	9.15km	Okhahlamba	Ward 4 & 5	R0.00	R 129 million	4 Years	<p>The Department will utilise the EPC strategy for implementation of this project.</p> <p>The project is anticipated to commence in the 2024/25 Financial</p>

(KwaMaje to Makhwelela corridor)								Year and is expected to create 129 new job opportunities.
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## INKOSILANGALIBALELE

Project	Activity	Total km	Local Municipality	Location & Ward No	MTEF Budget	Total Cost Estimate	Project Duration	Status
Upgrade Of District D1252	Upgrade	3.92 km	Inkosi Langalibalele	4	R27.2 million	R54 million	5 Years	<p>The Project is currently under construction by X-Moor Transport for the tendered amount of R48.93 million and is anticipated to be complete in June 2022.</p> <p>Expenditure to date is R36 million with 70 job opportunities being created out of the planned 119 opportunities.</p>
Upgrade Of District Road D69 (Zwelisha Village)	Upgrade	4.14 km	Inkosi Langalibalele	15	R13.5 million	R98 million	9 Years	<p>The final Contract to complete the project has been awarded to Leek Construction for the tendered amount of R 29 986 918.75 to construct the Mathamo River Bridge and to upgrade the remaining 0,4km. The Contractor's progress is at 55%.</p> <p>3.74km have been upgraded to date.</p> <p>Expenditure to date is R77.4 million with 156 job opportunities being created out of the planned 176 opportunities.</p>

Upgrade Of Main Road P179	Upgrade	9.53 km	Inkosi Langalibalele	8	R61.3 million	R146 million	7 Years	<p>Phase 1: (Km 0 – km 5.17) was completed in November 2017 at a cost of R 40.69 million.</p> <p>Phase 2: (km 5.170 to Km 9.53) is currently under construction by WJ Siyaka Construction for the tendered amount of R86.55 million and is anticipated to be complete in July 2022.</p> <p>Expenditure to date is R56.83 million with 53 job opportunities being created out of the planned 183 opportunities.</p>
Project	Activity	Total km	Local Municipality	Location & Ward No	MTEF Budget	Total Cost Estimate	Project Duration	Status
Upgrade of D489	Upgrade	18.62km	Inkosi Langalibalele	19	R59.13 million	R400 million	15 Years	<p>The construction of QABANGO RIVER BRIDGE No. 3735 &amp; The construction of BLOUKRANS RIVER BRIDGE No. 2590 are expected to commence in this Financial Year.</p> <p>10km and 2 Bridges have been completed to date.</p> <p>The Upgrade from Km 10 to 18.62 is planned for the outer Financial Year of 2023/24.</p>

P281 from Cwaka to Tugela Estates	Upgrade	45.31km	Inkosi Langalibalele, Msinga & Alfred Duma	Ward 22 (Inkosi Langalibalele: km51 - 53.31) Ward 4, 3, 2 (Msinga: Km 0 – 23) Ward 30 & 29 (Alfred Duma km23- 51)	R48.9 million	R655 million	17 Years	<p>The upgrade from km38.4 to km 46.4 is complete in the Alfred Duma Local Municipality at a cost of R 85.1 million with 82 job opportunities being created.</p> <p>The upgrade of km 46.4 to 53.31 is planned for implementation in the 2021-22 FY within Inkosi Langalibalele Local Municipality with an estimated project cost of R94 million.</p>
Emoyeni Emadweleni River Vehicle Bridge No. 3504 on D1238	New Bridge	n/a	Inkosi Langalibalele	2	R 1 million	R17.5 million	18 Months	<p>The project is anticipated to commence in the 2023/24 Financial Year and is expected to create 20 new job opportunities.</p>



## ALFRED DUMA

Project	Activity	Total km	Local Municipality	Location & Ward No	MTEF Budget	Total Cost Estimate	Project Duration	Status
Upgrade Of Provincial Road P187	Upgrade	26 km	Alfred Duma & Okhahlamba	Ward 26 & Ward 11 (km 8.5 – 15.5)	163.83 million	R200.4 million	13 Years	<p>Phase 1 (km 14 to km 19) awarded to Clive's Transport is complete.</p> <p>Phase 2 (Ancillary Works &amp; Culverts is awarded. Direct appointment of consultant to be finalised to commence Contract.</p> <p>Phase 3 (km 19 to km 26 ) will be done using the EPC approach</p>
Upgrade Of Main Road P263 (Matiwane)	Upgrade	21 km	Alfred Duma	23 & 24	R146.9 million	R236.7 million	15 Years	<p>Phase 1 (km 3 to km 9) was successfully completed with the output of 6km and 3 Structures i.e. 2 culverts and Cwembe River Bridge using various service providers.</p> <p>Phase 2 (km 9 to km 13): the earthworks has been completed. Adjudication report for the construction of layer-works and surfacing is submitted for approval and appointment of a service provider.</p> <p>Thereafter, construction will continue using the EPC strategy until the entire length of P263 is upgraded to blacktop standards.</p>

								Expenditure to date is R89 million with 171 job opportunities being created out of the planned 746 opportunities.
Nkunzi River Bridge No. 3545 on D2404	New Bridge	n/a	Alfred Duma	24	R9 million	R9 million	1 Year	Expenditure to date is R89 million with 171 job opportunities being created out of the planned 746 opportunities.  Currently finalising the Adjudication Process. Contractor anticipated to commence in June 2022.
P191 (km16.29 - km19.64), P91 (km0 - km14.46) (Wesselsnek Road: Corridor from Ekuvukeni to Wasbank)	Upgrade	17.81km	Alfred Duma & Endumeni	Ward 24 (Alfred Duma ) & Ward 1 (Endumeni)	R307.7 million	R 307.7 million	4 Years	The Department has opted to utilise the EPC strategy for implementation of this project. Funding of R45 million has been allocated in the current 2021/22 FY. R102 million & R160.7 million has also been budgeted in the following two financial years of the MTEF.  The successful EPC bidder is anticipated to commence in July 2022.
P361 (km 0.00-km 2.20), D871 (km 0.00-km 10.732) D1290 (km 0.00-km 4.814) (KwaHlathi Road: Corridor from Vaalkop to Ezihlabathini)	Upgrade	17.746km	Alfred Duma & Endumeni	Ward 31,32,35,36(Alfred Duma) & Ward 1, 30 (Endumeni)	R307 million	R307 million	4 Years	The Department has opted to utilise the EPC strategy for implementation of this project. The Team is currently preparing the Draft Tender Document with an anticipated start date for design being July 2022.

## Future Capital Projects in uThukela District

No.	Project	Local Municipality	Ward No.	Planned Outputs	Estimated Total Budget
1.	Upgrade of District Road D51	Inkosi Langalibalele	18	4.22km	R50 million
2.	Upgrade Of District Road D751	Inkosi Langalibalele	18	2km	R25 million
3.	Upgrade of District Road D797	Alfred Duma	19	7.39km	R98 million
4.	Upgrade Of District Road D343	Alfred Duma	19	11.99 km	R152 million
5.	Upgrade Of District Road D798	Alfred Duma	19	4.21 km	R 52.75 million
6.	Upgrade of P182-2	Alfred Duma	26	7.07km	R96 million
7.	Upgrade of District Road D44	Alfred Duma	18	7.64 km	R 96 million

## 5.2.5 DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Property Type Acquisition/ Disposal	District	Number of Beneficiaries		Farm Name	Legal Entity Name	Number of Hectares
		LT	FW			
Acquisition	uThukela	13	-	South Kolombe	Mthintandaba CPA	508.5546 ha
Acquisition	uThukela	02	-	Wagenbeetjes Hop/Bont Hoek	Vukani CPA	136.366 ha
Acquisition	uThukela	05	-	Doornkraal	Sakhisizwe	66.4700 ha
Acquisition	uThukela	03	-	Danse Kraal/Kwamanzini	Siphokuhle & Kwakhethukuthula CPA	150 ha
Acquisition	uThukela	03	-	Zandspruit	Kwamambane CPA	100 ha
Acquisition	uThukela	01	-	Brookfield	Zikalala Family Trust	70 ha
Acquisition	uThukela	02	-	Vertrek/Colenso Clouston	EMaswazini CPA	24 ha

Property Type Acquisition/ Disposal	District	Number of Beneficiaries		Farm Name	Number of Hectares
		LT	FW		
Acquisition	uThukela	09	-	Poortje/Hillside	161.576 ha
Acquisition	uThukela	04	-	Rietfontein/Westfield	77.9656
Acquisition	uThukela	05	-	Kleinerivier	115 ha
Acquisition	uThukela	11	100	Vusisizwe/Vicklands	130.7583

INTERVENTION	UTHUKELA Project description	Budget allocation
<b>Maize, dry beans &amp; potato production</b>	Hlathikhulu FPSU within Inkosi Langalibalele LM with mechanisation, implements & production inputs.	R3 788 040
<b>Beef production</b>	Mhlumayo Red Meat Custom feeding project within Alfred Duma.	R4 611 960
<b>Piggery production</b>	Intandela cooperative Piggery project within Inkosi Langalibalele	R2 013 526
<b>Skills development</b>	Training for beneficiaries from various enterprises	R100 000

<b>UTHUKELA</b>	
<b>LAND ACQUISITION AND ALLOCATION</b>	
<b>PROJECT NAME</b>	<b>LOCAL MUNICIPALITY</b>
Compensation	Alfred Duma
Solferino	Okhahlamba

PROJECT NAME AND DESCRIPTION	L MUNICIPALITY / DM	PLANNED ACTIVITIES	ESTIMATED TOTAL BUDGET COST
Intandela Piggery	Inkosi Langibalele	Complete Infrastructure for Piggery	R 1 165 000
uThukela Ground Truthing	Uthukela	Survey for potential Irrigation	R 2 000 000
P S P Livestock Infrastructure	Uthukela	Construction of Livestock Infrastructure	R 1 500 000
Hlathikhulu Fencing	Inkosi Langibalele	Construction of 60 km Fencing for cropping lands	R 1 000 000

## 5.2.6 DEPARTMENT OF ARTS AND CULTURE

PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
<b>Number of Community Structures Supported</b>  (Arts and Culture Forums & Cooperatives provided with support per annum.)	Financial and non-financial support to formal Arts and Culture structures that serve as advisory panels to the Department as well as Cooperatives	<b>ARTS &amp; CULTURE FORUMS</b> Support to established structures from Ward, Local, District up to Provincial Level  <b>COOPERATIVES</b> ✓ Mobilization of arts and culture organisations ✓ Facilitate the establishment of cooperatives ✓ Facilitate Training and registration of cooperatives ✓ Engagement and involvement of SEDA, DEDT & NYDA	Artists and arts & culture organisations	<b>R60 000</b>  <b>R20 000</b>	All Local Municipalities  Inkosi Langalibalele	Ongoing  Ongoing	



		<ul style="list-style-type: none"><li>✓ Support to cooperatives-funding , link to markets and relevant structures</li><li>✓ Monitor trained and registered cooperatives to ensure sustainability.</li><li>✓ Expose cooperatives to potential funding agencies</li></ul>					
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PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of Schools where arts, culture and heritage Programs were rolled out	The improvement of the Quality of Education in the Arts, Culture & Heritage (ACH) Sector	<ul style="list-style-type: none"> <li>✓ Convene consultative meetings</li> <li>✓ Convene preparatory meetings with stakeholders</li> <li>✓ Identification and mobilisation of participants</li> <li>✓ Identification and mobilisation of legends/ Arts Ambassadors</li> <li>✓ Implement the project</li> </ul>	Learners	<b>R50 000</b>	Identified wards and all Local Municipalities	Ongoing	TBC

PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of artists trained per annum	To provide capacity building to enhance the cultural industries and performing arts for sustainability.	<ul style="list-style-type: none"> <li>✓ <b>170 Artists to be trained in Performing and Visual Arts and Craft</b></li> <li>✓ Identification and mobilisation of participants</li> <li>✓ Roll out of performing and Visual Arts Training</li> <li>✓ Honoraria documents process</li> <li>✓ Conduct workshops for inmates (Moral Regeneration Programme)</li> </ul>		<b>R150 000</b>			
		<ul style="list-style-type: none"> <li>○ Visual arts &amp; crafts skills development</li> </ul>	Artists - people with disability	R7,500 (Facilitation)	Identified wards in all LMs		TBC

