

2024-2025



UMDONI MUNICIPALITY DRAFT 2024 / 2025 INTEGRATED DEVELOPMENT PLAN

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LIST OF ACRONYMS

AG	Auditor General
AC	Audit Committee
ASGISA	Accelerated Shared Growth Initiative for South Africa
CBD	Central Business District
COGTA	Co-operative Governance and Traditional Affairs
CPF	Community Policing Forum
DBSA	Development Bank of South Africa
DHS	Department of Human Settlement
DOT	Department of Transport
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EXCO	Executive Committee
FBS	Free Basic Services
GGP	Gross Geographical Product
GRAP	Generally, Recognised Accounting Practice
GIS	Geographical Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IAA	Internal Audit Activity
KPA	Key Performance Area
KZN	KwaZulu-Natal
LED	Local Economic Development
RSC	Regional Service Centre
SAPS	South African Police Services



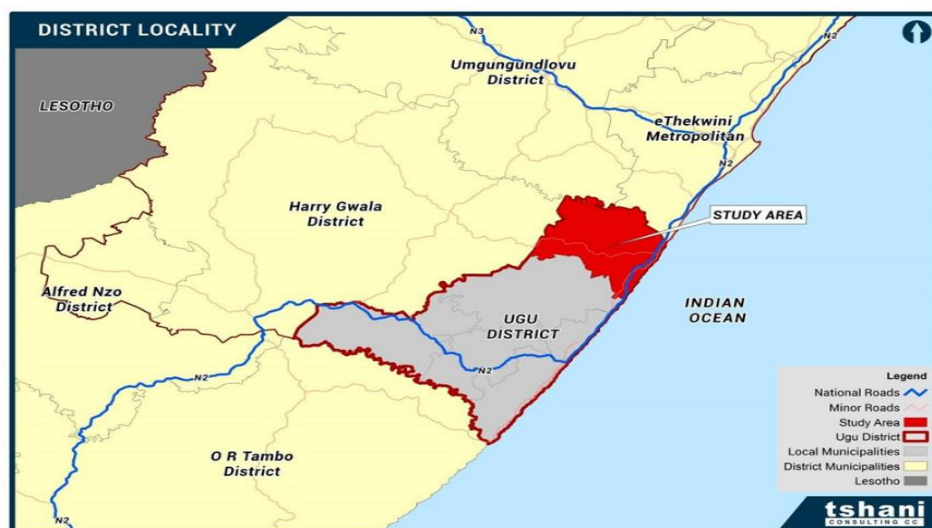
SCM	Supply Chain Management
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDP	Site Development Plan
SMME	Small, Medium and Micro Enterprise
TLC	Transitional Local Council
WSP	Workplace Skills Plan
LUMF	Land Use Management Framework
LUMS	Land Use Management System
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MPAC	Municipal Public Accounts Committee
MIG	Municipal Infrastructure Grant
MTSF Medium -	Term Strategic Framework 2019-2024
MTEF	Medium-Term Expenditure Framework
NDBG	Neighborhood Development Partnership Grant
NSDP	National Spatial Development Perspective
UMLM	Umdoni Local Municipality
PGDS	Provincial Growth Development Strategy
PMS	Performance Management System
PTO	Permission to Occupy
RSC	Regional Service Centre
SCM	Supply Chain Management
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework

SDP	Site Development Plan
SMME	Small, Medium and Micro Enterprise
TLC	Transitional Local Council
WSP	Workplace Skills Plan
RSC	Regional Service Centre
SCM	Supply Chain Management

SECTION A: EXECUTIVE SUMMARY

1 Who are we?

Umdoni local municipality is located in KwaZulu-Natal within the Ugu District municipality (DC21) (Figure 1.1). Umdoni municipality consists of 19 wards with a geographical area of 994 square kilometres. It abuts eThekweni Metro to the north, and Umzumbe to the south, and Ubuhlebezwe to the west, making it almost halfway from Port Shepstone and Durban. The Municipality is therefore strategically located about 50 km from Durban and 70 km from Port Shepstone. Umdoni has an approximate coastline of 40 km and stretches inland as far as Kenterton. It includes the towns of Scottburgh, Umzinto and urban areas and settlements such as Pennington, Ifafa, Bazely, Elysium, Amandawe, Emalangeni and Amahlongwa and Dududu.



Map 1: Locality Map

1.1 Demographics

According to Statistics South Africa 2022 Census, Umdoni Local Municipality has a total population of 156 443. Umdoni is the second largest municipality after Ray Nkonyeni and it contributes 20,2% of the total population of the UGU district.. 82 051 people which is 52,4% of the total population are females while 74 392 which constitutes 42,6% of the population are males. The sex ratio of the municipality is 91 males per 100 females.

Population Group	Number of People
Black African	123 358
Coloured	896
Indian/Asian	20 778
White	11 115
Other	243
Unspecified	14
Total	156 443

StatsSA 2022 Census

There are about 33 084 households throughout the municipality compared to 34 191 in 2011. The decrease in households could be for a number of reasons such as the devastating effect on the economy due to the COVID-19 pandemic that has seen a number of people within the area of jurisdiction lose their jobs, and this might have led to some community members moving in with their relatives to cut down on costs. According to StatsSA 2011 Census, the municipality has seen a 1.8% average annual

population growth rate between 2011 and 2022. The increase in population presents challenges for municipal service delivery, as well as the demand for housing in urban areas. Rural-urban migration also has implications on the growth of informal settlements, which in many cases, encroach on land that could be used for agricultural production.

Our share of working age population has increased from 2011. The median age in the 2022 Census for Umdoni municipality is 28 years up from 22 years in 2011. It should be noted that the municipality is youth dominated with a substantial number of young people being within the youth bracket. Majority of our youth is unemployed and according to StatsSA 2022 survey our dependency rate is 66.7%. This high dependency rate indicates that the economically active population and overall economy faces a greater burden to support and provide social services to children and the elderly.

1.2 Economic Profile

The overall economy of Umdoni Municipality is constituted by the sectors depicted below. The percentage contributions from each sector are reflective of the GVA per sector in 2017 and show the contribution of each sector to the overall economy. Umdoni Local Municipality is mostly dominated by the manufacturing, government and retail sectors.

Community and Social services, construction and the utilities sectors are the lowest contributors to the GVA in 2017. Agriculture dominates the landscape of the municipality with rural communities and sugar cane farms taking up a vast majority of

the central region. However, 11.5% of the GVA can be attributed to commercial agriculture. This sector has declined however, which can be attributed to rising input costs and changing environmental conditions. The government services sector is the highest contributor to the GVA, accounting for 16.8% of the economy. This is closely followed by the manufacturing sector, which accounted for 16.3% of the local economy of Umdoni Municipality. The wholesale and retail trade sector (which includes catering and accommodation), is also a sector worth noting given the contribution of 15.9% in 2017. The tourism sector therefore forms part of this sector and is a segment of the economy that can further be exploited to bring out growth and development.

The financial and business services sector also shows a respectable contribution towards the economy. The contribution of various economic sectors across the primary, secondary and the contribution of various economic sectors across the primary, secondary and tertiary sectors show a level of maturity in the economy. The economy is not solely dependent on primary extraction and production (agriculture) neither is the revenue generated solely by the secondary sector. However, the growth of the economy into various sectors shows that there are various skills levels and that the economy can produce at varying levels.

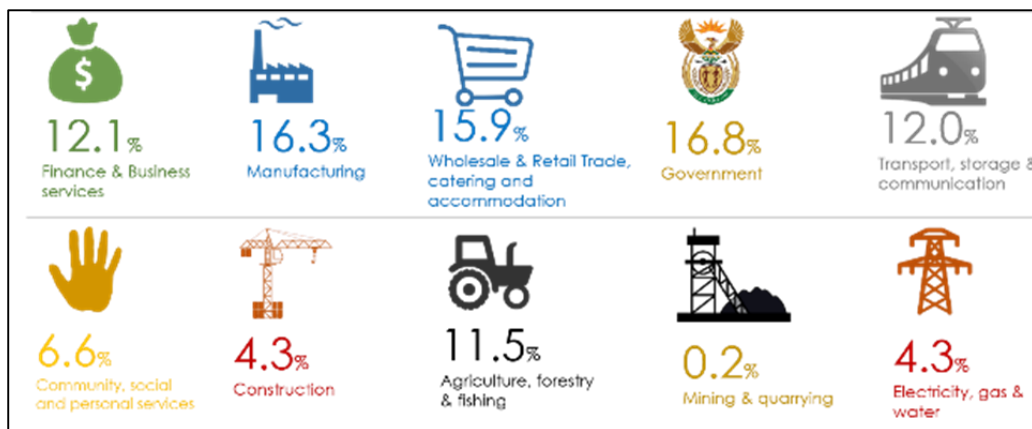


Figure 1.2.1: Demographics Summary

2 How was this IDP Developed?

The Municipal Systems Act and the Municipal Planning (MSA) and Performance Management Regulations (2001) elaborate on the process requirements for the development and review of an IDP.

Section 28 of the MSA requires all municipal councils to adopt a written process to guide how it will plan, draft, adopt and review its IDP. Municipalities need to inform and consult with the local community before this is adopted. Table 2.1 provides a summary of the 2024 / 2025 IDP Review.

Table 1:2024/2025 IDP PROCESS PLAN ACTIVITIES AND TIME FRAMES

Item No.	Activities	Responsibility	Dates
Quarter One – July to September 2023			
1.	Publicise projections for revenue and expenses for each month of the coming year, service delivery targets for each quarter and performance agreements.	CFO AND IDP Manager	August 2023
2.	Advertise the commencement of the IDP process to the public	IDP Manager	August 2023
3.	Present final process plan and comments to Council.	IDP Manager	September 2023
Quarter Two – October to December 2023			
4.	Commencement of consultation process with the community regarding their needs.	Mayor	October / November 2023
5.	COGTA municipal alignment sessions	IDP Manager	November 2023
6.	Liaise with National and provincial governments for planning and budgeting process	All	November 2023
7.	Determine which sector plans need to be reviewed or updated and commence with the review process	All	November 2023
8.	Commencement of the CBP process for the development of ward plans as per COGTA guidelines.	Public Participation	October 2023
9.	Estimate available sources & provide guidance for way forward for budgeting	CFO	November 2023
10.	Review Capital/institutional/Operational/Maintenance projects (Drafting the budget)	All	November 2023
11.	Submit revised projects to Treasury	CFO	November 2023
12.	Submit Budget instructions to all relevant persons	CFO	December 2023
13.	Preparation of a summary of available funds from: Internal Funds, e.g. ULM and External Funding, e.g. MIG etc.	CFO	December 2023
Quarter Three – January to March 2024			
14.	Assess current year's budget performance	CFO	January 2024



Item No.	Activities	Responsibility	Dates
15.	Table municipality's adjustment budget for the current year	CFO	January - March 2024
16.	Publicise (adjustment budget and) revisions to service delivery	CFO	January - March 2024
17.	Align and link all Key Issues in the IDP to KPA's	IDP Manager/ HODs/ MM	January 2024
18.	Determine objectives for each KPA	IDP Manager/ HODs/ MM	January 2024
19.	Set KPI's for each objective. KPI's to be based on the SMART principle, i.e. KPI's must be Simple, Measurable, Applicable, Relevant and Timely	IDP Manager/ HODs/ MM	January 2024
20.	Assessment of objectives, strategies and projects against cross cutting issues.	IDP Manager/ HODs/ MM	January 2024
22.	Submit first draft of the IDP to Manco and Council.	IDP Manager	March 2024
23.	Meeting with relevant officials – submitting inputs (Second Draft Budget meeting)	CFO	February 2024
24.	Meeting with relevant officials – with submitted inputs(Third Draft Budget meeting)	CFO	February 2024
25.	Consideration of Draft Budget by Finance and Council (First Meeting)	CFO/ Council	February 2024
26.	Consideration of Draft Budget by Finance and Council (Second Meeting)	CFO/ MM/ Council	February 2024
27.	Strategic Planning Sessions (Councillors and officials)	IDP Manager	January 2024
28.	Publicise tabled budget within 5 days after tabling TO the Council	CFO	March 2024
29.	Send copy of tabled draft budget to National Treasury and Provincial Treasury	CFO	March 2024
30.	Submit draft IDP review to province (COGTA) for assessment	IDP Manager	March 2024
31.	Submission of Draft CBP to Council for Adoption	Public Participation	March 2024
Quarter Four – April to June 2024			
32.	Provincial IDP forum assessment of IDP	IDP Manager	April 2024

Item No.	Activities	Responsibility	Dates
33.	Council to consider stakeholders input on the 2023/2024 draft IDP & 2023/2024 draft budget.	IDP Manager/CFO/ Council	April 2024
34.	Advertise IDP and budget for public comments (newspapers)	CFO, IDP Manager	April 2024
35.	Make public draft budget and IDP for the coming year and invite submissions from the community (through road shows), provincial treasury and others	IDP Manager/ CFO/ MM/ Mayor	April 2024
36.	Consider submissions and revise draft budget and IDP for the coming year	CFO/ IDP Manager	May 2024
37.	Submission of reviewed IDP 2023/2024 to Council for approval	IDP Manager/ Council	May 2024
38.	Prepare Budget in the required format and submission thereof to both Provincial and National Treasury.	CFO	June 2024
39.	Place annual budget (and all budget related documents) and IDP on the municipal website.	CFO, MM , IDP Manager	June 2024
40.	Submit draft Service Delivery and Budget Implementation Plan (SDBIP) to the Mayor within 14 days after the approval of the budget.	MM	June 2024
41.	Approval of Service Delivery and Budget Implementation Plan by Council.	MM	June 2024
42.	Compile, approve and sign performance contracts that are linked to the PMS of the Municipality for Municipal Manager, and all HODs.	IDP Manager, MM, Mayor, Council	July 2024
43.	Submit signed performance contracts to COGTA PMS.	IDP Manager	July 2024