				R12,500 (Catering)	Identified wards in all LMs		TBC
				R40 000 (Materials )	Identified wards in all LMs		
		○ Visual arts & crafts skills development	Artists	R7,500 (Facilitation)	Identified wards in all LMs		
				R12,500 (Catering)	Identified wards in all LMs		
		○ Performing arts skills development	Artists	R7,500 (Facilitation)	Identified wards in all LMs		TBC
				R12,500 (Catering)	Identified wards in all LMs		TBC

		○ Visual arts & crafts skills development - Inmates	Inmates/ Artists	R7,500 (Facilitation)	Okhahlamba	April 2016	Bergville Correctional Unit
				R35,000 (Materials)	Okhahlamba	April 2016	Bergville Correctional Unit
		○ Performing arts development - Inmates	Inmates/ Artists	R7,500 (Facilitation)	Alfred Duma	April 2016	Ladysmith Correctional Unit

PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of awareness or promotional projects/ programmes rolled out to communities	To provide information and promotional material cultural practitioners and general public	<ul style="list-style-type: none"> <li>✓ Convene consultative meetings</li> <li>✓ Convene preparatory meetings with stakeholders</li> <li>✓ Mobilize participants</li> <li>✓ Implement the projects</li> </ul>	Artists and the general public		All wards and all Local Municipalities	Ongoing	TBC
		Staging of the following District Events	Community	<b>R415 000</b>	Identified wards in all LMs		
		<ul style="list-style-type: none"> <li>• Freedom Day build up activities : Youth Campaigns</li> </ul>	Learners	R10 000	TBC	21 – 23 April	Schools
		<ul style="list-style-type: none"> <li>• Regional Africa day Build up Activities</li> </ul>	Community	R20 000	Identified wards in all LMs	May 2016	
		<ul style="list-style-type: none"> <li>• Community Dialogues</li> </ul>	Community	R50 000		June 2016	

		<ul style="list-style-type: none"> <li>• UThukela Multicultural Exhibition 1</li> </ul>	Community	R50 000	Alfred Duma	June 2016	Ladysmith
		<ul style="list-style-type: none"> <li>• Men projects (Intergenerational/ Intercultural Dialogue)</li> </ul>	Community	R10 000	All Wards	July 2016	
		<ul style="list-style-type: none"> <li>• Behavioural Change Campaign (Women projects)</li> </ul>	Maidens and matrons	R90 000	All Wards	August 2016	
		<ul style="list-style-type: none"> <li>• Amahubo workshop</li> </ul>	Izinduna nezinsizwa	R15 000	All Wards	September 2016	
		<ul style="list-style-type: none"> <li>• Matrons' workshop</li> </ul>	Matrons	R10 000	All Wards	Ongoing	
		<ul style="list-style-type: none"> <li>• Regional Youth Camp 1</li> </ul>	Learners	R35 000	Identified Wards	September 2016	
Number of awareness or promotional projects/ programmes rolled out to communities	To provide information and promotional material cultural practitioners and general public	<ul style="list-style-type: none"> <li>• Performing Arts Promotion</li> </ul>	Artists	R40 000	Identified Wards	Ongoing	
		<ul style="list-style-type: none"> <li>• Visual Arts Promotion</li> </ul>	Artists	R10 000	Identified Wards	Ongoing	

		<ul style="list-style-type: none"> <li>• UThukela Eastern Cultural Celebration</li> </ul>	Community (People of Indian origin)	R50 000	Identified Wards	November 2016	
		<ul style="list-style-type: none"> <li>• War room branding</li> </ul>	Community	R40 000	All Wards	Ongoing	
		<ul style="list-style-type: none"> <li>• Choral Music</li> </ul>	Community	R20 000	Identified Wards	May/ June 2016	



PERFORMANCE INDICATOR	INDICATOR PURPOSE OR IMPORTANCE	ACTIVITIES	BENEFICIARIES	BUDGET	LM & Ward	PROPOSED DATE	PROPOSED VENUE & TIME
Number of community conversations conducted	To implement the interventions that enhance social cohesion in the Province	<ul style="list-style-type: none"> <li>✓ Convene consultative meetings</li> <li>✓ Convene preparatory meetings with stakeholders</li> <li>✓ Identification and mobilisation of participants</li> <li>✓ participants</li> <li>✓ Implement the project</li> </ul>	Community	<b>R50 000</b>	Identified wards and all Local Municipalities	Ongoing	TBC

## 5.2.7 DEPARTMENT OF HEALTH

<u>PROJECT NAME</u>	<u>PROJECT DESCRIPTION</u>	<u>LOCAL MUNICIPALITY</u>	<u>BUDGET</u>	<u>2022/2023</u>	<u>2023/2024</u>	<u>2024/2025</u>	<u>2025/2026</u>
Acaciavale Clinic	Installation of 20kl elevated water tank	Alfred Duma	R680 000	2022/2023			
Bergville Clinic	Construction of Medical waste area	Okhahlamba	R800 000	2022/2023			
Bergville Clinic	Installation of 20kl elevated water tank	Okhahlamba	R680 000	2022/2023			
Driefontein Clinic	Sewer system upgrade	Alfred Duma	R8 059 397	2022/2023			
Emmaus Hospital	Construction of EMS Wash-bay and storage and sanitary facilities	Okhahlamba	R2 000 000	2022/2023			
Emmaus Hospital	Roof replacement to various buildings	Okhahlamba	R10 000 000		2023/2024		
Emmaus Hospital	Upgrade MV and LV electrical distribution system	Okhahlamba	R1 700 000	2022/2023			
Estcourt Forensic Mortuary	Installation of 20kl elevated water tank	Inkosi Langalibalele	R680 000	2022/2023			
Estcourt Hospital	Construct new Mothers' Lodging and upgrade Maternity Ward 4A	Inkosi Langalibalele	R200 000 000	2022/2023			
Estcourt Hospital	Construction of EMS Wash-bay and storage and sanitary facilities	Inkosi Langalibalele	R2 000 000	2022/2023			
Estcourt Hospital	Renovations to roof and replace all covered walkways	Inkosi Langalibalele	R30 000 000			2024/2025	

Estcourt Hospital	Upgrade of electrical distribution system	Inkosi Langalibalele	R500 000	2022/2023			
Ezakheni No.2 Clinic	Installation of 20kl elevated water tank	Alfred Duma	R680 000	2022/2023			
Ezakheni E Clinic	Installation of 20kl elevated water tank	Alfred Duma	R680 000	2022/2023			
Ladysmith EMS Base	Construction of EMS Wash-bay and storage and sanitary facilities	Alfred Duma	R2 000 000	2022/2023			
Ladysmith Hospital	72 hour water and fire storage upgrade	Alfred Duma	R10 653 679	2022/2023			
Ladysmith Hospital	Installation of water and fire reticulation	Alfred Duma	R3 500 000		2023/2024		
Ladysmith Hospital	New walkway covering at Wards 1 to 8	Alfred Duma	R4 893 900	2022/2023			
Ladysmith Hospital	Renovate OPD, Laundry and Mortuary and convert Garages to storage	Alfred Duma	R29 900 000		2023/2024		
Ladysmith Hospital	Upgrade and replacement of MV switchgears in Main Substation and upgrade	Alferd Duma	R4 100 000	2022/2023			
Steadville Clinic	Installation of 20kl elevated water tank	Alfred Duma	R680 000	2022/2023			
Tholusizo Clinic	Installation of 20kl elevated water tank	Alfred Duma	R680 000	2022/2023			

## 5.2.8 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

Project	Description	Location	Status	Budget
Operation Vula Fund CFP Tiers: T1-3	Entrepreneurial Support	All Municipalities in KZN	T1,T2&3: Awarded and disbursed	As per individual business allocations
Operation Vula Commodities (Ongoing project – roll over)	RASET, Bakeries, Toilet paper , Detergents, Clothing and textile	All Municipalities in KZN	Incubation and Mentorship Centres Access to raw materials Access to Markets	As per allocation
Online Business Registration Programme	Registration of Businesses Business licencing Informal Traders Permits	All municipalities	implementation	Personnel
Red Tape Reduction initiative	Assist municipalities identify and reduce red tape that is within their control also assist with tools of trade where needed	Inkosi Langalibalele Local Municipality (uThukela DM)	Inkosi Langalibalele at Implementation plan stage and computers being procured	Personnel R50 000 (2 computers )

Project	Description	Location	Status	Budget
Informal Economy Infrastructure support	Provision of mobile and fixed infrastructure for informal economy	Alfred Duma Local Municipality	Inception stage	R1 000 000 22/23 R1 000 000 23/24 (R2 000 000 in Total)
Social Entrepreneurship Programme	Capacity building for businesses that have social impact in the community through UKZN, DUT, Unizulu & MUT	21 Inkosi Langalibalele Local Municipality 1 Alfred Duma Local Municipality	21 Social Entrepreneurs appointed to attend UKZN Programme 1 to attend DUT Programme	Personnel (Training and accommodation costs paid by EDTEA)

## Technical Support

Support Initiative	Description
RLED Support Services in partnership with KZN COGTA & SALGA (MOU)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strategic, technical and institutional support services.</li> <li><input type="checkbox"/> The formulation, review and implementation of RLED strategies (LED Strategies &amp; Economic Recovery Plans and institutional structures (Municipal LED Forums &amp; PSC's)</li> <li><input type="checkbox"/> RLED Project Support Services               <ul style="list-style-type: none"> <li>✓ Project, Contract &amp; Procurement Management</li> <li>✓ Financial &amp; Risk Management</li> <li>✓ Monitoring &amp; Evaluation</li> <li>✓ Institutional Support (PSC's &amp; Forums)</li> </ul> </li> <li><input type="checkbox"/> Red Tape Reduction Programmes</li> <li><input type="checkbox"/> District Development Agency (DDA) support &amp; capacitation &amp; DDM Model</li> <li><input type="checkbox"/> Development &amp; Implementation of Economic Recovery Plans</li> </ul>
Strategic Policy & Planning Support	Provide Municipalities with economic data and statistics for their area of jurisdiction

**GOAL: DEMOGRAPHICS/PEOPLE DEVELOPMENT**

<b>DDM ONE PLAN ONE BUDGET</b> <b>DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY</b>										
<b>GOAL DEFINITION</b>	<b>PROJECT NAME</b>	<b>PROJECT OBJECTIVE</b>	<b>LEAD RESP</b>	<b>TOTAL BUDGET REQUIRED</b>	<b>BUDGET COMMITTED 2021/22</b>	<b>BUDGET COMMITTED 2022/23</b>	<b>BUDGET COMMITTED 2023/24</b>	<b>DURATION OF PROJECT</b>	<b>LOCAL MUNICIPALITY &amp; WARD &amp; ISIGODI</b>	<b>GPS COORDI NATES</b>
Fundamentally and radically improve the Quality of Life and overall wellbeing of people living in the district/metro area with emphasis on vulnerable and marginalised groups	Yarona Initiative – Ambassadors	15 ambassadors appointed to provide Community training on digital skills	NEMISA, DUT and EDTEA			0	0	3 months	Alfred Duma	

**GOAL: ECONOMIC POSITIONING**

DDM ONE PLAN ONE BUDGET										
DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY										
GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LM & WARD	G P S
<b>Economic Positioning:</b> Define Strategic Role of the District/Metro in National Economy and build a Resilient and Transformed regional Economy	Winterton / Bergville Vic	To upgrade and refurbish the Visitor Information Committee	EDTEA	R 429 000.00	R 429 000.00	NIL	NIL	MTEF	OKhahlamba LM	