3 Our Key Development Challenges

The municipal council and management have convened on 12-14 March 2024 to assess the blockages to efficient and effective service delivery. The following were identified as the main blockages that hindered service delivery

- a) Cascading of IPMS – the performance management system is limited to the senior management and has not been cascaded to all employees. This has led to a culture of poor performance in general.
- b) Annual review of policies and policy register – the policy environment user friendly and policies are not easily available.
- c) Asset Management – there is a general challenge with the management of the assets in the municipality and the main challenge sighted was the absence of a manager that will be solely responsible for assets.
- d) Revenue from leasing property – the municipality is leasing quite a number of its property, however, the revenue received does not match the value of the property.
- e) Overtime Control – if overtime is not controlled it has a potential of collapsing the municipality. There are many contributing factors of high overtime cost one of them being staff shortages.
- f) Skills Transfer and Development Programme – there is an outcry that there is a lack of skill development programme for employees and there are no skills transfer from senior management to middle management and junior staff.
- g) Improved departmental alignment – there is a culture of silo planning amongst departments which adversely affects service delivery. There is an urgent need of integrated approach in the implementation of departmental projects and programmes.
- h) Implementation of technical services maintenance plan – the maintenance of municipal infrastructure has been long neglected. This has leads to high costs when maintenance is eventually done.
- i) Regular interruption of services and operations – the country is experiencing power challenges and is implementing load shedding which is going to be a challenge for at least another two years. Furthermore, the region (UGU District) is experiencing water challenges which results in constant water outages. These two challenges leads to regular interruption of services as the municipal offices have no water storages (Jojo Tanks) and generators (only main office has one).
- j) Review of the organogram – It was established that there are certain functions that are not properly aligned and misplaced i.e. Vulamehlo Satellite office. The organogram review needs to address this issue.

- k) Work study – the common challenge that was identified by all departments is staff shortages whilst Finance Department reported high wage bill. It is critical that a work study is conducted to ascertain what skill the municipality has, where are these skills stationed versa viz what skills the municipality requires and where.
- l) Fleet management – the assessment revealed that the bulk of Umdoni Municipality fleet is aged, unreliable and not road worthy. This pose danger to the users which are municipal employees and if left unattended may lead to labour unrest. Furthermore, there is shortage of fleet to effectively perform day to day duties. The fleet challenges have an adverse impact on service delivery.
- m) Over reliance on consultants – this talks to the internal capacity of the municipality which might be the cause of high rate of outsourced services. There is a need to explore building capacity internally.
- n) Employee wellness programmes – there is a lack of fully fledged employee wellness programme in the municipality which gives a message to the employee that the employer is inconsiderate of their needs.
- o) Revenue enhancement strategy – the municipality approved a revenue enhancement strategy, however, the implementation of the strategy is proving to be a challenge.
- p) SCM Contract management – there is an urgent need to increase the effectiveness and efficiency of contract management in the municipality.
- q) Batho Pele implementation – It was unanimously agreed the level of service that the municipality affords its citizens is not at the level it should be. There is a need to develop or revise the service delivery and improvement plan.
- r) Low Skills Levels and Skills Development - The Municipality has a responsibility to facilitate the improvement of literacy levels of the community and to ensure adequate skills base to foster enterprise growth and job creation. Scarce skills need to be developed and transferred through partnership with industries and the different organizations that exist in the area
- s) High rate of unemployment and sluggish economic growth - Considering the current economic climate and global recession, significant strides have been made to address the key development challenges in the Municipality. Different departments are engaging with different sector departments and agencies in search of sustainable economic development solutions that will assist in improving economic growth and creation of jobs.
- t) High Levels of poverty and inequality- The current high levels of poverty and inequalities in the municipality reflect the national status quo. This is further exacerbated by lack of skills, unemployment and sluggish economic growth. It is therefore necessary to come up with strategic objectives that will enable job opportunities and economic development.

Aging Municipal Infrastructure - Aging municipal infrastructure results in continuous service failures and breakdowns thus affecting effective and efficient delivery of services to communities. It is therefore critical that the municipality work towards managing useful life of assets, ensure life cycle management of infrastructure, and adequate repairs and maintenance.

3.1 IMPACT OF COVID-19 PANDEMIC ON MUNICIPAL FUNCTIONING

Whereas, the COVID-19 pandemic and associated national lockdown is very present-day, and the implications of this, and possible future pandemics, cannot be accurately determined, it would be irresponsible not to respond in a manner that protects communities from the loss of income and essentially the loss of food security. Municipalities throughout South Africa are reporting a significant loss of revenue, pushing many to the brink of their financial capacity, so as Umdoni Local Municipality. Typical sources of revenues, such as taxes and services fees, are down and will continue to be at risk. Property taxes will become uncertain as the economy contracts and defaults begin, by both residents and commercial owners. The full extent of default payments are uncertain as the state of disaster is extended. Expenses remain high, and may even continue to increase. The municipality will have had to execute numerous response initiatives to support its communities, all of which required funding. While the majority of businesses and public facilities may be closed, some due to the public looting that took place in 2021, the costlier are public services such as waste management, roads and Stormwater maintenance as well as public lighting maintenance, as they remain in operation and uninterrupted. Physical distancing

measures have created additional expenses for the organization such as rapid investments to set up employees who could work from home for example purchase of hardware, software, licences, and various measures employed to ensure employees health and safety, sanitizers, masks. The municipality continued to pay salaries for employees whose roles have had to be suspended for longer periods due to the regulations.

4 Our Long-Term Vision

In May 2017 the Umdoni Municipality Council adopted a long term vision which reads:

“By 2030 Umdoni Municipality will be the J.E.W.E.L of the South Coast”.

The vision was adopted together with the mission that reads:

“Working together in contributing to Job Creation, Economic viability through Local Economic Development to ensure the well-being of our community in Eco friendly environment.”.

The municipal vision and mission was underpinned by the following values:

<u>Value</u>	<u>Value Statement</u>
Integrity	Display a level of unquestionable honesty and ethics
Responsiveness	Work to improve the quality of life for all our communities
Dedicated	Be Loyal and committed public servants
Efficiency	Ensure all actions are adding value to seamless service delivery

Human Dignity Show profound respect and observance to human rights of all our communities

Accountability Be transparent and open about all our actions

5 What are we doing to Improve Ourselves?

Having identified the blockages to efficient and effective service delivery and key emerging issues from the situational analysis, the municipality developed priorities, goals and objectives to improve the municipality. These priorities, goals and strategic objectives are aligned to the national, provincial and district policy directives.

Table 5.1 provides the summary of the priorities, goals and objectives of the municipality.

Table 5.1: **PRIORITIES, GOALS AND STRATEGIC OBJECTIVES**

PA	PRIORITY	GOAL	STRATEGIC OBJECTIVE
Municipal Transformation and Institutional Development	Human Resources, Information Technology, Performance Management	Effectiveness and efficiency of Human Resource, IT, PMS and Auxiliary Services	To ensure an effective and efficient performance management culture that within the Municipality that enhances accountability, time management and achievement of service delivery targets
			To establish an efficient and effective ICT System within Umdoni which is compliant, advanced and enhances communication channels that will improve time management and increase service delivery

PA	PRIORITY	GOAL	STRATEGIC OBJECTIVE
			and achievement of Performance targets
			To ensure effective and efficient administrative processes that enable delivery of services to our communities
			To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram
			To ensure the implementation & Compliance to the Occupation Health & Safety Policy that is in line with relevant legislation
			To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality
Basic Service Delivery and Infrastructure Development	Roads, Maintenance, Sustainable Housing, Waste Management, Street Lighting	To Improve access to Basic Services for all communities	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development
			To ensure the protection of our environment through the

PA	PRIORITY	GOAL	STRATEGIC OBJECTIVE
	& Verge Maintenance		provision of effective waste management measures
			To ensure that the Housing Backlog is eliminated
Local Economic Development	Local Economic Development, Job creation and Tourism development	Vibrant Economic Development and Quality Services	To promote economic development in order to reduce poverty, inequality and unemployment
			To promote small businesses, Cooperatives and SMMEs
Financial Viability and Management	Financial Management	Financial sustainability and sound financial principles	To ensure financial sustainability and sound financial principles
Good Governance and Public Participation	Institutional Development: Accountability and Management tools and Frameworks	To support individuals infected and affected with HIV/AIDS, Disabled, Youth, effective Internal Audit and Communication	To effective and efficient internal and external communication
			To promote human rights and social upliftment of vulnerable groups
			To have a functional Internal Audit Unit
			To have a functional Municipal Public Accounts Committee
			To ensure the provision of a safe and secure environment for all Umdoni residents

PA	PRIORITY	GOAL	STRATEGIC OBJECTIVE
Cross Cutting Interventions	Sustainable Housing: Human Settlement, Broader Economic Development (SDF, LUMS, SEA)	Integrated approach towards planning for urban and rural communities	To facilitate an integrated approach towards planning for urban and rural communities
			To manage, protect and conserve the Umdoni environment and natural resources in a manner that promotes sustainable development
			To Monitor and manage proposed buildings and buildings under construction

6 What is to be expected from Umdoni Municipality in the next 3 Years

In the quest to be the **J.E.W.E.L** of the South Coast, the following can be expected from Umdoni Municipality in the next 3 years:

- Improved access to Basic Services for all communities i.e. roads in good condition and well maintained and sustainable human settlements (housing).
- Vibrant Economic Development and Quality Services.
- Effective and efficient of Human Resource, Information Technology, Performance Management System and Communication.
- Financially sound and sustainable institution.
- Continuous support of individuals infected and affected with HIV/AIDS, Disabled, Youth, effective Internal Audit and Communication.

- f) Integrated approach towards planning for urban and rural communities

7 How Will Our Progresses Be Measured?

The Umdoni Municipality Council adopted a Performance Management System (PMS) in line with section 39 of the Municipal Systems Act of 2000. The Umdoni PMS is implemented through the Service Delivery and Budget Implementation Plan (SDBIP) which is developed as per MFMA Circular 13. The SDBIP is an implementation plan approved by the Mayor and not Council, after Council has approved the budget.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used

The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration for a given financial year. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

Municipal Managers and Managers accountable to the Municipal Manager are responsible for Quarterly Performance Reports at a Departmental level. These reports are submitted to IDP / PMS office. The Departmental Performance Reports are

consolidated to represent the Municipal Performance Reports and monitoring is performed against the targets set in the Organisational Scorecard. In compiling the Mid-Year Municipal Performance Report, the departmental MANCO and the organizational MANCO teams evaluates the effectiveness of current programmes and strategies for delivery in order to determine whether they are on track for delivering the desired outcomes.

SECTION B: GOVERNMENT PRIORITIES

1 Planning and Development Principles

During the review of the IDP it is important to assess the strategic alignment of the planning processes of Umdoni Municipality with the National, Provincial and District development planning framework. The continuous evolution and adjustments of policies and development strategies in the other spheres of government compels local authorities to also strengthen the strategic alignment with such policies and the most effective platform for these purposes is the annual review of the IDP. Table 1.1 towards the end of this section summarizes the integration of the developmental frameworks into one strategy for the Umdoni Municipality.

In terms of section 24 of the Municipal Systems Act –

“(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.”

It is therefore important for municipalities to align its strategic objectives with national and provincial development policies, strategies and programmes. Chapter 5 of the MSA, in particular, provides direction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to instruct that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based. The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The Umdoni Municipality is not an island and must ensure a well-co-ordinated strategic relationship with other spheres of government. Therefore, Umdoni IDP must be aligned to other key planning and policy instruments from the national, provincial and the district government levels.

Table 2: **PLANNING AND DEVELOPMENT PRINCIPLES**

Planning and Development Principles	Application of Principles
Development / investment must only happen in locations that are sustainable (NSDP)	During the review and consolidation of Umdoni SDF, the SDF will identify development to focus on identified development nodes and corridors.

Planning and Development Principles	Application of Principles
Balance between urban and rural land development in support of each other (DFA Principles)	The reviewed SDF will identify various nodes- urban/rural with development potential.
The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also 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 centers (DFA)	SDF identifies nodes and corridors where investment and development should focus.
The direction of new development towards logical infill areas (DFA).	The reviewed SDF for Umdoni Municipality will identify and direct development towards logical infill areas.
Compact urban form is desirable (DFA).	SDF must identify urban edge
Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner (DFA, CRDP, NSSD).	The SDF review to identify areas with potential for development.
Stimulate and reinforce cross boundary linkages.	SDF review to identify cross border alignment with neighboring municipalities.
Basic services (water, sanitation, access and energy) must be provided to all households (NSDP).	The SDF review will investigate issues of water resources in the municipality.
Land development optimizes the use of existing resources and infrastructure (SPLUMA Development Principles)	Umdoni Municipality must develop an Integrated Sustainable Development Plan that - directs where massive expansion of transport, energy, water, communications capacity and housing should be.