DDM ONE PLAN ONE BUDGET DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY										
GOAL DEFINITION	PROJECT NAME	PROJECT OBJECTIVE	LEAD RESP	TOTAL BUDGET REQUIRED	BUDGET COMMITTED 2021/22	BUDGET COMMITTED 2022/23	BUDGET COMMITTED 2023/24	DURATION OF PROJECT	LOCAL MUNICIPALITY & WARD & ISIGODI	GPS
Mobilise, target, align and manage investment in infrastructure in	Okhahlam ba informal economy project	Construction of 224 steel hawker tables and 25 shelters for street vendors and	EDTEA	R3 000 000	R3 000 000	N/A	N/A	7 months (project commenced in Dec 2020 and to be	Okhahlamba Ward: 11, 2, 6, 1	28°43'46.9"S 29°21'16.5"E
a sustainable way supporting the economic positioning and transformed spatial structure Outcomes Indicators"		hawkers at the following: <ul style="list-style-type: none"> <li>• 84 steel tables at Bergville Taxi Rank</li> <li>• 50 steel tables at Emmaus Centre,</li> <li>• 55 Steel tables at Emazizini</li> <li>• 35 steel table at Winterton 25 Hawker shelters Bergville taxi rank</li> </ul>						completed end		

## 5.2.9 DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
<b>EPIP</b>				
uThukela District Thuma Mina Green Deeds	Thuma Mina Green deeds Program, focusing on waste i.e. Litter Picking, Rehabilitation of illegal dumpsites, education and awareness in the uThukela District, covering 3 local municipalities, Alfred Duma, Okhahlamba and Inkosi Langalibalele.	Planning	01/03/2019 – 30/07/2021	R 6 787 330.00
<b>WETLANDS</b>				
WfWet KZN North	Wetlands Rehabilitation and improved ecosystem services	Implementation	2018/19 – 2020/21	R46 353 668.00
<b>NRM</b>				
NRM KZN Bushmens_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	R58,790,899.00
NRM KZN Upper Tugela_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM Special Project G & M	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM KZN Northern Woodstock_2	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM KZN Loskop_Amangwe	Alien Plant Clearing Project	Implementation	2018/19 - 2020/21	Not indicated
NRM KZN Solokholo_2	Alien Plant Clearing Project	Implementation	2018/19 - 2021/22	Not indicated

NRM KZN WoF Royal Natal Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	R673,245,662.00
NRM Abebailey	Fire Control and Prevention	Not Active	2018/19 - 2021/22	Not indicated
<b>Project Name</b>	<b>Project Description</b>	<b>Project Status</b>	<b>Timeframe / Duration</b>	<b>Total Project Budget</b>
NRM Bergville	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM Cathedral Peak	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WC Ladismith	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WoF Ukhahlamba Fire Base	Fire Control and Prevention	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Cathedral Peak 2	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Cathedral Peak 1	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated
NRM WOF KZN Special Project Injisuthi	High Altitude Alien Clearing Project	Implementation	2018/19 - 2021/22	Not indicated

<b>Projects</b>	<b>Project description</b>	<b>Location / Targeted areas</b>	<b>Time frames</b>	<b>Budget</b>
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 3300	2019 - 2024	Not indicated

100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1500	Not indicated	Not indicated
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Projects	Project description	Location / Targeted areas	Time frames	Budget
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 2700	Not indicated	Not indicated
Township and rural entrepreneurship	A dedicated Programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 7066	Not indicated	Not indicated
Incubation and digital hubs	Business and technology incubation centers that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 4	Not indicated	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 150	Not indicated	Not indicated

Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 14132	Not indicated	Not indicated
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 2370	Not indicated	Not indicated
<b>Projects</b>	<b>Project description</b>	<b>Location / Targeted areas</b>	<b>Time frames</b>	<b>Budget</b>
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 4740	Not indicated	Not indicated

## 5.2.10 ESKOM

Project Name		Status	Construction Start date		Completion date	
Mnambithi 88 kV Turn In Line		DPA	2028		2028	
Mnambithi 2*132 88 kV 80 MVA transformation est -		DPA	2028		2028	
Cathkin SS Capacity Upgrade		Finalised	2015		Completed in 2016	
Mdwebu SS 2.5 MVA 11/22 kV step up transformer installation		Finalised	2014		Completed in 2015	
Kamberg /Mdwebu 88 kV line		CRA	2025		2027	
Buffelshoek-Okhahlamba 132 kV line		CRA	2025		2027	
Okhahlamba 132 kV SS est		CRA	2025		2027	
Danskraal-Mnambithi 132 kV Lines		DPA	2028		2028	
	Project Name			Status		Planned Completion date

1	Rostrata 20 MVA Trf Est	CRA	2026
2	Buffelshoek NB14 split with Buffelshoek NB13	CRA	2025
3	Cathkin MV interconnector	DRA	2024
4	Cathkin NB18 Mink to Hare conductor upgrade	Pre CRA	2026
5	Weenen 88/11kV SS TIL	DRA	2024
6	Ekuvukeni NB115 11- 22 kV Conversion	Pre CRA	2026

## 5.2.11 DEPARTMENT OF PUBLIC WORKS

CLIENT DEPT	BUDGET 01/04/2021-31/03/2022	MARCH PROJECTIONS	MARCH ACTUAL	VARIANCE	PERCENTAGE
Education	31 000 000	500 000	R897 473		0%
Health	17 330 269	500 000	R46 000		0%
Transport	100 000	0	R483,00		100%
COGTA	500 000	0	R0,00		100%
Social Development	1 500 000	0	R173 655		100%
Public Works	3 000 000	100 000	R9 408,15		%
TOTAL	<b>53 430 269</b>	<b>R1 100 000</b>	<b>R1 097 019,15</b>		<b>%</b>



	Client Department	No of Projects	Termination / Cancellation	Tender	On site	Practical Completion	Retention	On Hold	Withdrawn
	Department of Education	44	0	10	9	9	9	6	1
	Department of Health	46	0	15	8	14	0	6	3
	Department of Transport	10	0	2	1	3	0	0	4
	Department of Social Development	10	0	2	3	5	0	0	0
	Department of Public Works	10	0	5	2	3	0	0	0
	Department of Corporative Governance & Traditional Affairs	5	0	5	0	0	0	0	0
	<b>TOTAL</b>	<b>125</b>	<b>0</b>	<b>39</b>	<b>23</b>	<b>34</b>	<b>9</b>	<b>12</b>	<b>8</b>

PROGRAMME	NO. OF PROJECTS	BUDGET	ACCUMULATIVE EXPENDITURE	COMMENTS
GENERATORS	17	R 7 509 648	R 521 345	09 Projects on site : 05 projects on practical completion 02 projects on hold 01 projects withdrawn
FENCING	15	R 5 931 581		12 Projects on tender : 03 projects on hold :
ASBESTOS	14	R 3 889 040		03 Projects on site : 06 projects completed 02 projects on hold 03 on tender
PROGRAMME	NO. OF PROJECTS	BUDGET	ACCUMULATIVE EXPENDITURE	COMMENTS
BOREHOLES	10	R 521 345	R 521 345	09 Projects on practical completion 06 projects on hold awaiting instruction from Client,  05 boreholes fully functioning after assessment 05 requests received from Client and currently busy with assessment  01 school closed 01 school has no electricity to power the system
CLIENTS	NO. OF PROJECTS	BUDGET	ACCUMULATIVE EXPENDITURE	COMMENTS

DOPW	10	R 3 000 000	R1 992 084,40	09 Projects on site : 05 projects on practical completion 02 projects on tender 00 projects withdrawn
DSD	10	R 1 500 000	R 570 333,63	05 Projects complete : 03 projects on site 02 projects on tender
DOT	10	R 100 000	R 407 078,82	01 Projects on site : 05 projects on practical completion 02 projects on tender 04 projects withdrawn
COGTA	10	R500 000	R 400 660,01	09 Projects on site : 05 projects on practical completion 02 projects on tender 01 projects withdrawn

## 5.2.12 DEPARTMENT OF EDUCATION

## NEW PROJECTS

Municipality	Name	Allocation year	Estimated Total project cost
Alfred Duma	BHEVU HIGH SCHOOL	From 2022/23	R50 071,755
Alfred Duma	INKOSI UMKHUPHUKILE HIGH SCHOOL	From 2022/23	R 85 000,000
OKhahlamba	MAKHONZA SECONDARY SCHOOL- NEW	From 2022/23	R 20 776,000
Inkosi Langalibalele	MASIBONGE JUNIOR SECONDARY SCHOOL	From 2022/23	R 5 528,000
Alfred Duma	MKHAMBA PRIMARY SCHOOL	From 2022/23	R 47 252,014
Inkosi Langalibalele	NCUNJANA PRIMARY SCHOOL	From 2022/23	R 20 872,000
Alfred Duma	SIDINGULWAZI PRIMARY SCHOOL	From 2022/23	R 94 975,769
OKhahlamba	VIMBUKHALO PRIMARY SCHOOL	From 2022/23	R 23 280,000

**UPGRADES & ADDITIONS: BUDGET R 424 765, 72 (Estimated Total Cost)**

MUNICIPALITY	NO OF SCHOOLS
Alfred Duma	9
Inkosi Langalibalele	8
OKhahlamba	5
<b>TOTAL</b>	<b>22</b>

**REFURBISHMENT & REHABILITATION: R 60 727, 21 (Estimated Total Cost)**

MUNICIPALITY	NO OF SCHOOLS
Alfred Duma	03
Inkosi Langalibalele	03
OKhahlamba	01
<b>TOTAL</b>	<b>07</b>








## 5.2.13 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

APP / IOP Indicator and target	Project name	Activities planned for 2023/2024	Targeted Delivery	Approved / Not approved	Budget allocated for 2023/2024
	Hlathikhulu FPSU	Farmer Production Support Unit consisting of 23 primary cooperatives which have been supported with mechanization, implements & production inputs./ Payment of salaries, operational costs including electricity	4 <sup>th</sup> Q	Approved	R 453 980
	Intandela Co-op	Piggery project which comprises of 5 members. Rural Infrastructure Development is currently finalizing construction of the piggery structure. CED to provide support with piggery stock, feed and vaccines, and market access/Truck, piggery stock, feed, bakkie, office equipment, operational costs	3 <sup>rd</sup> Q	Approved	2 013 526






	Mhlumayo Red Meat	Custom feeding project which forms part of the red meat development program. Cattle are fed, fattened and sold through auctions and direct sales to the public. To be supported with Cattle feed, vaccines, office equipment, cattle handling equipment, borehole, protective wear, auctioneering services, operational costs & Payment of salaries	3 <sup>rd</sup> Q	Approved	R 4 487 000
	Uthukela Skills Training	Provision of training in marketing management to agricultural co-operatives	4 <sup>th</sup> Q	Approved	R 182 600







## 5.2.14 DEPARTMENT OF SOCIAL DEVELOPMENT




NAME OF LCAL MUNICIPALITY	SUB-PROGRAMME	NAME OF ORGANIZATION	NPO NUMBER	PROJECT OBJECTIVES	AREA & WARD	BUDGET ALLOCATION
Inkosi Langalibalele Local Municipality	Sustainable Livelihoods	Siyanakekela CNDC	038 -711	 Provide cooked meals to people affected by various disease and no source of income  Transport costs for delivery of food.  Stipends for cooks, cleaners and security.	Ezintedeni –Ward 21  Satelite – Ganahoek – Ward 20	R 719 715. 00
Alfred Duma Local Municipality	Sustainable Livelihoods	Sizakancane CNDC	125 – 312	 Provide cooked meals to people affected by various disease and no source of income  Transport costs for delivery of food.  Stipends for cooks, cleaners and security.	Mhlumayo – Ward -29	R 719 715. 00
Alfred Duma Local Municipality	Sustainable Livelihoods	Impumelelo CNDC	165 – 189	 Provide cooked meals to people affected by various	Ohwebedeni – Ward - 31	R 719 715. 00