Planning and Development Principles	Application of Principles
Promote and stimulate the effective and equitable functioning of land markets (SPLUMA Development Principles)	The Municipality must develop a Land Disposal Policy which translates this principle in a manner of offering different disposal of Municipal land to a variety of people with different economic backgrounds.
Land development procedures must include provisions that accommodate access to secure tenure (CRDP).	LUMS and housing development.
Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized.	The SDF review will identify environmentally sensitive areas for preservation and conservation.
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.
If there is a need for low-income housing, it must be provided in close proximity to areas of opportunity (Housing Wall-to –wall scheme)	Development of Housing Wall-to-Wall Scheme
During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development).	Focus on sustainability and use of alternative source of energy and water conservation etc.
Environmentally responsible behavior must be promoted through incentives and (KZN PGDS, National Strategy on Sustainable Development)	The SDF review to identify environmentally sensitive areas for preservation and conservation.
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	LED Strategy. Wall –to –wall housing scheme Housing Sector Plan

Planning and Development Principles	Application of Principles
principle is underpinned by an assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS).	
Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)	Identification of nodes and corridors to focus investment.

2 GOVERNMENT POLICIES AND IMPERATIVES

National policies and imperatives provide a framework within which development should take place. Umdoni Local Municipality acknowledges these and strives toward the effective implementation thereof. The following table demonstrates the Government Policies and Imperatives and how Umdoni Local Municipality applies / addresses them.

One of the key objectives of Integrated Development Planning (IDP) is to ensure alignment between national and provincial priorities, policies and strategies which include but not limited to the following:

- Sustainable Development Goals 2030 (SDG's)
- National Development Plan (2030 Vision)
- Integrated Urban Development Framework
- Medium Term Strategic Framework
- National Outcomes

- f) National Infrastructure Plan (NIP and Strategic Integrated Projects SIP)
- g) Back to Basics
- h) State of the Nation Address
- i) State of the Province Address
- j) Provincial Growth and Development Plan
- k) Ugu District Growth and Development Plan
- l) Spatial Land Use and Management Act(SPLUMA)

2.1 The Sustainable Development Goals 2030 (SDGS)

15 years after they were created, the UN's Millennium Development Goals (MDGs) have reached their expiration date. Progress has been made across the board, from combatting poverty, to improving education and health, and reducing hunger, but there is a long way to go.

Shockingly, surveys found that in September 2015 only 4% of the UK public had heard of the MDGs. These international agreements have the potential to change the lives of millions of the world's poorest. At Five Talents, we believe that public understanding of these big-picture development goals is of great importance, because of this we have put together this page on the set of goals the UN will be focusing on for the next 15 years: The Sustainable Development Goals (SDGs).



Figure 2.1.1: Sustainable Development Goals

2.2 The National Development Plan (NDP)

The National Planning Commission was established in 2009 under the leadership of former Minister Trevor Manuel. After extensive research and consultation with a wide range of stakeholders, a National Development Plan (NDP) commonly referred to as Vision 2030 has been drafted. It is quite evident that government places a high priority on the implementation of the plan and it can be expected that the NDP will be the compass by which the national government is going to steer the development path of South Africa into the future. The broad goal of this plan is to reduce unemployment, alleviate poverty and reduce inequality by 2030. The key focus areas of this plan are illustrated in the figure below:



Figure 2.2.1: Sustainable Development Goals

2.3 Integrated Urban Development Framework

The IUDF strategic goals (Access, Growth, Governance, and Spatial Transformation) inform the priority objectives of the eight levers. The levers address in combination all of the structural drivers that promote the status quo in the country.

- **Lever 1** - Integrated Spatial Planning: Cities and towns that are spatially organised to guide investments that promote integrated social and economic development, resulting in a sustainable quality of life for all citizens.

- **Lever 2** - Integrated Transport and Mobility: Cities and towns where people can walk, cycle and use different transport modes to easily access economic opportunities, education institutions, health facilities and places of recreation
- **Lever 3** - Integrated Sustainable Human Settlements: Cities and towns that are spatially equal, integrated and multi-functional in which settlements are well connected to essential and social services, as well as to areas of work opportunities.
- **Lever 4** - Integrated Urban Infrastructure: Cities and towns that have transitioned from traditional approaches to resource efficient infrastructure systems which provide for both universal access and more inclusive economic growth.
- **Lever 5** - Efficient land governance and management: Cities and towns that grow through investments in land and property, providing income for municipalities that allow further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces.
- **Lever 6** - Cities and towns that are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable economic growth, and generate the tax base needed to sustain and expand public services and amenities.

- **Lever 7** - Empowered active communities: Cities and towns that are home to socially and culturally diverse citizens, who are actively involved in city life and committed to making South Africa work.
- **Lever 8** - Effective urban governance: Cities and towns that have the necessary institutional, fiscal and planning capabilities to build inclusive, resilient and liveable urban spaces

2.3.1 Cross Cutting Issues

- a) **Rural-urban interdependency:** The IUDF recognises that the rural and urban areas are interdependent and inter-linked and as such it advocates for an integrated and coordinated approach of the urban and rural areas. It is demonstrated through The IUDF that urban development is not an alternative to rural development. Both areas are connected through flows or people, and natural and economic resources. A good balance is therefore needed between urban and rural development especially given the interdependencies between the two.
- b) **Disaster risk reduction and climate change:** In recent years South Africa has reflected an increasingly diverse spectrum of disasters and environmental challenges. These include impacts partly attributed to growing urban populations, changing settlement patterns, and climate variability. Urbanisation and growing informality of urban settlements are also putting increased pressure on the natural environment. The IUDF

gives direction and calls for consolidated effort to address environmental challenges and disaster risks.

- c) **Urban Safety:** Safety is a core human right and a necessary condition for people's well-being, quality of life and for economic development. Safety in public spaces is an essential ingredient to the creation of liveable and prosperous cities. Therefore, urban spaces and facilities need to be designed and managed in a way that promotes community safety and makes citizens feel safe from violence and crime.

2.4 Medium-Term Expenditure Framework

Medium-Term Strategic Framework: The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments have to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities and aspire to address to such priorities. Critically, account has to be taken of the strategic focus of the framework as a whole.

This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

The Medium Term Strategic Framework lists 10 priorities: Speed up economic growth and transform the economy to create decent work and sustainable livelihoods:

- a) Implement a massive programme to build economic and social infrastructure;
- b) Implement a comprehensive rural development strategy linked to land and agrarian reform and food security;
- c) Strengthen the skills and human resource base;
- d) Improve the health profile of society;
- e) Intensify the fight against crime and corruption;
- f) Build cohesive, caring and sustainable communities;
- g) Pursue regional development, African advancement and enhanced international co-operation;
- h) Focus on sustainable resource management and use; and
- i) Build a developmental state including improvement of public services and strengthening democratic institutions

2.5 National Outcomes

National Government has designed 14 Outcomes for Government and all its service delivery functions. The 14 Outcomes are based on a concept of The Outcomes Approach which is essentially a strategic approach which focuses on achieving the expected real improvements in the life of all South Africans.

The outcomes approach broadly defines what is expected to be achieved, how it is to be expected to be achieved and whether the outcomes are being achieved. The overall goal of the 14 outcomes that have been designed is to ensure that government

does not just carry out the functions it is supposed to, but to ensure that results from these functions are achieved and show impacts on the lives of South Africans.

The outcomes approach mainly:

- Focuses on results
- Makes explicit and testable the chain of logic in our planning, so we can see the assumptions we make about the resources that are needed
- Links activities to outputs and outcomes and to test what works and what doesn't
- Ensure expectations are as clear and unambiguous as possible
- Provides clear basis for discussion, debate and negotiation about what should be done and how it should be done
- Enables learning and regularly revising and improving policy, strategy and plans through experience
- Makes co-ordination and alignment easier

The 14 Outcomes have been based on the Election Manifesto and the Medium Term Strategic Framework (2014-2019), as well as consultation on ministerial and administrative levels. The outcomes are a representation of the desired development impacts to be achieved by government's policy priorities. The 14 Outcomes are listed as:

- 1) Quality basic education
- 2) A long and healthy life for all South Africans
- 3) All people in South Africa are and feel safe
- 4) Decent employment through inclusive growth

- 5) A skilled and capable workforce to support an inclusive growth path
- 6) An efficient, competitive and responsive economic infrastructure network
- 7) Vibrant, equitable and sustainable rural communities towards food security for all
- 8) Sustainable human settlements and improved quality of household life
- 9) Responsive, accountable, effective and efficient local government
- 10) Protect and enhance our environmental assets and natural resources
- 11) Create a better South Africa and contribute to a better Africa and a better World
- 12) An efficient, effective and development orientated public service
- 13) A comprehensive, responsive and sustainable social protection system
- 14) A diverse, socially cohesive society with a common national identity.

2.6 National Infrastructure Plan (NIP and Strategic Integrated Projects)

The South African Government adopted the National Infrastructure Plan (NIP) in 2012. It seeks to transform the national economic landscape through the maximization of job creation and improved basic service delivery. The central premise includes upgrading existing and building new infrastructure. It calls for investments in: healthcare and education facilities; housing and electrification; sanitation facilities; road and railway infrastructure; construction of dams and ports.

The plan is furnished with 18 Strategic Integrated Projects (SIPs) to help guide such investments. These catalytic projects align development and growth with cross-cutting

areas. Some of these projects are relevant to Umdoni Municipality, which the municipality takes cognizance of and seeks to align its development goals accordingly.

These projects are listed as follows:

SIP 2: Durban-Free State-Gauteng logistics and industrial corridor

The primary purpose of the SIP is to strengthen the logistics and transport between the main industrial hubs in South Africa.

SIP 6: Integrated Municipal Infrastructure Project

SIP 6 identifies the significance of adequate delivery of bulk service infrastructure, particularly in 23 of the least resourced district municipalities. Ugu District Municipality has been identified accordingly. The project seeks to address maintenance backlogs of existing and required sanitation, water and electricity bulk infrastructure. It is also detailed with a road maintenance programme to promote a more efficient delivery capacity in this regard. Accordingly, the project advocates for the participation of key sector departments including Health, Education, Water and Sanitation, Human Settlements.

The PICC has appointed DBSA to co-ordinate the functions of the project and facilitate related project activities. Currently, DBSA has conducted and completed an analysis of the current capacity of the relevant above mentioned district municipalities. This analysis is instrumental in the business plan currently being drafted to guide SIP 6 implementation. This business plan will be detailed with various interventions to help

address the identified infrastructure backlog in each local municipality within the relevant district municipalities

SIP 11: Agri-logistics and rural infrastructure

SIP 11 is crucial for predominantly rural municipalities such as Umdoni Municipality which incorporated six and half wards from former Vulamehlo Municipality which was predominantly rural. The SIP places emphasis on investment in agricultural and rural infrastructure. This allow for growth in production and employment from both small-scale farming and rural development. Requisites of SIP 11 include fencing of farms, processing facilities (abattoirs, dairy infrastructure), and irrigation schemes to poor areas, improved R&D on rural issues (including expansion of agricultural colleges), aquaculture incubation schemes and rural tourism infrastructure.

SIP 13: National School Build Programme

The programme seeks to address national backlogs through the provision of adequate schools that are in good condition to harness learning environments. This includes the address of backlogs in classrooms, computer labs, libraries and administration buildings. Key priorities of the programme include uniformity in planning procurement, contract management and provision of basic services. As part of the programme, the Schools Infrastructure Backlog Grant (SIBG) provides funds for an Accelerated Schools Infrastructure Delivery Initiative (ASIDI). The programme will be instrumental in the provision of rural schools and in reducing overcrowding in schools.

SIP 18: Water and Sanitation Infrastructure

SIP 18 is a ten-year plan that seeks to address backlogs in water supply and basic sanitation to households. This will help serve social needs through efficient basic service delivery. It prioritizes on improving the management, rehabilitation and upgrading of existing infrastructure, the provision of new infrastructure.

2.7 DISTRICT DEVELOPMENT MODEL – (DDM)

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs. The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment. The rolling out of “a new integrated district based approach to addressing service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities is one of the objectives of the DDM.” This requires an approach where “National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address”. The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The White Paper says developmental local government “is local government committed to

working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

UGU District Development Model

The development of the first generation of One Plan is a collaborative process that requires inputs from national sector departments, provinces, municipalities, and the private sector. In that regard, the first generation of One Plan for UGU District family of municipalities focuses on the following areas:

- Few key economic infrastructure projects that require unblocking actions.
- Key catalytic projects (catalytic projects in the context of the One Plan refers large scale spatial transformation projects of greater investment value and is projected to make substantial contribution towards economic growth, job creation and skills revolution).
- Key projects that are aimed at stimulating and diversifying the economy.
- Short term service delivery improvement actions and
- Immediate LG stabilization and institutional strengthening actions.

All existing DDM processes initiated in the district and various at provincial and national departments, need to be aligned to the approach outlined in the developed DDM framework to enable the DDM intent to be properly and fully realised. Success of the DDM framework will come to fruition upon cooperation and commitment by different spheres of government, by ensuring that programs and plans included in the DDM Framework are implemented and progress is continuously reported on at the different structures established.