				<p>disease and no source of income</p> <p>✚ Transport costs for delivery of food.</p> <p>✚ Stipends for cooks, cleaners and security.</p>		
Okhahlamba Local Municipality	Sustainable Livelihoods	Asenzokuhle Community Project CNDC	175 – 234	<p>✚ Provide cooked meals to people affected by various disease and no source of income</p> <p>✚ Transport costs for delivery of food.</p> <p>✚ Stipends for cooks, cleaners and security.</p>	Ndunwana– Ward - 3	R 781 413. 00
Alfred Duma Local Municipality	Youth Development	Sikhona Care Centre	034 – 274	<p>✚ Conduct life skills programmes for youth development structures through capacity building and mentorship</p> <p>✚ Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps</p>	Ezakheni B Section – Ward 3	R 239 000.00

				 Conduct career guidance to youth out of school in partnership with relevant stakeholders.  Facilitate social behavioural change programme through training and planning sessions.		
Alfred Duma Local Municipality	Youth Development	Licodet Lime Hill Skills Development Trust	048 - 636	 Conduct life skills programmes for youth development structures through capacity building and mentorship  Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps  Conduct career guidance to youth out of school in partnership with	Limehill Area – Ward 34	R 150 000.00

				<p>relevant stakeholders.</p> <p>Facilitate social behavioural change programme through training and planning sessions</p>		
Inkosi Langalibalele Local Municipality	Youth Development	Youth Revolution Organization	093 - 899	<p>Conduct life skills programmes for youth development structures through capacity building and mentorship</p> <p>Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps</p> <p>Conduct career guidance to youth out of school in partnership with relevant stakeholders.</p> <p>Facilitate social behavioural change</p>	Estcourt - Cornfield Area – Ward19	R 120 000.00

				programme through training and planning sessions		
Okhahlamba Local Municipality	Youth Development	Thaba Jabula Organization	085 – 962	<ul style="list-style-type: none"> <li> Conduct life skills programmes for youth development structures through capacity building and mentorship</li> <li> Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps</li> <li> Conduct career guidance to youth out of school in partnership with relevant stakeholders.</li> <li> Facilitate social behavioural change programme through training and planning sessions.</li> </ul>	Greenpoint Area – Ward 13	R 120 000.00

Okhahlamba Local Municipality	Women Development	Zamukuzenzela Flagship	033 – 675	 To alleviate poverty  To empower women  To establish partnership with relevant stakeholders to link beneficiaries with economic opportunities.	Dukuza – Ward 4	R 1 364 000.00
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## SECTION F:

# FINANCIAL PLAN

## 6 FINANCIAL PLAN

### 6.1 OVERVIEW OF THE MUNICIPAL BUDGET

It is recommended that this section should be read together with the 2023/2024 Budget of the municipality. uThukela district municipality is faced with the massive task of eradicating its substantial backlogs in service provision. This would require massive resources to address. It is now dominant to concentrate on the financial planning part of this IDP review to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

To achieve delivery on the IDP goals, focus areas and objectives, it is essential to align the municipality budget with the strategy. Sections below expand on aspects of the uThukela district municipality medium term financial planning and the extent to which it is possible to align the budget to all priorities, given our financial constraints and the need to concentrate on basis service delivery.

The uThukela district municipality's budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the District needs to address its financial challenges by improving the Municipality's image by using the new procedures to enhance service delivery, ensuring that the systems introduced continuously improve during the year and preserving the Municipality's cash flow position.

The District has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. National Treasury's MFMA Circular No.85 and 86 were used to guide the compilation of the 2022/23 MTREF.

**The main challenges experienced during the compilation of the 2023/24 MTREF can be summarised as follows:**

- The on-going difficulties in the national and local economy;
- Aging water infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;



- The increased cost of bulk electricity (due to tariff increases from Eskom of 18.7%) in 2023/2024 and 12.7 % increase in 2024/25, which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
- Escalating water losses
- Wage increases for municipal staff that continues to exceed consumer inflation, as well as the need to fill critical vacancies.

**The following budget principles and guidelines directly informed the compilation of the 2023/24 MTREF:**

- The 2022/23 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 2023/24 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff 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 water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;

In view of the aforementioned, the following table is a consolidated overview of the 2023/2024 Medium-term Revenue and Expenditure Framework:

**Consolidated Overview of the 2023/2024 MTREF**

	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
<b>Total Revenue</b>	<b>- 1 301 673 000</b>	<b>- 1 384 514 000</b>	<b>- 1 459 654 000</b>
<b>Operating Expenditure</b>	<b>950 747 000</b>	<b>1 005 035 000</b>	<b>1 061 174 000</b>
<b>Capital Expenditure</b>	<b>308 395 000</b>	<b>328 743 000</b>	<b>344 053 000</b>
<b>Operating Surplus</b>	<b>- 44 584 000</b>	<b>- 52 890 000</b>	<b>- 56 681 000</b>

## BUDGET SUMMARY FOR 2023/2024

The table A1 of the budget shows the budget summary and provides a concise overview of the Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.

Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:

The operating surplus/deficit (after Total Expenditure) is positive over the MTREF Capital expenditure is balanced by capital funding sources, of which:

Transfers recognised are reflected on the Financial Performance Budget;

Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.

Over the MTREF there is progressive improvement in the level of cash-backing of obligations. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the public. The amount of services provided by the municipality including free basic services continues to increase.

**Total operating revenue**

Total operating revenue has been increased by 6% for the 2023/24 financial year when compared to the 2023/23 adjustments budget. The increase is due to the general percentage increase, which is applied to service Charges tariffs and across all revenue generated by the municipality the same as the prior year. Tariffs have been increased by 6% however the increase in industrial tariffs is 8%. The 6% increase on consumer debtors has taken into account the numerous wards, which are being charged at a flat rate.

**Total Operating Expenditure**

Total operating expenditure for the 2023/24 financial year has been appropriated at R1 billion which results in the budget having a surplus of R46 million. The CPI of 5.3% was applied on expenditure items. Employee related expenditure was increased by 4.9% the municipality has duly considered the affordability of an increment, in light of our unfunded budget.

**Capital Expenditure**

R306 million is funding from national Government Grants for water and sanitation capital projects which are core functions of the municipality and a budget of R2 million from internally generated funds.

**OPERATING REVENUE FRAMEWORK**

For uThukela District 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 must 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 achieve a 60% annual collection rate for key service charges.
- 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 service.
- Increase ability to extend new services and recover costs.
- The municipality's Indigent Policy and rendering of free basic services; and tariff policies of the Municipality.

The table below displays the financial performance of the municipality (**revenue and expenditure**)  
Summary of revenue classified by main revenue sourceA4

**The following table is a summary of the 2023/24MTREF**  
**(Classified by main revenue source): Summary of revenue classified by main**  
**revenue source A4**

Description	Adjustment	Year 1	Year 2	Year 3
R thousand	2023	2024	2025	2026
<b>Revenue By Source</b>				
Property rates	-			
Service charges - electricity revenue	-			
Service charges - water revenue	234 344	247 742	262 606	278 363
Service charges - sanitation revenue	16 426	17 412	18 456	19 564
Sale of Goods and Rendering of Services	-	6 289	6 969	7 388
Interest earned - external investments	5 972	6 575	6 585	6 868
Interest earned - outstanding debtors	48 534	51 112	54 178	57 429
Fines, penalties and forfeits	36	39	41	43
Transfers and subsidies	586 665	587 779	626 002	660 129
Other revenue	33 145	78 384	83 087	88 073
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>925 123</b>	<b>995 331</b>	<b>1 057 925</b>	<b>1 117 856</b>

**Percentage growth in revenue by main revenue source A4**

Description	Adjustment		Year 1		Year 2		Year 3	
R thousand	2023		2024		2025		2026	
<b>Revenue By Source</b>								
Property rates								
Service charges - electricity revenue								
Service charges - water revenue	234 344	5,7%	247 742	6%	262 606	6%	278 363	6%
Service charges - sanitation revenue	16 426	6%	17 412	6%	18 456	6%	19 564	6%
Service charges - refuse revenue								
Sale of Goods and Rendering of Services			6 289	100%	6 969	6%	7 388	6%
Rental of facilities and equipment								
Interest earned - external investments	5 972	10%	6 575	0%	6 585	4%	6 868	6%
Interest earned - outstanding debtors	48 534	5%	51 112	6%	54 178	6%	57 429	6%
Dividends received								
Fines, penalties and forfeits	36	6%	39	6%	41	6%	43	6%
Transfers and subsidies	586 665	0%	587 779	7%	626 002	5%	660 129	6%
Other revenue	33 145	136%	78 384	6%	83 087	6%	88 073	6%
Gains on disposal of PPE			-		-		-	
<b>Total Revenue (excluding capital transfers and</b>	<b>925 123</b>		<b>995 331</b>		<b>1 057 925</b>		<b>1 117 856</b>	

Percentage of revenue basket by main revenue source A4									
Description	Adjustment		Year 1		Year 2		Year 3		Year 4
R thousand	2023		2024		2025		2026		2027
<b>Revenue By Source</b>									
Property rates									
Service charges - electricity revenue									
Service charges - water revenue	234 344	25,3%	247 742	25%	262 606	25%	278 363	25%	295 064
Service charges - sanitation revenue	16 426	2%	17 412	2%	18 456	2%	19 564	2%	20 737
Service charges - refuse revenue									
Sale of Goods and Rendering of Services			6 289		6 969		7 388		7 831
Rental of facilities and equipment									
Interest earned - external investments	5 972	1%	6 575	1%	6 585	1%	6 868	1%	7 280
Interest earned - outstanding debtors	48 534	5%	51 112	5%	54 178	5%	57 429	5%	60 875
Dividends received									
Fines, penalties and forfeits	36	0%	39	0%	41	0%	43	0%	46
Transfers and subsidies	586 665	63%	587 779	59%	626 002	59%	660 129	59%	699 737
Other revenue	33 145	4%	78 384	8%	83 087	8%	88 073	8%	93 357
Gains on disposal of PPE			-		-		-		-
<b>Total Revenue (excluding capital transfers and</b>	<b>925 123</b>		<b>995 331</b>		<b>1 057 925</b>		<b>1 117 856</b>		<b>1 184 927</b>

The three tables above show that the municipality 's main source of Revenue is grant funding as it covers more than above half of the income which is 59% for the 2023/24 financial year. Thus making the municipality grant reliant. Revenue from the main Service Charges has remained constant at 27% over MTREF

A total of R265 million is expected to be generated from Service charges, this revenue shows a 6% increase in tariffs across the board with the exception of industrial tariffs to be increased by 8% due to the faulty declining scale, the municipality has the burden of non-cost reflective tariffs. We continuously suffered losses of greater than 25% in service charges. During the consultation process, the municipality will engage with the business chamber with the aim of rectifying the faulty scale.

Revenue increases by 6% in the outer financial years respectively of the MTREF, which is inline within the headline inflation rate. The municipality is in the process of finalising the computation of the cost reflective tariffs, which will be gradually phased in. consideration, will be given to consumer affordability. The other delaying factor in phasing in the cost reflective tariff is that the municipality has not established accurate cost centres.

The water sale line item includes the projection relating to debtors which will be impacted by the introduce of prepaid water sales. This was also considered in the application of an increment for revenue of the outer years, in order to calculate reasonable projections.

Other revenue' contributes 8%percentage to total revenue. Other revenue consists largely of the VAT refunds from SARS anticipated by the municipality of R76 million.

### OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2023/24 Budget and MTREF is informed by the following:

- 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 programmes 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 plans no budget*. If there is no business plan, no funding allocation can be made.
- Strict adherence to the principle of prioritising basic service delivery informed by circular 81

The following table is a high-level summary of the 2023/24 budget and MTREF (classified per main type of operating expenditure):

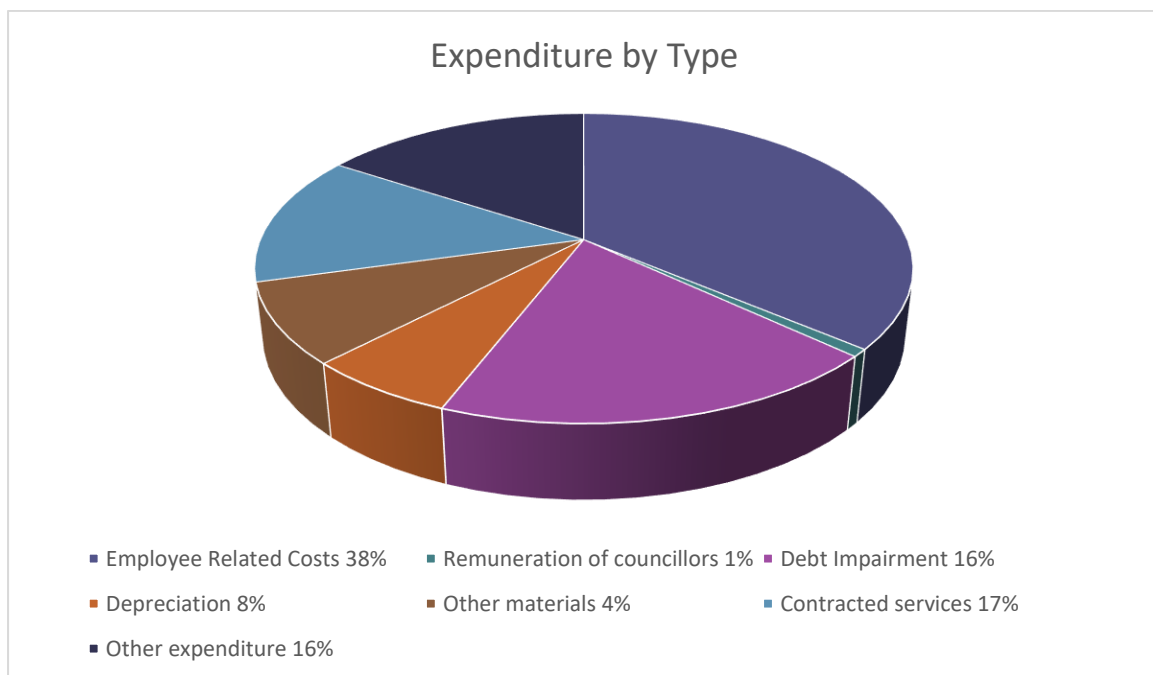
#### Summary of operating expenditure by standard classification item A4

Uthukela District Municipality: KZN_DC23	Year 1	Year 2	Year 3
R thousand	2024	2025	2026
<b>Expenditure By Type</b>			
Employee related costs	371 090	389 274	407 570
Remuneration of councillors	6 709	7 038	7 369
Debt impairment	156 966	164 658	172 397
Depreciation & asset impairment	85 609	89 804	94 025
Finance charges	–	–	–
Bulk purchases	–	–	–
Other materials	35 882	37 640	39 410
Contracted services	117 347	123 119	128 930
Transfers and subsidies	3 285	3 446	3 608
Other expenditure	173 857	190 057	207 867
Loss on disposal of PPE	–	–	–
<b>Total Expenditure</b>	<b>950 747</b>	<b>1 005 035</b>	<b>1 061 174</b>
<b>Surplus/(Deficit)</b>	<b>44 584</b>	<b>52 890</b>	<b>56 681</b>

### Operating expenditure expressed as percentages

<b>Expenditure By Type</b>								
Employee related costs	353 756	38%	371 090	39%	389 274	39%	407 570	38%
Remuneration of councillors	6 392	1%	6 709	1%	7 038	1%	7 369	1%
Debt impairment	149 066	16%	156 966	17%	164 658	16%	172 397	16%
Depreciation & asset impairment	81 300	9%	85 609	9%	89 804	9%	94 025	9%
Finance charges	1 085	0%	–	0%	–	0%	–	0%
Other materials	34 076	4%	35 882	4%	37 640	4%	39 410	4%
Contracted services	159 478	17%	117 347	12%	123 119	12%	128 930	12%
Transfers and subsidies	3 120	0%	3 285	0%	3 446	0%	3 608	0%
Other expenditure	151 192	16%	173 857	18%	190 057	19%	207 867	20%
Loss on disposal of PPE	–		–		–		–	
<b>Total Expenditure</b>	<b>939 465</b>		<b>950 747</b>		<b>1 005 035</b>		<b>1 061 174</b>	

### Main operational expenditure categories for the 2023/24 financial year



### **Employee related cost**

The budgeted allocation for employee related costs for the 2023/24 financial year totals R355 million, which equals 39% of the total operating expenditure. Which is below the norm of 40%. The salaries have been increased by 4,96% as per SALGA agreement.

The municipality has been very strict in budgeting for overtime and standby, the budget has been strictly set at R18 million. The budgeted amount is in line with the industry norm of 5% of employee related costs. Our aim is to do away completely with overtime in the long run. Senior managers have created a plan to reduce and effectively control overtime as well as to re consider employees eligible for standby.

### **Remuneration of Councillors**

The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

### **Debt Impairment**

The cost of debt impairment is considered a non-cash flow item; it is informed by the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

The municipality has implemented the installation of prepaid water meters, which will improve the recoverability of service charges. The past the audited financial years has shown a trend of nearly 20% increase of consumer debtors, this trend is expected to decline.



## Provision for depreciation and asset impairment

### Depreciation per asset class

Segment Desc	2024 Draft	2025 Draft	2026 Draft
Expenditure:Depreciation and Amortisation:Amortisation:Intan	19 068	20 002	20 942
COMPUTER SOFTWARE AMORTIZATION	5 072 301	5 320 844	5 570 923
COMPUTER HARDWARE DEPRECIATION	29 353	30 792	32 239
COMPUTER HARDWARE DEPRECIATION	46 361	48 633	50 919
COMPUTER HARDWARE DEPRECIATION	5 737	6 018	6 301
COMPUTER HARDWARE DEPRECIATION	115 961	121 643	127 360
Depreciation - Computer hardware	131 010	137 430	143 889
COMPUTER HARDWARE DEPRECIATION	104 866	110 005	115 175
COMPUTER HARDWARE DEPRECIATION	27 597	28 949	30 310
Depreciation (300/230001)	82 741	86 795	90 874
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	129 797	136 157	142 556
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	71 494	74 998	78 523
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	100 557	105 485	110 442
FURNITURE & FITTINGS DEPRECIATION	46 210	48 474	50 752
FURNITURE AND OFFICE EQUIPMENT DEPRECIATION	43 632	45 770	47 921
FURNITURE & OFFICE EQUIPMENT DEPRECIATION	55 750	58 482	61 230
BUILDING DEPRECIATION	384 791	403 646	422 618
Expenditure:Depreciation and Amortisation:Depreciation:Other	17 956	18 836	19 721
Expenditure:Depreciation and Amortisation:Depreciation:Other	950 745	997 332	1 044 206
SANITATION INFRASTRUCTURE DEPRECIATION	3 745 550	3 929 082	4 113 749
Depreciation - motor vehicles	1 576 858	1 654 124	1 731 868
MOTOR VEHICLE DEPRECIATION	5 767 854	6 050 479	6 334 851
MOTOR VEHICLE DEPRECIATION	19 586	20 546	21 511
MOTOR VEHICLE DEPRECIATION	13 116	13 759	14 406
MOTOR VEHICLE DEPRECIATION	293 913	308 315	322 806
MOTOR VEHICLES DEPRECIATION	68 538	71 896	75 275
WATER INFRASTRUCTURE DEPRECIATION	65 870 399	69 098 049	72 345 657
Expenditure:Depreciation and Amortisation:Depreciation:Water	817 157	857 198	897 487
<b>Total Depreciation</b>	<b>85 608 888</b>	<b>89 803 740</b>	<b>94 024 512</b>

Depreciation has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the asset consumption. Budget appropriations in this regard total 86 million for the 2023/24 financial and equates to 9% of the total operating expenditure. The projected depreciation should inform the contribution towards the asset maintenance plan. Calculations for the provision as follows:

With the assumption that only 60% of the capital budget is capitalised and added to asset register, the same method is used to calculate the estimation for the additional new assets.

### Inventory Consumed

Repairs and maintenance were previously reported on this line item but due to the changes that came with mSCOA data strings, only the following items are now classified as inventory consumed. The reduction in the budget for the 2023/24 financial year is due to the reduced cost of fuel and oil, as well the reduction in the budget for bulk water purchases. The municipality had in the past incorrectly included the debt owed to DWS in the current budget when it should be correctly accounted for a part of the cash flow in terms of the payment plan.

### Other Materials

Segment Desc	2024 Draft	2025 Draft	2026 Draft
Printing and Stationery 100/260300	1 053 001	1 104 598	1 156 514
Stationery (300/260340)	110 134	115 531	120 961
Stationery (105/260340)	313 653	329 022	344 486
Stationery (405/260340)	324 320	340 211	356 201
Fuel & Oil. (510/260180)	10 048 953	10 541 351	11 036 795
OM Chemicals	21 059 999	22 091 939	23 130 260
Cleaning materials (200/260090)	1 895 400	1 988 275	2 081 724
Stationery (510/260340)	218 793	229 514	240 301
Stationery (200/260340)	205 199	215 254	225 371
Expenditure:Inventory Consumed:Water	652 776	684 762	716 946
<b>Total Inventory Consumed</b>	<b>35 882 228</b>	<b>37 640 457</b>	<b>39 409 559</b>

A further budget of R6.5 million for bulk purchases relating to water is also classed as inventory. It must be noted that the mSCOA tree only has classification for bulk purchases relating to electricity.

### Free basic services

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive the free services, the households are required to register in terms of the Municipality's Indigent Policy. **In the 2023/2024 financial year, 35 million** was allocated towards the provision of free basic services.

The municipality suffered water losses of R170 million in the 2022/23 financial year, included in this amount is an amount for indigent customers who have resorted to illegal connections. The

municipality will have to improve on the process of identifying indigent customers who may be linked to the water losses.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

### **Explanatory notes to Table A6 - Budgeted Financial Position**

1. Table A6 is consistent with international standards of good financial management practice, and improves understand-ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets Less Liabilities as “accounting” Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. This table is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of a number of items, including:
  - Call investments deposits;
  - Consumer debtors;
  - Property, plant and equipment;
  - Trade and other payables;
  - Non-current Provisions;
  - Changes in net assets; and
  - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will affect the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year-end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment, which in turn would influence the provision for bad debt.

These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.

MBRR Table A6 - Budgeted Financial Position

Description	Year 1	Year 2	Year 3
R thousand	2023	2024	2025
<b>ASSETS</b>			
<b>Current assets</b>			
Cash	112 977	216 101	332 279
Call investment deposits	—	—	—
Consumer debtors	187 200	224 640	269 568
Other debtors	6 200	7 440	8 928
Current portion of long-term receivables	—	—	—
Inventory	20 000	20 780	21 590
<b>Total current assets</b>	<b>213 751</b>	<b>277 107</b>	<b>378 388</b>
<b>Non current assets</b>			
Long-term receivables	—	—	—
Investments	—	—	—
Investment property	—	—	—
Investment in Associate	—	—	—
Property, plant and equipment	3 271 073	3 272 970	3 289 415
Biological	—	—	—
Intangible	—	—	—
Other non-current assets	2 532	2 532	2 532
<b>Total non current assets</b>	<b>3 273 605</b>	<b>3 275 502</b>	<b>3 291 947</b>
<b>TOTAL ASSETS</b>	<b>3 487 356</b>	<b>3 552 609</b>	<b>3 670 335</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Bank overdraft	—	—	—
Borrowing	—	—	—
Consumer deposits	20 735	21 544	22 384
Trade and other payables	343 394	356 787	370 702
Provisions	97 660	101 469	105 426
<b>Total current liabilities</b>	<b>461 790</b>	<b>479 799</b>	<b>498 512</b>
<b>Non current liabilities</b>			
Borrowing	—	—	—
Provisions	36 991	38 433	39 932
<b>Total non current liabilities</b>	<b>36 824</b>	<b>38 812</b>	<b>40 908</b>
<b>TOTAL LIABILITIES</b>	<b>498 614</b>	<b>445 642</b>	<b>469 706</b>
<b>NET ASSETS</b>	<b>2 988 742</b>	<b>2 764 160</b>	<b>2 775 125</b>
<b>COMMUNITY WEALTH/EQUITY</b>			
Accumulated Surplus/(Deficit)	2 988 742	2 764 160	2 775 125
Reserves	—	—	—
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>2 988 742</b>	<b>2 764 160</b>	<b>2 775 125</b>

## Budgeted Cash Flow Statement

### Explanatory notes to Table A7 - Budgeted Cash Flow Statement

Table A7 details the cash flow of the municipality and is one of the plays a pivotal role in measuring the funding of the budget.