2.8 Back to Basics Approach

Following the national government elections of 2014, the national Department of Cooperative Governance and Traditional Affairs (CoGTA) embarked on a programme called “Back to basics – serving our communities better.” The programme acknowledges local government as the primary site for service delivery and the programme seeks to assist local government to enforce its mandate for service delivery. The programme identified the following as challenges that need to be addressed:

- o Collapse of municipal infrastructure services
- o Inadequate and/or slow response to service delivery challenges
- o “Social distance” between the public representative and the communities reflects poor public participation in the processes of local government
- o Financial viability of some municipalities in particular low revenue collection
- o Mismatch and/or lack of skills of the personnel in local government
- o Breakdown in values and good governance which is manifested by rent seeking and corruption

To address the challenges above, the back-to-basics programme has identified a set of indicators on which municipalities report against on a continuous basis. These are discussed below and the Umdoni Municipality response to these is provided.

Table 3: BACK TO BASIC APPROACH

Back to Basics	Objectives
Good Governance	▪ Clear description of roles and responsibilities ▪ Transparency and accountability ▪ Community engagement ▪ Functional oversight committee
Public Participation: Putting People First	▪ Regular and concise reporting (regular reports by ward councillors) ▪ Regular feedback on petition and complaints ▪ Clean engagement platforms with civil society, ratepayers and other stakeholders ▪ Accountable and responsive governance ▪ Functional Ward Committees
Basic Services: creating decent living conditions	▪ Job creation through EPWP, CWP and Working for the Coast Programme ▪ Develop and maintain infrastructure within the municipality ▪ Implement infrastructure maintenance plan ▪ Ensure provision of Free Basic Services
Sound Financial Management	▪ Proper book keeping of annual financial statements ▪ Cut wasteful expenditure ▪ Functional supply chain management structure with appropriate oversight

Back to Basics	Objectives
	▪ Increase revenue base ▪ Ensure credit and internal controls ▪ Ensure serious consequences for corruption, maladministration and fraud ▪ Great transparency and scrutiny for supply management ▪ Ensure efficient BID committees
Building Capable Institution and Administration	▪ Functional administration through proper systems and delegation ▪ Regular interaction between management and organised labour ▪ Realistic organogram that should be aligned to municipal development strategy ▪ Ensure competency standards to all managers ▪ Ensure PMS is cascaded to all staff

2.9 State of the Nation Address (SONA)

In the last 5 years, government has made significant progress on measures to grow the economy, create jobs, reduce poverty and end corruption. Among other things, government has sought to restore the independence and capability of the country's law enforcement agencies to tackle corruption and crime. The rights of persons with disabilities have advanced and the South African sign language is now the 12th official

language. Government has and continues to protect and advance the rights members of the LGBTQI community and to combat all forms of prejudice and intolerance. Working with various partners, Government is fighting to end Load Shedding and revive the performance of all ports and rail network. Law enforcement institutions continue to tackle gender based violence and fight corruption to make South Africa a safe country for all. Government priorities are:

- Trade and Investment
- Black Industrialists
- Hemp and Cannabis sector
- Creating Jobs
- Buy Local Campaign

2.10 State of the Province Address (SOPA)

The 2023 State of the Province Address is the eighth one to be delivered in this 10-year cycle in the implementation of the National Development Plan (NDP) and the KZN Provincial Growth and Development Plan (PGDP), the Premier reiterated the significance in the Province strengthening alignment with the NDP by prioritizing on the 7 key National Priorities and the associated 14 outcomes. He stated that the province has moved forward and has remained well on track to 2030. The SOPA amongst other things main focus was on the provincial governments seven priorities which include:

- Provision of Basic Services – Immediate challenge being water
- Job Creation
- Growing the Economy

- Growing SMMEs and Co-Operatives
- Education and Skills Development
- Human Settlements and Sustainable Livelihoods
- Build a Peaceful Province
- Build a caring and Incorruptible Government

2.11 Provincial Growth and Development Plan

The Provincial Growth and Development Strategy (PGDS) is aligned within the current provincial, national as well as global policy frameworks, aimed at bettering the lives of its citizens through sustainable practices. The strategy is aimed at mobilising as well as synchronising strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners. The purpose of the PGDS is to be the primary growth and development strategy for KwaZulu-Natal to 2030. It sets a long-term (20 years +) vision and sets out the strategic goals and objectives for the Province.



Figure 2.2.1: Sustainable Development Goals

The PGDS is meant to serve as the overarching strategic framework for development – It is not an inventory but focuses on strategic areas. The PGDS is meant to guide the activities and resource allocation of all levels of spheres of government as well as provide suggestions to private sector and non-government agencies that can contribute to development in the Province. The main challenge is to devise people-centred strategies to advance a sustainable and transformative agenda which also curb historically derived social and spatial disparities.

According to the PGDS, the various challenges effecting the growth of KwaZulu-Natal Province includes the current unsustainable settlement practices, capacity and skill

constraints as well as inefficiencies in the governance and administrative landscape, non performing economic development areas, dispersed rural settlements, high levels of adult illiteracy, unemployment, gender inequality and environmental degradation. In order to alleviate and eradicate these issues, It is pointed out that consistent intervention and investment is required.

2.11.1 Key implications for the Umdoni Local Municipality

The presentation of the PDGS presents Umdoni as an area which is mainly comprised of economic support and social investment areas. The implementation of these objectives and strategic goals should seek to achieve and stimulate economic growth and social development. The strategy should not only aim at increasing skills and education levels, but to also increase productivity, alleviate poverty, stimulate job creation, promote good health and achieve environmental sustainability.

2.12 UGu District Growth and Development Strategy

The strategy contains four levels. At the highest level of the strategy, there are 6 strategic drivers; these each have strategic objectives, followed by strategic programmes, and finally, key intervention areas. The 6 strategic drivers that have been identified are:

- 1) Sectoral Development and Support
- 2) Education and Skills development
- 3) Safety and Empowerment of Communities
- 4) Strategic Infrastructure Investment
- 5) Institutional development

6) Environmental Sustainability

Table 4:UGU DISTRICT GROWTH AND DEVELOPMENT STRATEGY : STRATEGIC DRIVES

No	Strategic Divers	Objectives	Umdoni Priority Focus Area
1	Sectoral Development and Support	- Expand the Key Productive Sectors - Enhance the Business and Investment Environment throughout the District	Local economic Development and job Creation & Tourism Development
2	Education and Skills development	- Ensure Early Childhood Development and Primary and Secondary Education - Encourage Demand Driven Skills Development and Training linked to Industry	Institutional Development: Accountability and Management tools and Framework
3	Safety and Empowerment of Communities	- Ensure Poverty Alleviation through - Social Development and Food Security Provide - Support to Create Healthy Communities & Citizens - Ensure the Establishment of Sustainable Human Settlements - Guarantee the safety and security of communities	Local economic Development and job Creation
4	Strategic Infrastructure Investment	- Development of airports and harbours - Develop an integrated rail and transport network to support both passenger and cargo transport - Develop ICT Infrastructure to support knowledge	Routine Road Maintenance Sustainable Housing and Human Settlements

No	Strategic Divers	Objectives	Umdoni Priority Focus Area
		- Strengthening of energy infrastructure capacity and efficiency - Ensure effective and efficient water resource management and awareness	
5	Institutional Development	- Enhancing co-ordinated planning and implementation - Strengthen intergovernmental relations & Private Sector Partnerships - Building Local Government capacity - Eradicating Fraud and Corruption - Ensuring participative, facilitative and Accountable Governance	Review of HR, ICT and Security Management Policies Internal Auditing Charter and methodology Participation of municipality in IGR Structures
6	Environmental Sustainability	- Advanced alternative energy generation capacity - Manage pressures on biodiversity and environmental quality - Ensure efficient environmental monitoring, regulation and Disaster Management	Disaster Risk Assessments Disaster Advisory Forums Fire and Disaster Awareness Strategic Environmental Assessment Estuary Management Plans

2.13 Horizontal Alignment of Key Strategies

Horizontal alignment is pursued through inter-governmental planning, consultation and co-ordination and ensured through aligning the respective vision, mission and

strategic objectives of the municipalities in the region. The alignment of key national, provincial and regional strategies is illustrated in the table below:

Table 5: HORIZONTAL ALIGNMENT OF KEY STRATEGIES

Sustainable Development Goals	National Development Plan	National Outcomes	Provincial Growth and Development Strategy	Ugu District Growth and Development Strategy	Umdoni IDP Objectives/Priority
Decent Work and economic growth	Faster and more inclusive growth	Decent employment through inclusive economic growth	Job Creation	Sectoral Development and Support	Local economic Development and job Creation
Quality Education	Building Capabilities: Improving the quality of Education	Improved quality of basic education National Outcome 5: A skilled capable workforce to support an inclusive growth path	Human Resource Development	Education & Skills Development	Municipal Transformation and Institutional Development
Sustainable cities and communities	Quality Health care for all, social protection and building safer communities	All people in south Africa are and feel safe	Human and Community Development	Safety and Empowerment of Communities	Municipal Transformation and Institutional Development Law Enforcement
Industry Innovation and Infrastructure	Building capabilities: Improving Infrastructure	An efficient, competitive and responsive economic infrastructure network	Strategic Infrastructure	Strategic Infrastructure Development	Roads Maintenance, upgrading and Rehabilitation as well as sustainable housing and Human Settlements
Peace and Justice	A Capable developmental state: towards better governance and fighting corruption, leadership and responsibility throughout society	A responsive, accountable, effective and efficient local government system	Governance and Policy	Institutional Development	Institutional Development, Accountability and Management Tools and Framework

SECTION C: SITUATIONAL ANALYSIS

20 years into the democratic South Africa and 13 years into developmental local government is still a minor step taken considering the challenges that are facing municipalities. This is the fourth generation IDP that the municipality is reviewing and it will be reviewed yearly until the new council is elected again. Previously municipal planning mainly concerned itself with the provision of technical aspects of land-use control through various legal mechanisms, and the provision of infrastructure by the public sector. As such, it was relatively inflexible and predominately sector-based and public consultation was limited.

Despite this legislation and policy context integrated development planning failed to provide the tool it was envisaged to be, therefore an in-depth review of integrated development planning occurred in 2006, and the concept of a “credible integrated development planning process and plan” was developed which provides clear guidelines on IDP development and content requirements.

Therefore, development planning has “evolved”, and having evaluated previous experiences is now at the stage whereby its requirements, contents, approaches and best-practice have been widely communicated to be utilized – to ensure effective developmental planning at municipal level.

It has also been the belief that municipalities “plan...plan ...plan”, we therefore need to overcome this perception and ensure that our IDP’s are fully implementable and that they talk to situations on the ground.

Integrated Development Planning is a process through which municipalities decide on their strategic development path for a five-year period: the IDP is a product of the process.

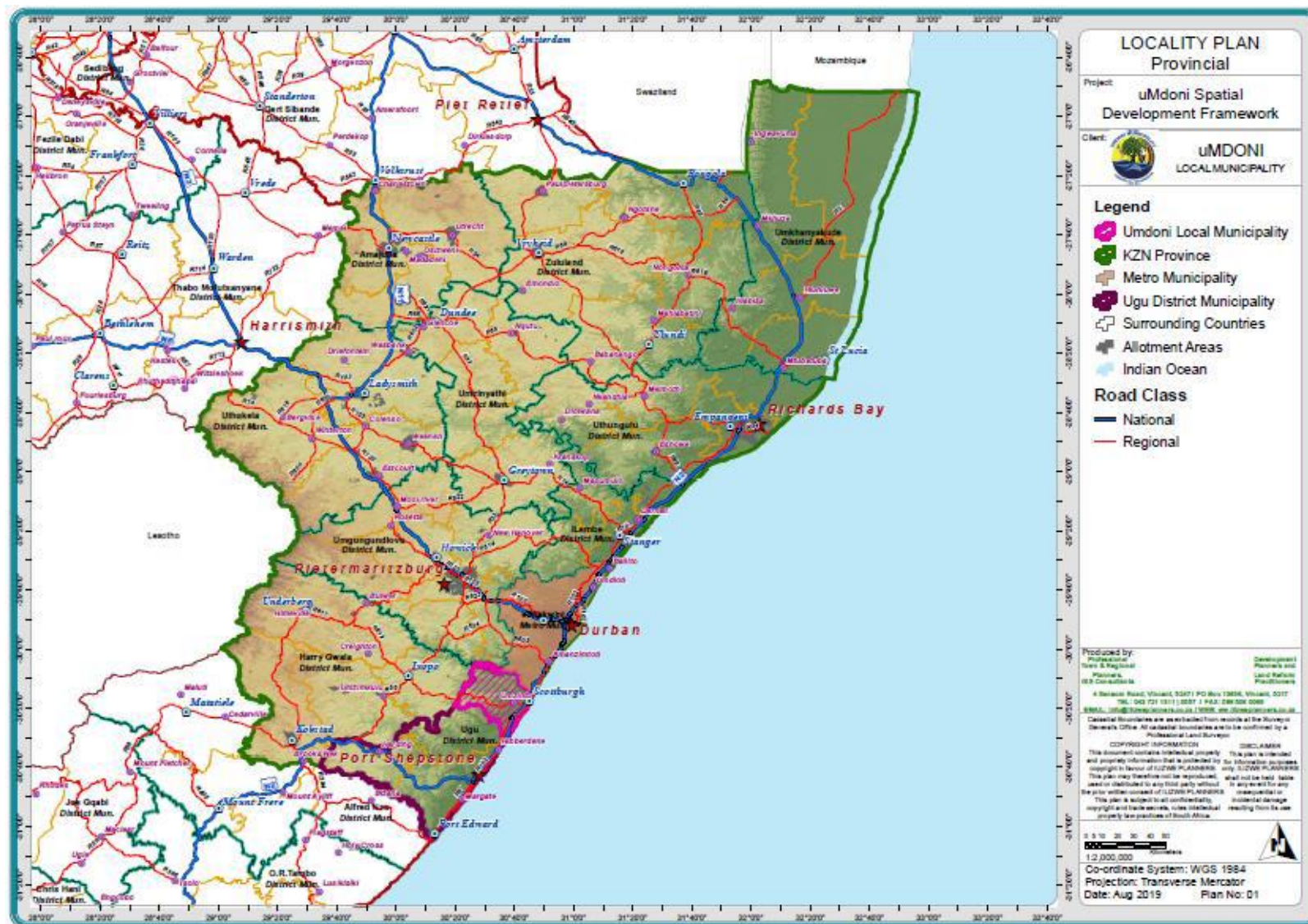
The third sphere of government is a key vehicle of the state in implementing its developmental goals. Prior to implementing programmes, however planning is required and hence integrated development planning at a municipal level is legally required.