It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

2023/24 draft budget cash flow estimated that the municipality will have R112 million at year-end.

It is anticipated that the municipality will have R112 million at year-end provided the applied collection rate of 65% be maintained throughout the year. As well as the cost containment, measures are applied effectively as detailed in the recovery plan.

The following strategies will be implemented in order to improve the collection of revenue

- All operating expenditure budgeted on table A4 has been budgeted to be settled in 2023/24.
- Payment to creditors and suppliers includes an amount of R53 million, which is budgeted to settle old debts per approved payment, plans and further payments outstanding over 30 days.
- The municipality has prioritised the settling of outstanding debt in order to improve the budget funding position

Below is the table 7, which shows the cash flow of the municipality

**MBRR Table A7 - Budgeted Cash Flow Statement**

Description	Year 1	Year 2	Year 3
R thousand	2024	2025	2026
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Service charges	171 134	181 402	192 286
Other revenue	84 959	90 057	95 460
Government - operating	587 779	626 002	660 129
Government - capital	306 342	326 589	341 798
Interest	6 289	6 585	6 868
Dividends	–		
<b>Payments</b>			
Suppliers and employees	(758 171)	(795 322)	(832 702)
Finance charges	–	–	–
Transfers and Grants	(3 285)	(3 446)	(3 608)
<b>NET CASH FROM/(USED) OPERATING</b>	<b>395 047</b>	<b>431 867</b>	<b>460 231</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Capital assets	(308 395)	(328 743)	(344 053)
<b>NET CASH FROM/(USED) INVESTING</b>	<b>(308 395)</b>	<b>(328 743)</b>	<b>(344 053)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Receipts</b>			
Short term loans	–		
Borrowing long term/refinancing	–		
Increase (decrease) in consumer deposits	–	–	–
<b>Payments</b>			
Repayment of borrowing	–		
<b>NET CASH FROM/(USED) FINANCING</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>86 651</b>	<b>103 124</b>	<b>116 178</b>
<b>Cash/cash equivalents at the year begin:</b>	<b>26 326</b>	<b>112 977</b>	<b>216 101</b>
<b>Cash/cash equivalents at the year end:</b>	<b>112 977</b>	<b>216 101</b>	<b>332 279</b>

### 6.1.1 FINANCIAL STRATEGIES OVERVIEW FOR 2023/2024

The strategic response to financial viability and sustainability of uThukela district municipality will need to take into cognizance strategies for plugging existing holes into the system and further increase revenue streams with intent to rely less on external grants in the end. Plugging the holes by:

- Promoting effective expenditure to avoid recurring surpluses on operating budget and conditional grants.
- Vigorously pursuing credit control policies.
- Increasing efficiencies by working smarter, managing performance and alternative service delivery mechanisms.

#### **Increasing revenue by:**

- Improving collections
- Increasing rate base
- Improving share of intergovernmental grants to pay for unfunded/partly funded mandates
- Vigorously pursuing cost cutting measures
- Pursuing public private partnerships at both programme and project level

The following general financial strategies that should guide the municipality, now and in the future, in practicing sound financial management. The financial strategies adopted by council include a general strategy, which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and a cost effectiveness strategy. More details of the aforementioned strategies are set out below.

#### 6.1.1.1 GENERAL CONSIDERATIONS

- **Social Responsibilities**

All aspects of matters relating to financial matters will take cognizance of council's social responsibilities including transformation and empowerment such as in council's supply chain management policy.

- **Investor attraction**

Council's main aim is to create a revenue base through the attraction of investors to the municipality. This will be done in conjunction with local municipalities initiatives.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline; this includes adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally recognised accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies, it is council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, council will define recruitment policy for finance staff, put in place a pre and continuing bursary policy and develop career progression paths for designated finance staff. Like the IDP, the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

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#### 6.1.1.2 FINANCIAL RESOURCES

For the purposes of this financial plan, council has considered financial resources for both capital projects and operational purposes. The various resources available to council are summarised below:

Capital expenditure:

- National government funding
- Provincial funding
- Infrastructure funding
- Own funding and Public / private partnerships

Operational expenditure:

Normal revenue streams in the form of grants

**Revenue raising**

The uThukela district municipality's main sources of revenue are from grants and municipal services such as sewerage and water. The short-term objective of the municipality is to identify and access all available revenue.



#### 6.1.1.3 ASSET MANAGEMENT

Assets management is given a serious attention that it deserves to improve it is prioritised and ensuring that councils assets are managed properly. Asset register is in place. The municipality have a huge responsibility of reducing expenditure on non-essential assets and prioritising repairs and maintenance of municipal assets.

Asset manager has been appointed to work on the assets. Asset management policy and procedure has been reviewed and adopted by Council on the **29 May 2023**. The policy is being implemented

Asset Management section deals with all classes of assets owned by the municipality. The section ensures that all the Municipality assets are recorded on a Fixed Assets Register. The following are strategies that are implemented by the municipality in ensuring that the asset management is done correctly:

- All assets whether moveable or immoveable are to be recorded in an asset register which is electronically maintained
- The asset register is updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of
- A reconciliation between assets recorded in an asset register and physical assets must done on an annual basis
- A budgetary provision for the operation and maintenance of assets must be done

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme and insurance cover review. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as indicated earlier. Although directly related to revenue raising it is appropriate to include the monitoring of policies, with the asset management programme. This aspect of asset management will ensure that council is receiving economic benefit from council owned land, which is rented out.

#### 6.1.1.4 ASSET RENEWAL PLAN

The uThukela district municipality asset renewal plan is aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance, and materially extend its useful life (which

may be a full or partial extension of life – i.e. less than its original expected useful life).The plan is supported by resources such as financial to ensure its feasibility.

uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. The municipality has set aside the budget to renew its uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. The municipality has set aside the budget to renew its infrastructure assets and other assets, as they are used in rendering the core function of the district municipality.

#### 6.1.1.5 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (O&M)

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2023/24 budget provides for in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2023/24. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets.

#### Repairs and maintenance per asset class SA34c

Segment Desc	2024 Draft	2025 Draft	2026 Draft
BlueDrop (408/235215)	1 916 501	2 010 410	2 104 899
Electrical (510/255045)	273 785	308 556	347 742
Maintenance of buildings and facilities (200/235011)	579 150	607 528	636 082
Vehicle Repairs Outsourced. (510/235080)	8 424 000	8 836 776	9 252 104
Repairs to Pumps (510/235120)	21 142 168	22 178 134	23 220 506
Pipelines & portable water maintenance (510/235100)	28 431 000	29 824 119	31 225 853
<b>Total Contribution to Repairs</b>	<b>66 091 293</b>	<b>69 351 122</b>	<b>72 635 309</b>

**Repairs and maintenance per asset class SA34c – Refurbishment/ Upgrade Projects**

Segment Desc	2024 Draft	2025 Draft	2026 Draft
Ekuvukeni Regional Bulk Water Supply - Upgrade Oliphantskop	52 467 863	54 684 031	57 293 030
COLENSO BULK AND RETICULATION UPGRADE	315 900	331 379	346 954
CE Wembezi Bulk & Reticulation Upgrade (WCDM) Project	17 690 400	18 557 230	19 429 419
CE Wembezi Bulk & Reticulation Upgrade (WCDM)	1 053 000	1 104 597	1 156 513
Refurbishment and upgrade projects	11 583 000	12 150 567	12 721 644
FITTY PARK MHLUMAYO TUGELA ESTATE UPGRADE	14 577 985	15 292 306	16 011 044
EMERGENCY REPAIRS FLOOD DAMAGE EZAKENI	4 256 442	4 465 008	4 674 863
	<b>245 665 204</b>	<b>262 939 042</b>	<b>275 156 493</b>

A portion of the MIG and WSIG has been set aside specifically for the renewal and refurbishment of assets. It must further be noted that extensive refurbishment costs were incurred in the 2023/2024 financial year. The repairs to pumps and pipelines form one of the major cost drivers. The municipality will seek to increase the budget on this line item, for the final budget. The available resources will be reviewed on the final cash flow balance. The water services department will employ a planned maintenance plan in order to prevent emergency repairs, which often result in excessive expenditure. The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation.

***Due to insufficient funds, the municipality cannot meet the recommended norm of 8% of PPE.***

#### 6.1.1.6 FINANCIAL MANAGEMENT

It is most important that the uThukela district municipality maintain a strong finance department and in due course an audit steering committee and internal audit function that will be responsible for monitoring financial and other controls. The council is committed to sound financial management and as indicated earlier the creation of a sound economic base.

Financial management policies and procedures for the entire municipality will have to be implemented and these will include the following principles:

- Cash forecasts and cash flow monitoring against forecasts
- Budgeting methods
- Management reporting
- Credit risk management

- Credit control policies
- Supply chain management policies
- Supplier payment periods and Investments policies.

Staff will be encouraged to adhere to value for money principles in carrying out their work. On the issue of audit reports, both internal and external, council has to adopt a zero tolerance approach and measures will be put in place to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

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#### 6.1.1.7 CAPITAL FINANCING

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- Provincial and national government funding for medium term and long term projects
- External loan funding for medium term and long-term projects

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#### 6.1.1.8 OPERATIONAL FINANCING

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. As indicated earlier it is council's intention to maintain a strong economic base through good working capital management including setting aside of adequate provisions for working capital.

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#### 6.1.1.9 COST EFFECTIVENESS

In any organisation, it is necessary to strive for cost effectiveness and municipalities are no different. It is council's intention to pursue the shared services concept wherever possible. The sharing of services will enable the municipality to minimize total costs on these services.

#### 6.1.1.10 COST CONTAINMENT

The Council took a resolution to regulate spending and to implement cost containment measures at UThukela District Municipality through a development and adoption of the Cost Containment Policy. This policy document seeks to implement National Treasury instruction 04 of 2017/18 dated 25 May 2017, MFMA Circular No. 82 of March 2016 and the Municipal Cost Containment Regulations published on the 7<sup>th</sup> of June 2019. This policy has been reviewed in light of circular 97 of July 2019. The reviewed policy was approved by Council on the **29 May 2023**. The objectives of this policy are to ensure that the resources of the municipality are used effectively, efficiently and economically.

Cost containment measures are applicable to all Councillors and the municipal employees. It is important to say that all affected parties are adhering to cost containment measures.

#### 6.1.2 DETAILED FINANCIAL ISSUES AND STRATEGIES

The action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies. It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these strategies. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

##### 6.1.2.1 FINANCIAL ISSUES

Some of the key financial issues affecting the uThukela District Municipality are listed below.

- Debt Collection drive to collect the outstanding debt of Council
- A revenue base is dependent on sewerage, water and other income streams
- Affordability by Council to address all needed capital and operational expenditure received from various directorates
- Lack of funds for capital projects
- Council needs to be provided with monthly and quarterly financial reports

##### **Financial Strategies**

The implementation of the sound and good financial strategies will enhance the future financial sustainability of the municipality.

- Capital financing strategy

- Asset management strategy
- Sound Financial management
- Credible Financial projections

#### 6.1.3 REVENUE RAISING STRATEGIES

- All consumers to be registered and be billed for services rendered
- A debt collection service to be instituted to monitor billing and payment for services
- An adoption of the credit control policy; and as part of debt collection process, levying of interest on outstanding payments.
- Attracting investors for property development in order to enhance rates income

#### 6.1.4 POLICY DEVELOPMENT AND REFINEMENT STRATEGY

Council is committed in an ongoing development of policies that are compliant with Municipal Finance Management Act and other regulations in order to ensure smooth function of council and realization of financial viability status. Council has adopted among other things; credit control policy, tariff policy and investment and cash management policy to enhance income or revenue streams.

#### 6.1.5 KEY SUPPORT PROGRAMMES

This section seeks to present compliant driven programmes that would allow the municipality to realize desired financial health, viability and sustainability thereof. It is argued that the developed strategies will depend heavily on the successful compliance, adherence to internally designed policies and proper management of financial resources.

##### 6.1.5.1 PROGRAMME 1: PRODUCE AN ANNUAL UPDATE OF MUNICIPALITY'S MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

While the MTEF sets out a medium term expenditure plan for the municipality, it must also show the specific intentions of council with respect to:

- Clear, affordable development targets
- Development of a 10 year maintenance plan for municipal infrastructure and services
- Targeted expenditure to unlock economic development and grow the rates base

In this regard, a forecasting model will be developed which allows informed decisions to be made on an ongoing basis in terms of cash flow, investments, borrowings and long-term sustainability of the municipality.

#### 6.1.5.2 PROGRAMME 2: BUDGET ACCORDING TO IDP PRIORITIES

The municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to the IDP so that what is budgeted is reflected as a priority in the IDP. The other crucial point is to ensure that our IDP and Budget are MSCOA compliant. The programme has given rise to approval of policies and programmes that guide service delivery. Key to this approach is ensuring that the municipality focuses its limited resources on the challenges expressed by people of uThukela, and most importantly, improving alignment with other spheres of government, including the development of Private Public Partnerships.

#### 6.1.5.3 PROGRAMME 3: EFFECTIVELY MANAGE CREDIT CONTROL

The focus of the credit control exercise is to reduce debt owed to the municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented
- Implementing new revenue systems to ensure timeous, regular and accurate billing of accounts
- Maintain ongoing customer communication in order to awareness, foster financial responsibility, and promote a culture of payment.

#### 6.1.5.4 PROGRAMME 4: GROW REVENUE STREAMS

The Budget and Treasury office will continue in championing the drive to sensitize all council departments to identify cost savings and/ or revenue generating opportunities in all areas of operation. Over the next five years, a concerted effort will be needed to focus on increasing the rate base. Proper collection processes as stipulated under financial guidelines above will have to be strictly adhered to.

#### 6.1.5.5 PROGRAMME 5: SEEK ALTERNATIVE SOURCES OF FUNDING

In addition to the obvious need to grow council's revenue by increasing its rates base, other means for securing funding for council's projects must be explored in a variety of ways. Some of the focus areas include government grant funding and project and programme funding, partnerships with international agencies like the European Union and other agencies at programme level and entering into partnerships with the private sector on key projects and programmes.

It has been noted that, there is little drive within the municipality to prepare business plans to be used in leveraging additional funding. Therefore, this programme will depend on the joint efforts of Financial and Planning department to drive it vigorously.

#### 6.1.5.6 PROGRAMME 6: REDUCE COST TO THE ORGANIZATION

The focus here is to ensure that our tariffs are affordable and value for money is being achieved. Accordingly, costs are scrutinized on an ongoing basis, and targets are then selected and prioritized according to the following ratings:

- Most obvious: here the cost element that is most out of line with the budget needs immediate attention
- Easiest: a small saving that is quickly reaped with little effort cannot be ignored
- Worst first: sometimes a cost situation is so critical that it begs for immediate attention
- Biggest impact: those cost items that will deliver the biggest long-term savings if reduced

#### 6.1.6 SUMMARY OF AG REPORTS AND RESPONSES

uThukela district municipality received the qualified audit opinion in 2021/2022 financial year. The uThukela District Municipality's strategic objective is to achieve clean audit in the 2022/2023 financial year. The uThukela district municipality was audited for 2022/2023 and the following summarize the 2022/2023 audit outcome:

##### **Summary of 2023/2023 audit outcome/Basis for Qualification**

The Auditor General Findings on uThukela district municipality's 2022/2023 Audit Report can be summarized as follows:

- ✓ *Service charges*
- ✓ *General expenditure*
- ✓ *Water losses*
- ✓ *Committments*
- ✓ *Contracted services*

For more information, the Auditor General Report and the Audit Improvement Plan that aimed at addressing issues raised in the AG Report is available and monitored. The Audit Improvement Plan is implemented by the responsible managers and monitored at all committee meetings of council



including MANCO, EXCO, and Council. ***The Audit Improvement Plan or action plan is attached as an annexure.*** The audit committee fulfils its responsibilities as set out in section 166 (2) of the MFMA.

#### 6.1.7 DEPARTMENTAL PROJECTS WITH COMMITTED FUNDING

It is important to indicate that the uThukela district municipality and its family of municipalities plan with Sector departments. There are structures where the municipality meets with Sector department to ensure alignment and to ensure that their plans are talking to the municipality. Section 5, 2 of this document list all the projects and programmes emanated from our discussions with Sector departments. The table shows the committed funding. The table **can be viewed** at 5.2, which is above the financial plan. The list of departmental are detailed and aligned to DORA.

## 7 ANNUAL OPERATIONAL PLAN (SDBIP)

The purpose of the draft Service Delivery and Budget Implementation Plan (SDBIP) for 2023/2024 financial year is to present a one year detailed implementation/operations plan, of functions, which uThukela district municipality is responsible to implement and, which gives effect to the implementation of the Integrated Development Plan (IDP) and the budget for the 2023/2024 financial year.

The SDBIP determines the performance agreements for the accounting officer and all section 57 employees, whose performance agreements can be monitored through Section 71 monthly reports, and evaluated in the annual report. The SDBIP will be monitored and reported monthly by the municipal manager in terms of 71(1) (a) and (e).

Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP should make projections for each month of the revenue to be collected by source and by vote. The targets and performance indicators need to be reported on quarterly basis as per MFMA, 2003.

The SDBIP is a layered plan that consists of a top layer and departmental layer, which is a low layer SDBIP. In terms of circular 13, the top layer SDBIP contains the consolidated service delivery targets and in-year deadlines that links to the targets for the top management. Only the top layer SDBIP that is made public and tabled before Council.

A departmental SDBIP (low layer) is focusing on operational performance and is prepared for each municipal department. This SDBIP provides more detailed on each output for which the top management is responsible.

***It is important to indicate that the 2023/2024 SDBIP will be approved by the Mayor after 28 days of the approval of the annual budget.***

## 8 ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

### 8.1 HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

Phases and steps of performance management system in uThukela district municipality is shown below. The uThukela district municipality's OPMS is applied as per the Performance Management Guide for Municipalities (2006) that proposes the following phases with accompanying steps which municipalities should embark upon to implement Organisational Performance Management System.

PHASES	STEPS
Phase 1: Starting the Performance Management Process	<ul style="list-style-type: none"> <li>• Delegation of responsibilities and clarifying roles</li> <li>• Setting up internal institutional arrangements</li> <li>• Managing the change process</li> </ul>
Phase 2: Developing a performance management system	<ul style="list-style-type: none"> <li>• Current reality</li> <li>• Identification of stakeholders</li> <li>• Creating structures of stakeholder Participation</li> <li>• Developing the System</li> <li>• Publication of the system</li> <li>• Adoption of the system</li> </ul>
Phase 3: Implementing performance Management	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Priority setting</li> <li>• Setting objectives</li> <li>- Setting Key Performance Indicators (KPIs)</li> <li>- <i>Designing a Performance Measurement Framework</i></li> <li>- <i>Conducting Performance Reviews</i></li> <li>- <i>Reporting, reviewing and public participation</i></li> <li>- <i>Training and support</i></li> </ul>

The uThukela district municipality has established a fully-fledged PMS unit, which is reporting directly to the office of the Municipal Manager. The unit is continuously ensuring that the district complied with the relevant legislations. The Performance Management System of uThukela district municipality for 2022/2023 was approved on the **29 May 2023** as to comply with Section 38 (a) of the MSA and Municipal Planning and Performance Management. They also increasing Municipal performance and accelerating service delivery provision, and has adopted the hybrid performance management model, which combines the following:

- Balanced scorecard methodology;
- Six Sigma graphic representation tools;
- Project Management Principles;
- 365 Degree individual assessment methods;

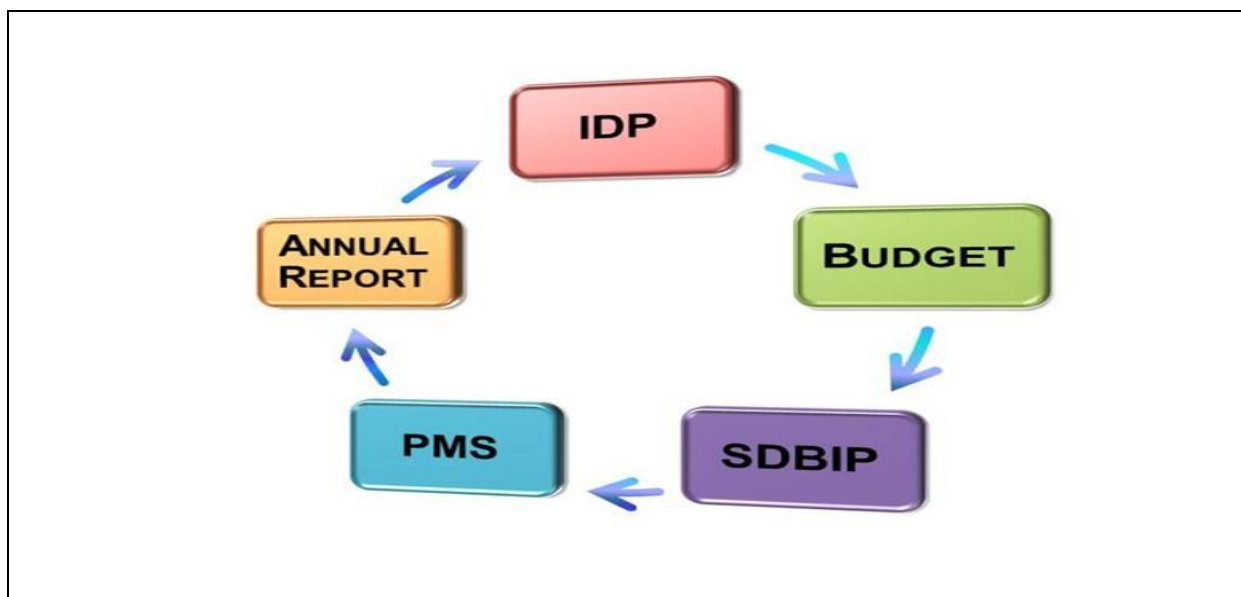
Subsequent to the adoption of the above approach, they ensured that all Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager **are signed for the 2022/23 financial year**. They have finalized the process of cascading PMS down to managers who are below section 57.

## 8.2 IDP, BUDGET, PMS INTEGRATION THROUGH SDBIP'S

The IDP Priorities for 2023/2024 are aligned to the National Key Performance Areas. In terms of the IDP, Organizational objectives are incorporated into the Organisational PMS by developing applicable indicators for measuring of performance and then setting of targets. All is consolidated into an Organisational Score-card in line with the NKPA Model selected as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational/Strategic level.

The Organisational Score-card is then unpacked at a departmental level and informs the development of Service Delivery Budget Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Idealistically, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators and targets.

The SDBIP is then cascaded into Section 57 Performance Agreements. All of these performance reports are then amalgamated into the Annual Performance Report that forms a component of the Annual Report as prescribed in the MFMA. Reporting is done quarterly, with supporting evidence being confirmed and audited. Monthly reporting is now being encouraged through the revision of the framework and the Auditor-General's audit strategy to align the uThukela district municipality to best practices. The diagram illustrates the alignment between the IDP, Budget, PMS, SDBIP and the annual report:



### 8.3 INSTITUTIONAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 56 CONTRACTS)

In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, All Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager were signed for the 2022/23 financial year. The municipality has finalized the process of cascading PMS down to managers who are below section 56.