1 CROSS CUTTING INTERVENTIONS ANALYSIS

1.1 Regional Context and Administrative Entities

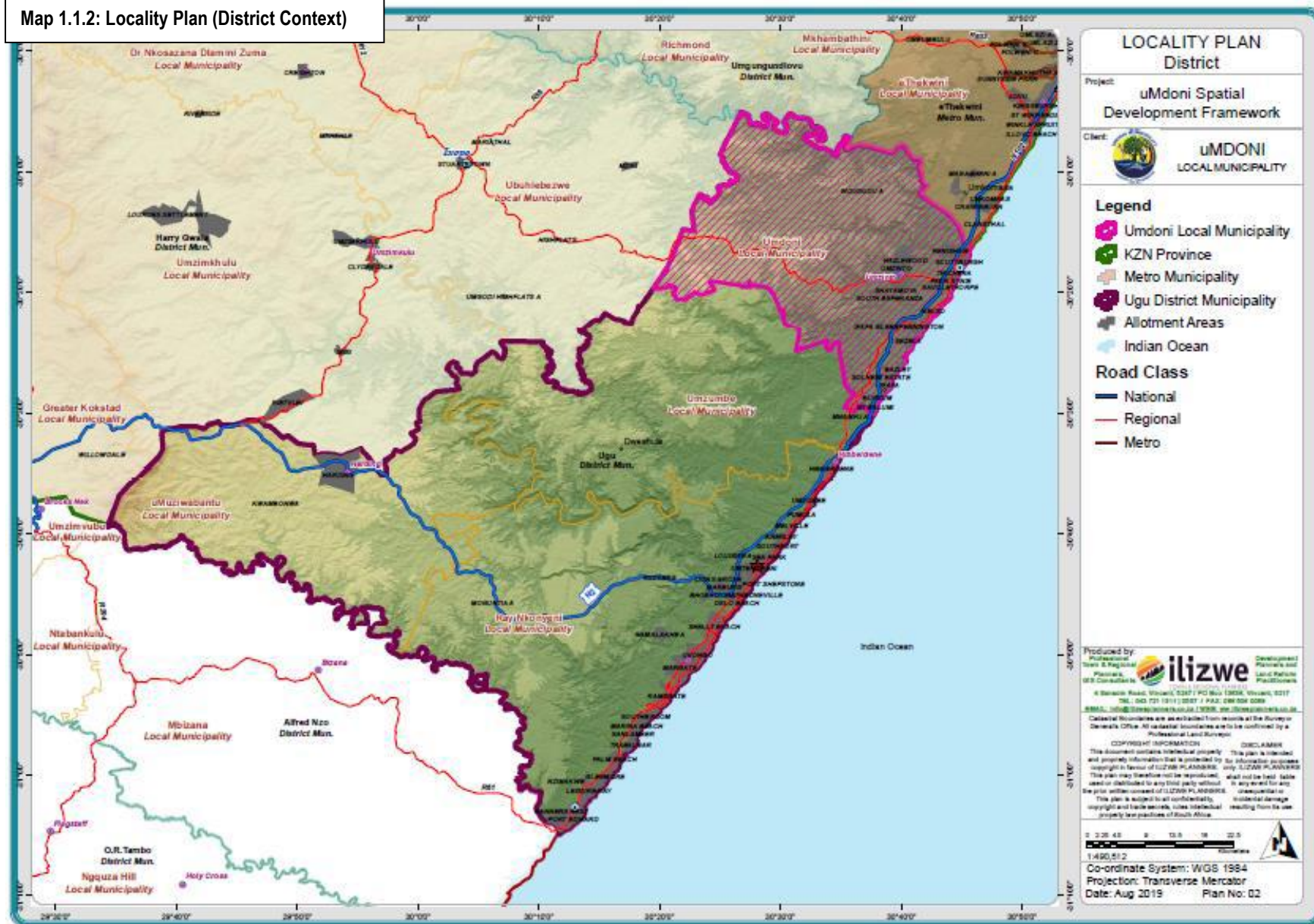
Umdoni local municipality is located in KwaZulu-Natal within the Ugu District municipality within the Province of KwaZulu-Natal. Umdoni municipality consists of 19 wards with a geographical area of 994 square kilometres. It abuts eThekweni Metro to the north, and Umzumbe to the south, and Ubuhlebezwe to the west, making it almost halfway from Port Shepstone and Durban. The Municipality is therefore conveniently located about 50 km from Durban and 65 km from Port Shepstone. Umdoni has an approximate coastline of 40 km and stretches inland as far as Kenterton. It includes the towns of Scottburgh, Umzinto and urban areas and settlements such as Amandawe, Emalangeni and Amahlongwa and Dududu.

The municipality comprises of 19 municipal wards which incorporates seven traditional authority areas. Map1.1.1: Locality Plan (Provincial Context)

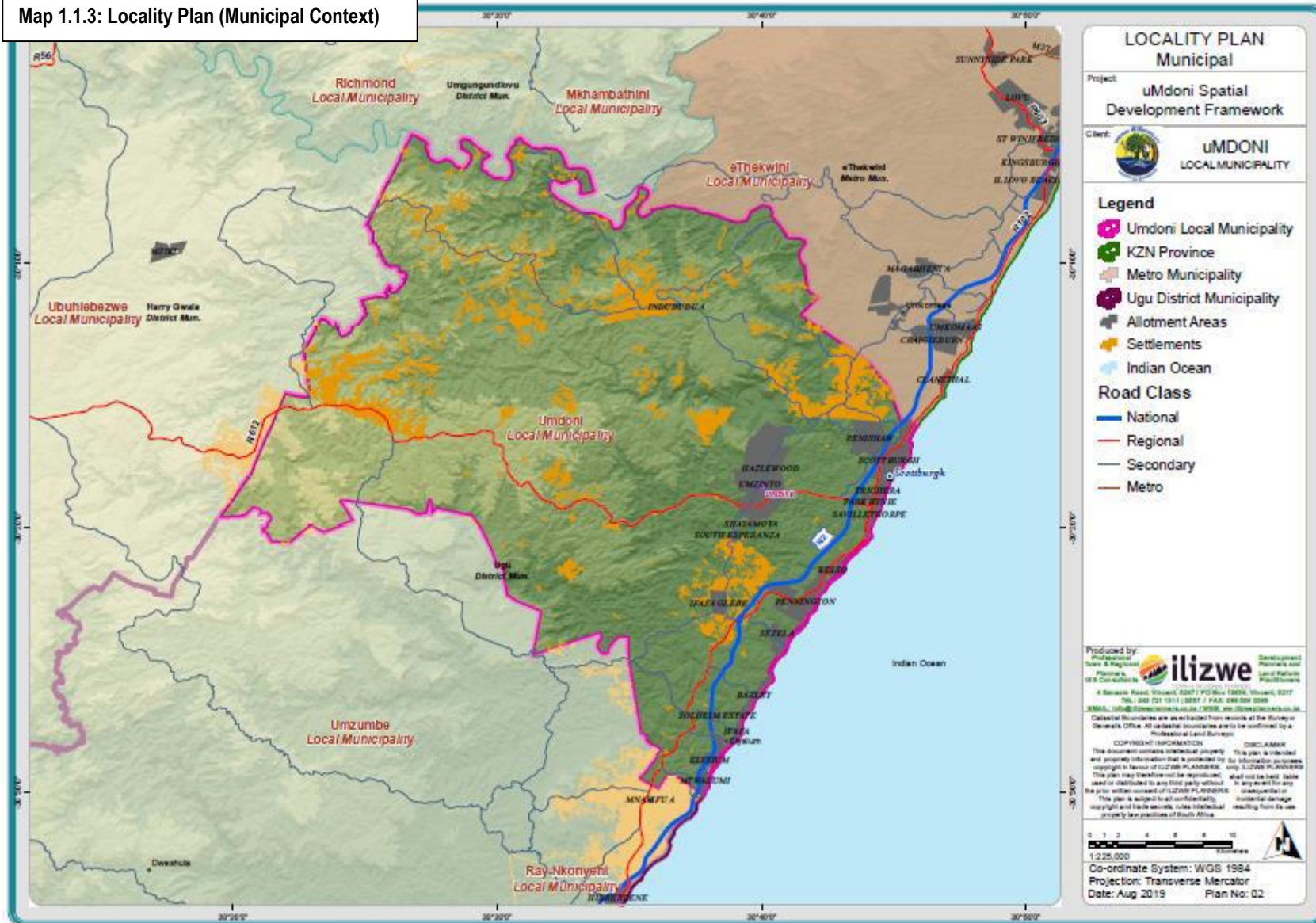


Map1.1.1: Locality Plan (Provincial Context)

Map 1.1.2: Locality Plan (District Context)



Map 1.1.3: Locality Plan (Municipal Context)



1.2 Existing Nodes and Corridors

1.2.1 Development Nodes

Nodes' is term usually ascribed to cities, towns and villages. This tends to work against the need to achieve rural development through integration of urban and rural areas. It is accordingly proposed the term node is to be less prominent and less significant in future SDFs with the emphasis rather being placed on identifying "human settlement" where integrated programs can be shared. Such settlement/s can be both rural and urban in nature and could serve to bridge diversity between these communities.

Nodes are generally described as areas of mixed-use development, usually having a higher intensity of activities involving retail, transportation, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at interchanges to provide maximum access and usually act as catalysts for new growth and development.

Due to the intensity of activities/land uses found within nodes, they (nodes) can be further classified in terms of the level of service they offer i.e. Primary, Secondary and Tertiary nodes.

Map 1.2.1.1 provide an illustration of all the development nodes within the Umdoni Municipality area of jurisdiction.

1.2.1.1 Primary Nodes

These nodes are mainly centres which should provide service to the sub-regional economy and community needs. These centres were identified as Third Order Development nodes within the PSEDS. The following functions are envisaged for these centres: -

- Secondary Economic Growth Areas;
- Promote as Secondary Node in support of Corridor Development;
- Promote Compact Urban Development & Combat Urban Sprawl;
- Promote Focused Investment and Managed Growth;
- Promote Densification (Brown Agenda) & Infill Development;
- Provide Economies of Scale for Effective & Affordable Services Delivery;
- Infill where High Levels of Services Are Available (Restricting Nodes);
- Increased Residential Density (number of dwellings);
- Promote Socio-Economic Upliftment;
- Promote provision of sufficient bulk infrastructure Services (demand and supply);
- Promote Effective and Efficient Public Transportation Systems linked to Multi Modal Facilities; and
- Priority Spending on Infrastructural Upgrading Needs (New and Maintain).

Scottburgh is identified as a Primary Node within the municipality. Scottburgh is a sub-regional centre for the entire of Umdoni and large sections of Vulamehlo. It aids as a primary node for investment promotion and centre of supply of services within this region. It forms part of the district spatial systems and is identified in the district SDF as a secondary node or secondary service centre.

Scottburgh is established with administrative, social, and economic facilities and services, and has potential for further development of social and economic facilities.

As a means to enable this node to perform its function efficiently and effectively, the following activities should be strengthened in Scottburgh:

- Development of commercial activities serving the entire municipal area and the surrounding areas (sub-region).
- Location of district and sub-district offices of various government departments and serve delivery agencies.
- Location of facilities and services for an effective administration and local governance of Umdoni Municipality.
- Location of tourism products that consolidates the role of Umdoni within South Coast Tourism Region.
- Location of public transport facilities that link Umdoni with the surrounding urban centres such as Port Shepstone and Durban.
- Transformation of the town from being a low density, low key and retirement village into a modern and dynamic economic hub.
- Expansion of the CBD through accretion of business and commercial uses into the residential area abutting onto the CBD.

1.2.1.2 Secondary Nodes

These nodal areas do not provide services or economic advantages significant on a Provincial Level, but fulfil very important service delivery functions within the local economies of the municipalities and are the only areas providing some commercial choice to the residents of the respective municipalities.