### 8.4 ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR INCLUDING THE CORRECTIVE PERFORMANCE MEASURES

uThukela district municipality has complied with Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year a performance report reflecting the following:

- The performance of the municipality and of each external service provider during the financial year
- A comparison of the performances referred to in paragraph(a) with targets set for and performance in the previous year
- Measures taken to improve performance

It is critical that the annual performance report forms part of the municipality's annual report in terms of chapter 12 of the MFMA.

The following tables summarizes the performance of each department of uThukela district municipality for the previous financial year.

*An overview of the performance of each Department for the 2022/2023 financial year.*

Department	Target Achieved		Targets Not Achieved		Total Targets
	No.	%	No.	%	No.
Office of the Municipal Manager	13	100%	00	00%	13
Corporate Services	02	40%	03	60%	05
Social and Economic Services	04	80%	01	20%	05
Budget and Treasury Office	07	70%	03	30%	10
Municipal Health and Water Service Authority	02	67%	01	33%	03
Water, Sanitation and Technical Services	11	52%	10	48%	21

<b>TOTAL</b>	<b>39</b>	<b>68%</b>	<b>18</b>	<b>32%</b>	<b>57</b>
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**DEPARTMENT: CORPORATE SERVICES**

Out five (05) set for the Department: Corporate Services, two (02) targets achieved and three (03) target not achieved.

Department	Target Achieved		Targets Not Achieved		Total Targets
	No.	%	No.	%	No.
Department: Corporate Services	02	40%	03	60%	05

The following targets were not achieved by the Department: Corporate Services during the financial year under review:

Annual Target	Actual	Output	Reasons for Variance	Corrective Measures	Department
Two (2) people from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2023	One (1) person from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2023	Not Achieved	The Municipality only employed one person from the three highest levels, there were no other appointments due to COVID 19	The process will be revisited in the 2023/2024 financial year	Corporate Services
Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2023	Fifty Five (55%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2023	Not Achieved	Due to lockdown (COVID 19) no training interventions were implemented	The Budget will be utilised and allocated for 2023/2024 financial year	Corporate Services
100% of IGR Structures meetings coordinated by 30/06/2023	60% of IGR Structures meetings coordinated by 30/06/2023	Not Achieved	Scheduled meetings could not sit due to interruptions of	The process of coordinating IGR meeting will be revisited to ensure that	Corporate Services

			activities of the Pandemic COVID 19	this activity is carried out	
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**DEPARTMENT: SOCIAL AND ECONOMIC SERVICES**

Out of five (05) targets set for the Department: Social and Economic Services, four (04) targets were achieved and One (01).

Department	Target Achieved		Targets Not Achieved		Total Targets
	No.	%	No.	%	No.
Department: Social and Economic Services	04	80%	02	20%	05

The following targets were not achieved by the Department: Social and Economic Services:

Target	Actual	Output	Reasons for Variance	Corrective Measure	Department
Review and adoption of LED strategy by Council by 30/06/2023	Not reviewed	Not Achieved	The Service Provider was appointed on the Fourth Quarter to review the strategy.	The process will be fast tracked in the 2023/2024 financial year	Social and Economic Services

**DEPARTMENT: BUDGET AND TREASURY OFFICE**

20Six (06) targets were not achieved and four (04) targets were not achieved by Department: Budget and Treasury Office.

Department	Target Achieved		Targets Not Achieved		Total Targets
	No.	%	No.	%	No.
Department: Budget and Treasury Office	07	70%	03	30%	10



The following targets were not achieved by the Department: Budget and Treasury Office:

Target	Actual	Output	Reasons for Variance	Corrective to Measure	Department
100% of annual allocation to free basic services spent by 30/06/2023	0% of annual allocation to free basic services spent by 30/06/2023	Not Achieved	No funds budgeted for Free basic services under financial year reviewed	Budget provision will be in the next financial year	Budget & Treasury Office
100% of operating budget spent by 30/06/2023	74% of operating budget spent by 30/06/2023	Not Achieved	Due to Covid-19 lockdown operations were interrupted as result	The amount will be spent in the new financial year	Budget & Treasury Office
100% of repairs and maintenance spent by 30/06/2023	38% of repairs and maintenance spent by 30/06/2023	Not Achieved	Due to Covid-19 lockdown operations were interrupted as result	The amount will be spent in the new financial year	Budget & Treasury Office

#### DEPARTMENT: MUNICIPAL HEALTH AND WATER SERVICE AUTHORITY

All targets were achieved during the financial year under review, which brings to the percentage of 100%.

Department	Target Achieved		Targets Not Achieved		Total Targets
	No.	%	No.	%	No.
Department: Municipal Health & Water Service Authority	02	67%	01	33%	03

The following target were achieved by the Department: Municipal Health and Service Authority during the financial year under review:

Target	Actual	Output	Reasons for Variance	Corrective Measure	Department
864 food handling premises inspected by 30/06/2023	755 food handling premises inspected by 30/06/2023	Not Achieved	The Department conducted the COVID 19 activities as it was the priority for the Nation and this fall under the departments scope of work	The Targets will be Re Adjusted in the next financial Year	Municipal Health and Water Service Authority

#### DEPARTMENT: WATER, SANITATION AND TECHNICAL SERVICES

Out of twenty-one (21) targets set for Water, Sanitation and Technical Services, eleven (11) targets achieved and ten (10) targets not achieved.

Department	Target Achieved		Targets Not Achieved		Total Targets
	No.	%	No.	%	No.
Department: Water, Sanitation and Technical Services	11	52%	10	48%	21

The following targets were not achieved by the Department: Water, Sanitation and Technical Services:

Targets	Actuals	Output	Reasons for Variance	Corrective Measure	Department
Two (2) reservoirs constructed at Ntabamhlophe phase 13 and Ekuvukeni Water Community Supply Project by 30/06/2023	Nil (0) reservoirs constructed at Ntabamhlophe phase 13 and Ekuvukeni Water Community Supply Project by 30/06/2023	Not Achieved	Bulk work Connection not completed delayed by rising main connection	Bulk Rising Main is anticipated to be completed in 2023/2024 thereafter completion of the Reservoir will be fast-tracked	Water, Sanitation and Technical Services

3,3 Kilometres of Supply Bulk Line at Ekuvukeni Water by 30/06/2023	1,3 km's of Raw Water Bulk Line constructed at Ekuvukeni Bulk Water Supply by 30 June 2023	Not Achieved	There has been challenges on site including, pressure testing, the Sub-contractor for the refurbishment of the Petronella Booster Pump Station in not on sit.	The Production will be increased and the work will be fast tracked in 2023/2024	Water, Sanitation and Technical Services
11,9 Kilometres of Estcourt Industrial Pipeline constructed by 30/06/2023	9,5 Kilometres of Estcourt Industrial Pipeline constructed by 30/06/2023	Not Achieved	There were delays in the construction due to COVID 19 ,the project was delayed	The planned construction work will be completed in the next financial year	Water, Sanitation and Technical Services
13,1 bulk pipelines upgraded at Wembezi WCDM by 30/06/2023	11 kilometres bulk pipelines upgraded at Wembezi WCDM by 30/06/2023	Not Achieved	There were delays in the construction due to COVID 19	Construction of water reticulation lines will be fast tracked in the next financial year	Water, Sanitation and Technical Services
260 meter connections in Ennersdale/Ephangwini Phase 3 by 30/06/2023	136 yard taps in Ennersdale/Ephangwini Phase 3 by 30/06/2023	Not Achieved	The National Lock Down has had negative impact on supplies and there is a shortage of construction materials nationally.	Construction of water reticulation lines will be fast tracked in the next financial year	Water, Sanitation and Technical Services
260 meter connections in Ennersdale/Ephangwini Phase 4 by 30/06/2023	108 meters connected in Ennersdale/Ephangwini Phase 4 by 30/06/2023	Not Achieved	There were delays in the construction due to COVID 19	Construction of water reticulation lines will be fast tracked in the next financial year	Water, Sanitation and Technical Services

20 Production boreholes drilled and equipped by 30/06/2023	18 Production boreholes drilled and equipped by 30/06/2023	Not Achieved	Two (2) production boreholes become dry	Two (2) dried production boreholes will be converted into hand pumps in the next financial year	Water, Sanitation and Technical Services
1 Waste Water treatment Plant constructed at Weenen/Ezitendeni by 30/06/2023	Nil Waste Water treatment Plant constructed at Weenen/Ezitendeni by 30/06/2023	Not Achieved	The employment of the required sub-contractors is still being negotiated with the respective companies	The construction of the treatment plant will be completed in the next financial year	Water, Sanitation and Technical Services
20,3Km's of Sewer Reticulation Lines Constructed at Bergville Sanitation Project Phase 2 by 30 June 2023	12,24 Km's of Sewer Reticulation Lines Constructed at Bergville Sanitation Project by 30/06/2023	Not Achieved	Some local municipality did not allow Sewer Lines, this therefore delayed, as negotiations had to be undergone. There were also delays due to COVID 19	The projected reticulation will be completed in the next financial year	Water, Sanitation and Technical Services
1019 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2023	849 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2023	Not Achieved	The National Lock Down has had negative impact the jobs created	The process will be fast tracked in the 2023/2024 financial year	Water, Sanitation & Technical Services

***It is important to mention that the performance of the municipality from the previous financial year were utilized and considered when reviewing this IDP.***

## 9 ANNEXURES

NO	SECTOR PLAN	COMPLETED? Y / N	ADOPTED? Y / N	ADOPTION DATE	DATE OF NEXT REVIEW	COMMENTS
1	Disaster Management Plan	Yes	Yes			The 2023/2024 draft disaster management plan and sector plan are attached as annexures. This plans will be approved concurrently with the IDP in May 2023
2	Performance Management System (PMS)	Yes	Yes			The 2023/2024, PMS of the municipality is still in a draft stage and will be adopted together with the IDP before the end of May 2023
3	Work place Skills Development Plan	Yes	Yes			This is done on annual basis
4	Audit Improvement Plan (AIP)	Yes				uThukela district municipality has developed the the audit action plan to address the issues raised in the AG report. The aim of this plan is to improve the audit opinion
5	Capital Investment Programme/ Framework (CIP)	Yes	Yes			Three Year Capital Program was prepared and incorporated into the draft IDP
6	Local Economic Development (LED) plan	Yes	Yes			The LED plan was approved on the 29 March 2021 and is attached as an annexure.
7	Environmental management framework	Yes	Yes			The framework is completed
8	Water Services Development Plan (WSDP)	Yes	Yes			The WSDP was reviewed and adopted in 25 November 2022. It is attached as an annexure
9	Integrated Waste Management Plan	Yes	Yes			The IWMP was developed and adopted in 29 June 2022 and is attached as annexure

10	Transportation Plan	Yes	Yes			Public transport plan was developed and adopted by Council and its due for review
11	Financial Plan	Yes	Yes			Is reviewed annually and is part of this document
12	Spatial Development Framework	Yes	Yes			The draft 2023/2024 SDF is prepared with the IDP as a sector plan and it will be adopted concurrently with the IDP. The 2022/23 SDF and the draft 23/24 SDF is attached as an annexure
13	Communication Strategy	Yes	Yes			The 2022/2023 strategy has been developed and adopted by council, is attached as annexure and the 2023/2024 strategy will be adopted before the start of the financial year.
14	Fraud and Corruption Prevention Strategy	Yes	Yes			The Fraud and corruption strategy was reviewed and adopted by Council on the 29 June 2022 and is under implementation
15	Tourism Plan	Yes	Yes			It was developed and adopted by council and is under review concurrently
16	Climate change response Plan(mitigation &adaptation options)	Yes	Yes			It was prepared and adopted by council
17	Natural resources management Plan	Yes	Yes			
18	Rural development plan		Yes			Rural plan has been developed and approved. The plan was approved on the 31 May 2019.