These nodes were identified as fourth order nodes within the KZN PSEDs. Key strategic interventions specifically targeted at these nodes and the directly surrounding areas might include:

- Focused Investment in area of Poverty Concentrations;
- Promote Integration (Green Agenda);
- Integration in terms of Mixed Densities and Uses;
- Improve Transportation Linkages to Nodes;
- Promote social- economic Integration;
- Eradicate Backlogs and Promote Basic Services Infrastructure and Delivery;
- Promote Socio Economic Upliftment;
- Promote provision of sufficient Bulk Infrastructure Services (demand and supply);
- Priority spending on Infrastructural Upgrading Needs (New and Maintain);
- Rural Service Delivery Point;
- Promote and Establish PPP's;
- Promote Cultural & Community Based Tourism.

Umzinto is a rapidly growing urban centre developed with a range of residential properties, public amenities, limited industry and commercial facilities. Umdoni Municipality has formulated an Urban Design Framework as a means to provide for an effective management of this rapid growth and revitalize the precinct the town. The vision is to transform the area into a series of sustainable, mixed use sub-precincts integrated with parks and open spaces that will greatly expand the municipality's capacity for employment and recreation.

The Umzinto residential area is closely connected to the central CBD and represents an important opportunity to establish a positive and meaningful relationship with its surrounding development.

Umzinto must ideally grow into clear vibrant destination with a variety of experiences and amenities along its length, but at the same time it must be a highly local environment and must have strong connections with the adjacent commercial, mixed use and residential areas. It must be a beautiful and desirable place to work, live and shop.

Dududu has been identified as the secondary nodal area in the municipality. Currently, the town plays a core administrative function of providing municipal services, government services and acts as the main thoroughfare into the central parts of the municipality. The focus of Dududu development is to continue in its current administrative role such as housing various government departments and where a range of urban housing typologies promoting densification can occur. On the contrary, Dududu does not currently lend itself as a commercial hub, however, neighbourhood retail and low order commercial facilities can be encouraged. Public investment towards housing provision, a higher standard of water and sewerage infrastructure, frequent waste removal and road upgrades will have the potential of enhancing the current functionality and image of the town. Other areas of importance include environmental management and better land use practices to contribute towards its spatial sustainability.

1.2.1.3 Tertiary Nodes

These small centres will serve as location points for community facilities serving the local community which will include:

- Primary and secondary schools;
- Clinics including mobile clinics;
- Pension pay points; and
- Community halls and other community facilities.

Tertiary Nodes are optimal locations for lower order services serving the neighbouring communities. The following Tertiary Nodes have been identified as follows: **Pennington, Park Rynie, Amandawe and Kenterton.**

While Umzinto will develop into a mixed use service centre, Pennington will develop into a tourism and leisure development node. Commercial development and public facilities will be limited to those serving the day-to-day needs of the local community. Golf estates, upmarket residential units, holiday homes and various types of tourist accommodation facilities will be accommodated in this area.

Future development within this node should substantially follow the following guidelines/directives:

- Initiatives that support nature conservation and the associated eco-tourism should be promoted and supported.
- This will enhance the role of Pennington as an eco-tourism node.

- Redevelopment on the existing development footprint (single residential properties) which may involve putting down some existing structures and replacing them with new econ-friendly ones.
- The existing town planning scheme should be reviewed to provide for the changing role of the town. Pennington will cease to exist as a small isolated settlement, and become one of the major nodes within the South Coast Tourism Region
- The surrounding natural environment serves as an urban edge and should be observed as such. Any outwards expansion should not be promoted. This includes areas across the river.
- Intensity of development within the town should be kept at low to medium density through the introduction of height and density controls. Buildings with more than three storeys in height should be avoided as a means to curb visual impact.

1.2.1.4 Tourism Nodes

Tourism Node can be defined as service and supply centres catering for up to 500 overnight visitors as well as permanent residence. These nodes provide a range of visitor services and amenities such as accommodation, eco-lodge/camps, caravan bays, camping sites, utilities, limited food and grocery facilities and perhaps fuel.

The following Tourism Nodes have been identified as follows:

- Bazley
- Elysium
- Mtwalume

1.2.1.5 Rural Service Centres

These centres have the potential for further development hence need to be supported by further public and private sector investment. Service centres can be conceived as points of attraction for the people who otherwise would go to Tertiary or Secondary nodes. These centres provide goods and services to its own population as well as its surrounding population, creating a balanced socio-economic development of the area. These centres allow rural areas to become self-sufficient in its basic socio-economic facilities and amenities.

In addition to the primary and secondary centres, the vision for the future spatial development of the Umdoni Municipality includes strengthening functional linkages between rural and urban areas through rural development nodes in **Emalangen**i. Rural development nodes or service centre will serve as location points for community facilities serving the local surrounding communities and transport interchange areas between the urban nodes and the rural settlements. Public facilities that will be located within these nodes will include the following:

Primary and secondary schools;

Clinics including mobile clinics;

Pension pay points;

Community halls and other community facilities;

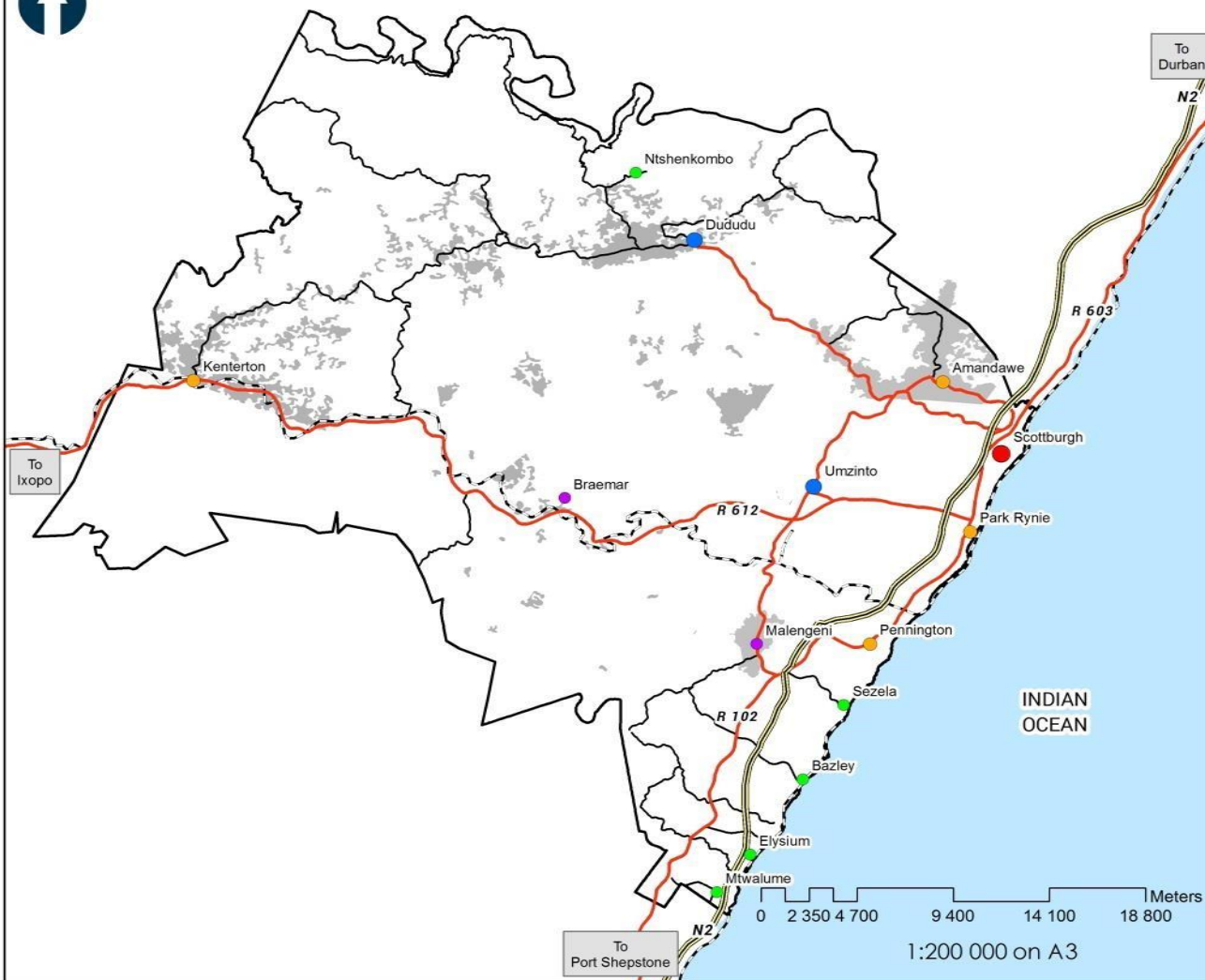
Local convenient and/or neighbourhood shopping facilities; and

SMME trading facilities.

The identification of tertiary nodes was undertaken with the participation of the affected community leaders, particularly traditional councils and ward councillors.

Source of information: Umdoni Municipality SDF
Vulamehlo Municipality SDF

UMDONI LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK CONSOLIDATION HIERARCHY OF NODES



Legend

Nodes

- Primary Node
- Secondary Node
- Tertiary Node
- Rural Service Centre
- Tourism Node
- Main Roads
- Secondary Roads
- Arterial Roads
- Railway Lines
- Study Area
- Settlements

Prepared for:

**UMDONI LOCAL MUNICIPALITY
SPATIAL DEVELOPMENT FRAMEWORK
CONSOLIDATION**

Date: June 2016
File No.: KZN 007
Prepared By:

tshani
CONSULTING CC

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This data is for information purposes only.
No liability shall devolve upon the local
authority or its officials through the
use thereof.

Map 1.2.1.1: Hierarchy of Nodes

1.2.2 Development Corridors

A “Development Corridor” is normally used to symbolise the area where important economic activities are to be encouraged along a particular transport route. There is often difficulty in stakeholder perceptions regarding the term ‘corridor’ and the purpose of such planning tool. It is proposed that the use of the term ‘transport route’ be adopted in future because it places emphasis on the transportation activity, which is critical for economic clusters to grow in both urban and rural environments; Development Corridors are identified for spatial and economic planning purposes, as roads and/or railway routes associated with the movement of goods and people. The high transportation function creates the opportunity for economic activity to take place along these movement corridors, particularly at junctions. These occur at various levels, from local development corridors along the main streets of the towns or even along rivers, to Regional and Provincial Corridors. Different types of corridors can be distinguished, such as development corridors, movement corridors and cavity corridors.

Map 1.2.1.1 provide an illustration of all the development corridors within the Umdoni Municipality area of jurisdiction.

1.2.2.1 Primary Corridor

A primary corridor refers to a densely populated well-travelled route which connects two major centres. The N2 has been identified as a primary transport (regional) corridor. The N2 is a national development corridor, and runs along the coastal part of Umdoni Local Municipality in a north-south direction. It is one of the main national

access routes to the provincial economic hub of EThekweni, and links KwaZulu-Natal with the Eastern Cape to the south and Mpumalanga Province to the north. At a provincial level, the N2 corridor links a number of coastal urban centres with EThekweni. In the Ugu District, this includes Scottburgh, Umzinto (both located within Umdoni Municipality) and Port Shepstone.

Development along the N2 Development Corridor is subject to the rules and regulations of the South African National Roads Agency (SANRAL). The N2 is a national limited access and high speed public transport route. As such, direct access onto this road is limited to the existing interchanges, and this creates opportunities for the location and development of mixed land use nodes in these areas. As such, Umdoni Municipality will promote and facilitate development of mixed land use nodes at key road intersections along the N2 corridor subject to the rules and regulations for development along the national roads.

1.2.2.2 Secondary Corridor

A secondary corridor provides the same function as that of the primary, but at a lower intensity. A number of existing roads have been identified as secondary or sub-regional development corridors in view of the opportunities they present for unlocking new development areas. The key existing secondary corridors include the following:

- The P 197/3 Corridor stretches from Amandawe in the north through Umzinto down to Ifafa Glebe in the south. ICT runs through a predominantly rural part of Umdoni including expansive rural settlements and commercial

farms. Urban settlement along this corridor occurs in the form of Umzinto Town only. Major development areas along this corridor include the following: Settlements that form part of Amahlongwa Traditional Council area, which indicates increasing levels of densification along this corridor. These settlements will be upgraded into dense rural human settlements.

- Amandawe which is the focal point for the location of a wide range of community facilities and neighbourhood shops that serves the surrounding settlements.
- Umzinto town which is identified as a target area for urban regeneration and industrial development.
- Emalangeni Traditional Council area with potential for the development of small-scale agriculture, particularly sugar cane out grower schemes.
- Development of a tertiary missed land use node in Mkhumbane or Ifafa Glebe should be investigated.
- Ifafa Glebe to the south with potential for the development of urban sustainable human settlements targeting the poor and low-income communities.
- Privately owned land used for extensive production of sugar cane should be protected from settlement.

Development along this corridor should observe the rules and regulations of the Provincial Department of Transport. This includes direct access onto the road and a mandatory building line from the centre of the road.

The R102 Corridor runs in a north-south direction connecting the south of EThekweni with the Umdoni Municipality from Freeland Park in the north through Scottburgh to

Sezela/Mtwalume in the south. It runs along the coast for the majority part and is strongly associated with the South Coast/Ugu tourism. Major development areas along this corridor include the following:

- Regeneration and extension of the Scottburgh CBD from the coast to Galway Street as a means to accommodate additional commercial space. However, there are also various opportunities for infill and redevelopment.
- The TC Robertson conservation area should be developed in a manner that will enable this strategically located site to fulfil its conservation-related intentions in a way that enhances the tourism potential of the Umdoni corridor. It is approximately 29.7 ha in extent and extends inland to the west of the R 102 as far as the N2.
- The Council land on which the Golf Club is developed is an attractive feature of the town and clearly adds address value. As an extensive sea-facing site, of about 40.8 ha in size, represents a highly sought-after redevelopment opportunity.
- The area to the south of Scottburgh Mall between the N2 and R 102 down to the landing strip should be developed as a mixed land use precinct with a focus on logistics and warehousing to take advantage of the landing strip.
- The landing strip site is too small to be developed further, but nonetheless provides an opportunity for the movement of goods from Umdoni to the Dube Trade Port in EThekweni.
- Development of a mixed land use precinct on the land located between the N2 and R 102 to the west and east respectively, and R 612 to the north and Umzinto River to the south.

- Development of low density residential and golf estates in Pennington and other small settlement to the south thereof.
- Protection and enhancement of agricultural land in areas to the south of Sezela. At this point, the R 102 crosses over the N2 and runs to the west of the N2 into Umzumbe Municipality.

1.2.2.3 Tourism Corridor

R 102 is identified as a tourism corridor within Umdoni Municipality.

1.2.2.4 Development Corridor

Park Rynie-Umzinto-Kenterton Development Corridor -The Park Rynie-Umzinto-Kenterton Mixed Land Use Development Corridor is proposed along P 66 between Umzinto Secondary Node and Park Rynie Industrial Node. The area at the intersection of R 612 and the N2 will be developed mainly for light industry, warehousing, office parks, industrial estates and motor-show rooms. Large commercial centres of a regional or sub-regional character will also be accommodated in this area.

Mixed use residential uses will be developed in areas located along the corridor, but away from the nodal points. These will include residential estates, golf estates and medium to high density residential developments. These communities will be planned as large residential estates with sufficient thresholds so support public facilities such as schools, clinics, sports fields, etc.

Industrial land accommodating medium impact industry will be located along the southern boundary of the corridor and in the vicinity of Park Rynie. It is important for this type of industry to be located away from tourism oriented and the environmentally sensitive areas. This corridor is of particular importance, as it has the opportunity to develop as major development corridor between Kenterton, Umzinto and Park Rynie.

Dududu Road Development Corridor stretches from Dududu down through to Amandawe and Scottburgh to the east, along the coast. Development along this corridor will focus on the following:

- Consolidation of the existing dense rural settlements in Amandawe into sustainable rural human settlements.
- Development of Amandawe Node into a mixed land use node that serves the surrounding communities.
- Unlocking land for the development of a mixed land use node at the intersection of the N2 and Dududu Road. Development of this node will not only take advantage of the N2 Corridor, but will also integrate Amandawe and Scottburgh spatially.

East-West Axis – A number of provincial and district roads runs in an east-west direction to complete the multi-directional grid in Umdoni Municipality. These roads are classified and differently and perform different functions as part of the access grid. P22 links Umzinto with Park Rynie and eventually Scottburgh through R102. The municipality will promote and facilitate development of a mixed land use corridor

along this road with the intersection of this road with the N2 as the focus point. In the long term, this will result in a continuous urban development linking Umzinto, Park Rynie and Scottburgh. P188 runs between Amandawe and Scottburgh and links the Shadow Corridor with the N2 and R102. A substantial portion of this road runs through dense rural settlements thus limiting the potential for mixed use development. However, nodal development is proposed where this road intersects with the Shadow Corridor. Potential for limited light industrial development at the intersection of this road with the N2 should also be investigated. Development along this road will integrate Amandawe.

1.3 Urban Edges

An “urban edge” is normally used to define the limit of urban built up areas and enables limitations to high capacity infrastructure provision. As part of the effort to consolidate the urban areas and achieve a more compact town, the Spatial Development Framework proposes that an Urban Edge be introduced to all nodal areas. The urban Edge is a distinguish line that serves to manage, direct and control urban expansion.

The Urban Edge will be used to:

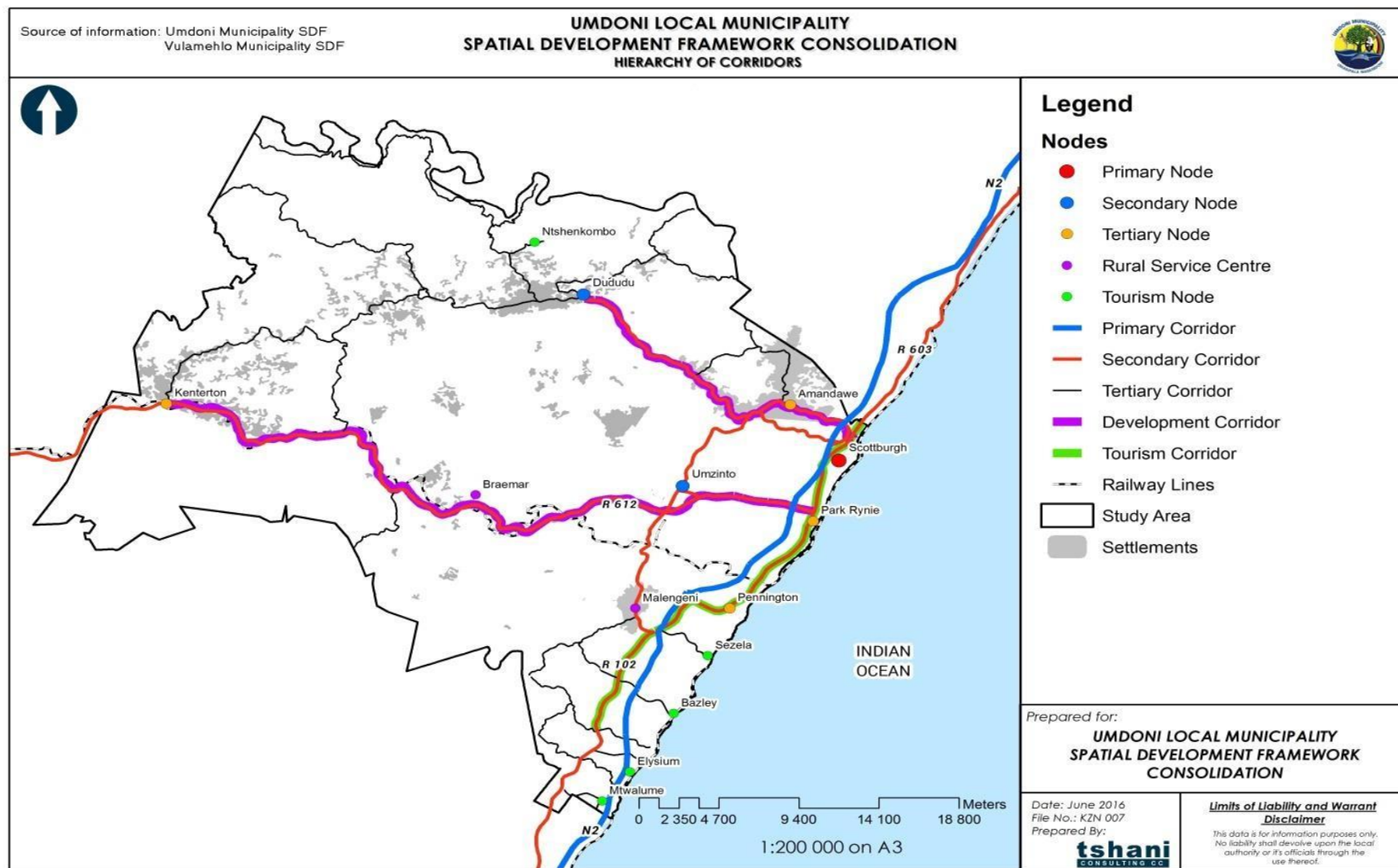
- Contain Urban Sprawl
- Protect significant environments and resources
- Re-orientate Growth Expectations
- Densify built environments
- Restructure growth
- Rationalize service delivery area

Urban Edges were delineated by analysing and utilising the Precinct Plans Conceptual Frameworks which were prepared for each major area. The urban edges include existing and proposed developments of the area. Map 1.3.1 depicts the urban edges of Umdoni Municipality.

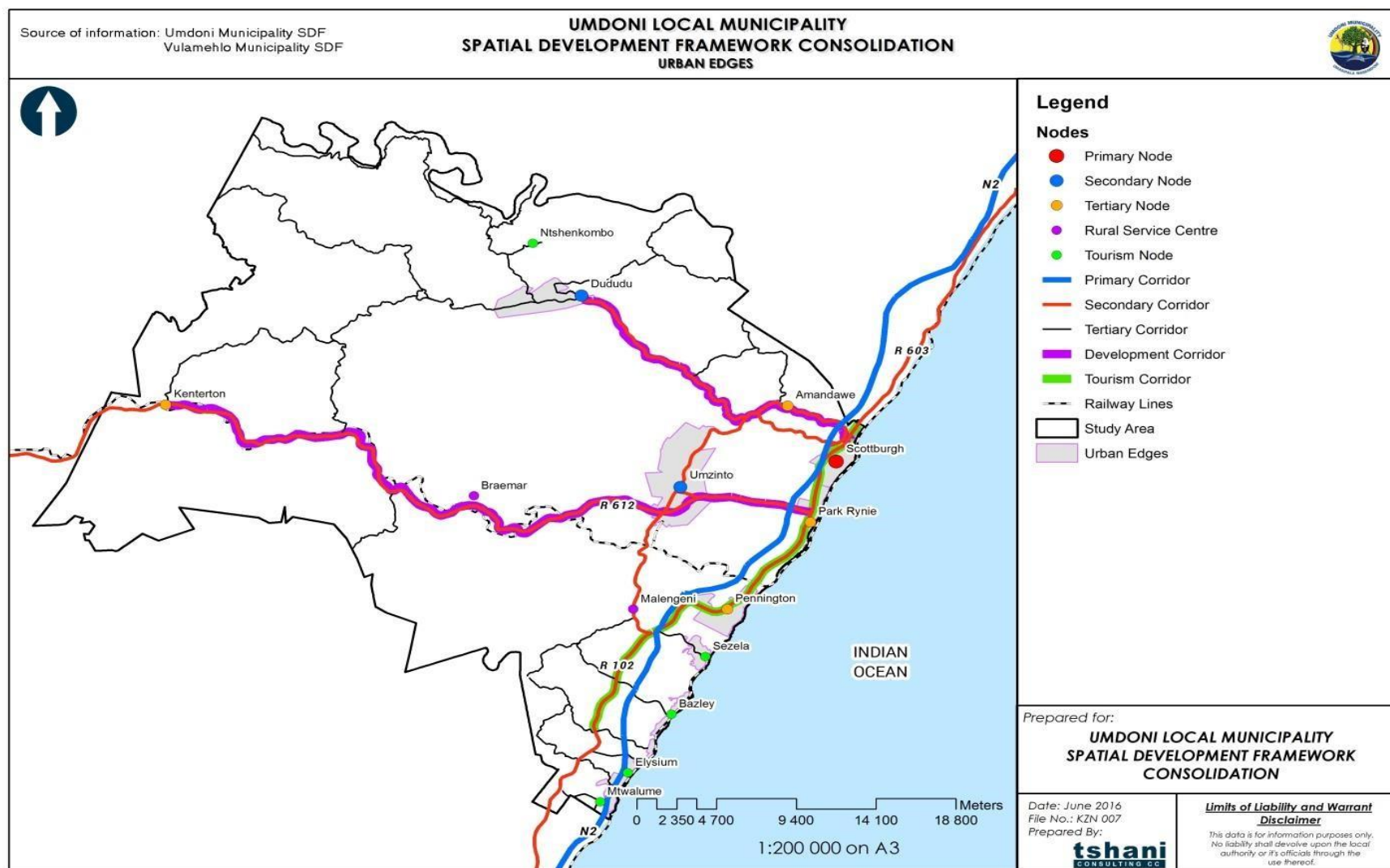
1.4 Broad Land Use and Cover

The land cover in rural areas of Umdoni comprises predominantly sugar cane, bananas and commercial forestry. The majority of the remaining area is under formal and informal urban development. There are limited areas of indigenous vegetation interspersed in the commercial crop lands. The majority of the rural areas of Umdoni Municipality appear to be under sugar cane production. There are relatively small areas of commercial forestry or plantation, particularly in the south of the Municipality. Banana production also occupies a relatively small area of the municipality.

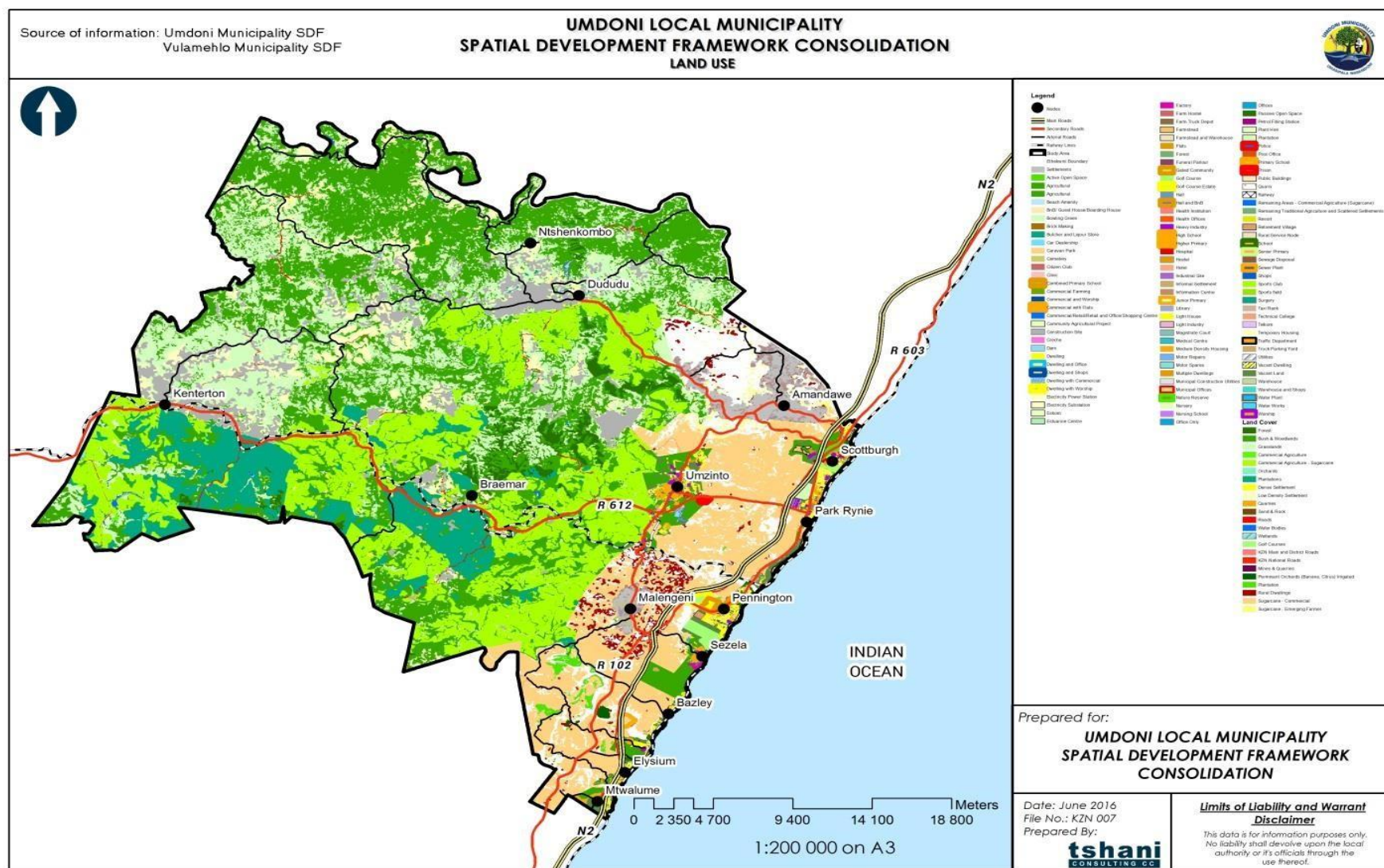
Map 1.2.2.1: Development Corridors



Map 1.3.1: Urban Edges



Map 1.4.1: Land Use



1.5 Land Ownership

According to the cadastral data obtained from the municipality, the municipality had approximately 10 325 land parcels. The data does not contain information about parcel type, for instance, the classification between Farm Portions, Ervens or Alienated Land. The land parcels within the municipality are recorded in Table 1.5.1 below.

Table 6:RECORD OF LAND PARCELS WITHIN MUNICIPALITY

No.	Parcel Type	No. of Parcels	Area (Ha)	Percentage
1	E	10 328	5 199.14	4%
2	FP	1575	133 606.29	94%
3	USL	11	2 126.01	2%
Total		11 914	140 931.4	100%

The audit conducted by the municipality reveals that the large area of the municipality comprises farms covering the land area of approximately 171065 Ha.

1.5.1 Land Ownership and Registration Status

According to the audit, the municipality comprises mostly privately owned land (approximately 69 180,80 Ha – 49,09%), followed by ITB land (approximately 30 535.67Ha – 21,67%). unknown land (approximately 22 828.39 Ha – 16, 20%), state land (including unalienated state land (approximately 17989.75 Ha – 12, 76%). The municipality comprises the least percentage of land ownership. The ownership of

municipal land consists of properties that are owned by Ugu District and some by Hibiscus Coast Municipality (now Ray Nkonyeni Municipality).

The unknown properties represent properties that are not registered with the Deeds Office. However, it can be safely assumed that unregistered land is most likely to be some form of state land, mainly under the ownership of The Province of KwaZulu Natal, Department of Rural and Land Reform and some under the Traditional Authority land.

Approximately 112 properties that are not registered are under land claims processes. Approximately 928 properties in Ifafa Glebe may be under the ownership of the Province of KwaZulu Natal similar to the other properties within this Township. These properties fall under the General Plan, 2724/2002, 1051/2003, and 323/2003. However, there are no ownership records found from the Deeds Office. The Province of KwaZulu Natal can be approached to confirm the status of ownership for these properties.

In addition, approximately 400 properties within Farm Ifafa No.8319 need to be confirmed with Department of Rural Development and Land Reform as they originate from the parent farm owned by then Regional and Land Affairs Department. However, there is no record of ownership of the subdivided portions from the Deeds Office, but it can be safely assumed to be in the ownership of some form of state. As such, of the 2501 properties that are unregistered/unknown, 1328 are likely to be owned by the State, this constitutes approximately 2538.99Ha of unaccounted State Land. In addition, the ownership of a portion of the subdivided land of

AMAHLANGWA MISSION RESERVE 8317 which fall under Traditional Authority area could not be confirmed, as there were no records from Deeds Office. This constitutes approximately 1009.43ha of Tribal Land.

Table 7: LAND OWNERSHIP STATUS

No.	Parcel Type	No. of Parcels	Area (Ha)	Percentage
1	Private	7 448	69 180.80	49.09%
2	ITB	17	30 535.67	21.67%
3	Unknown	2 501	22 828.39	16.20%
4	State	1 734	15 863.74	11.26%
5	USL	11	2 126.01	1.51%
6	Municipality	203	396.83	0.28%
Total		11 914	140 931.4	100%

1.5.2 Land Reform

Umdoni Local Municipality forms part of the Ugu District Municipality. As is the case throughout much of South Africa, land reform in Ugu District Municipality has been slow. This has been attributed to the high number of Restitution Claims existing in the district and limitations on capacity in the Commission dealing with Restitution.

Trends in Umdoni Local Municipality appear to be similar to those in the District; that is few of the Restitution Claims have been settled. A limited number of Redistribution Claims have been made in Umdoni Local Municipality the majority of which have

been settled through the Ugu Land Affairs' office. Land Reform claims taking place in Umdoni Local Municipality comprise of two products, land Restitution and land Redistribution. There are currently 74 Restitution claims making up 91% of all claims in the municipality. Of the 74 Restitution claims, only four have been settled while the remainder are processed and gazetted.

Concerning Redistribution claims, six of the seven have been completed with the land having been settled in most cases since 2003. In all of the seven redistribution claims, the land was settled under the Land Redistribution and Agricultural Development (LRAD) programme and is under sugarcane cultivation. The total area in the municipality under land reform is 4071.274 hectares. This equates to 17% of the total land area of Umdoni Local Municipality. Those areas under Restitution claims account for 3358.954 hectares with the size of the individual claims varying from 1311.202 hectares to 0.041 hectares. Of the total land area under Restitution claims 1456.974 hectares or 43% has been settled. The Redistribution claims make up the remaining 712.32 hectares of which 681.045 hectares have been settled. It should be noted that there are a number of Land Redistribution projects that border Umdoni Local Municipality in the west but exist within the former Vulamehlo Local Municipality.

The majority of land reform claims in Umdoni Local Municipality exist inland of the N2 highway towards the south of the municipality. The exception is five Restitution Claims with a total area of 221.7 Hectares on the Umdoni – eThekweni border. This area is bisected by the N2. Inland of the N2 Restitution Claims exist in the South of

the municipality near the Umzumbe Local Municipal Border. Land use in the area is dominated by sugarcane cultivation with small pockets of forest and plantations. Further north, running along the border of former Vulamehlo Local Municipality, are two Restitution claims one of which is for 1311.202 hectares, the largest claim in the municipal area. The land use in these areas is predominantly commercial sugarcane. The seven Redistribution Claims in Umdoni Local Municipality exist on the borders of Umdoni and Umzumbe. As stated in the 'Extent of Land Reform section' (above) as one moves north there are numerous Redistribution Claims in Vulamehlo Local Municipality that border on Umdoni Local Municipality.

Land reform is taking place in Umdoni Local Municipality using two products, Land Restitution and Land Redistribution. In the case of Land Redistribution, the Land Redistribution and Agricultural Development (LRAD) programme has been used.

Potential difficulties arise when land reform takes place on commercial agricultural land as is the case in Umdoni Local Municipality. Cases of land reform being implemented without sufficient planning are common, with a lack of post-settlement support making commercial farming unviable (Sisonke Area Based Plan, 2007).

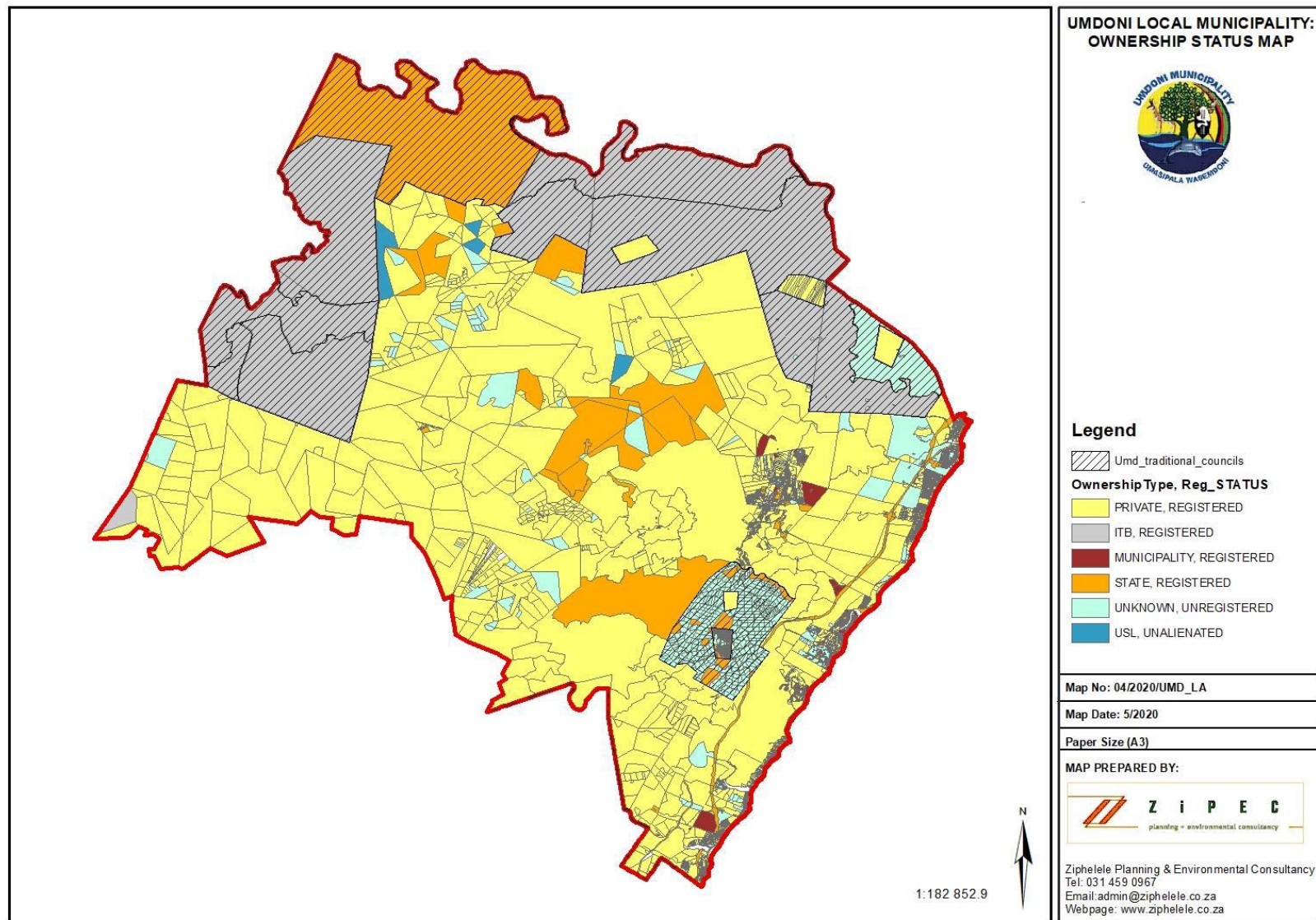
Commercial agriculture is an important sector of Umdoni economy and has been identified as critical in stimulating economic development. Poor planning, lack of post settlement support and the slow implementation of land reform is likely to impact negatively on the agricultural sector, the local economy and as a result the broader community. This is particularly pertinent to Restitution roll out in KwaZulu-Natal and given the fact that 14% of the land area of Umdoni is under claim; this could have negative long-term implications for commercial agriculture.

The potential effect of land reform on the natural environment of Umdoni will only become apparent in the longer term. This largely depends upon the land use planned for each property included in a land claim and the commitment to that plan in post project support by the beneficiaries and implementing agencies.

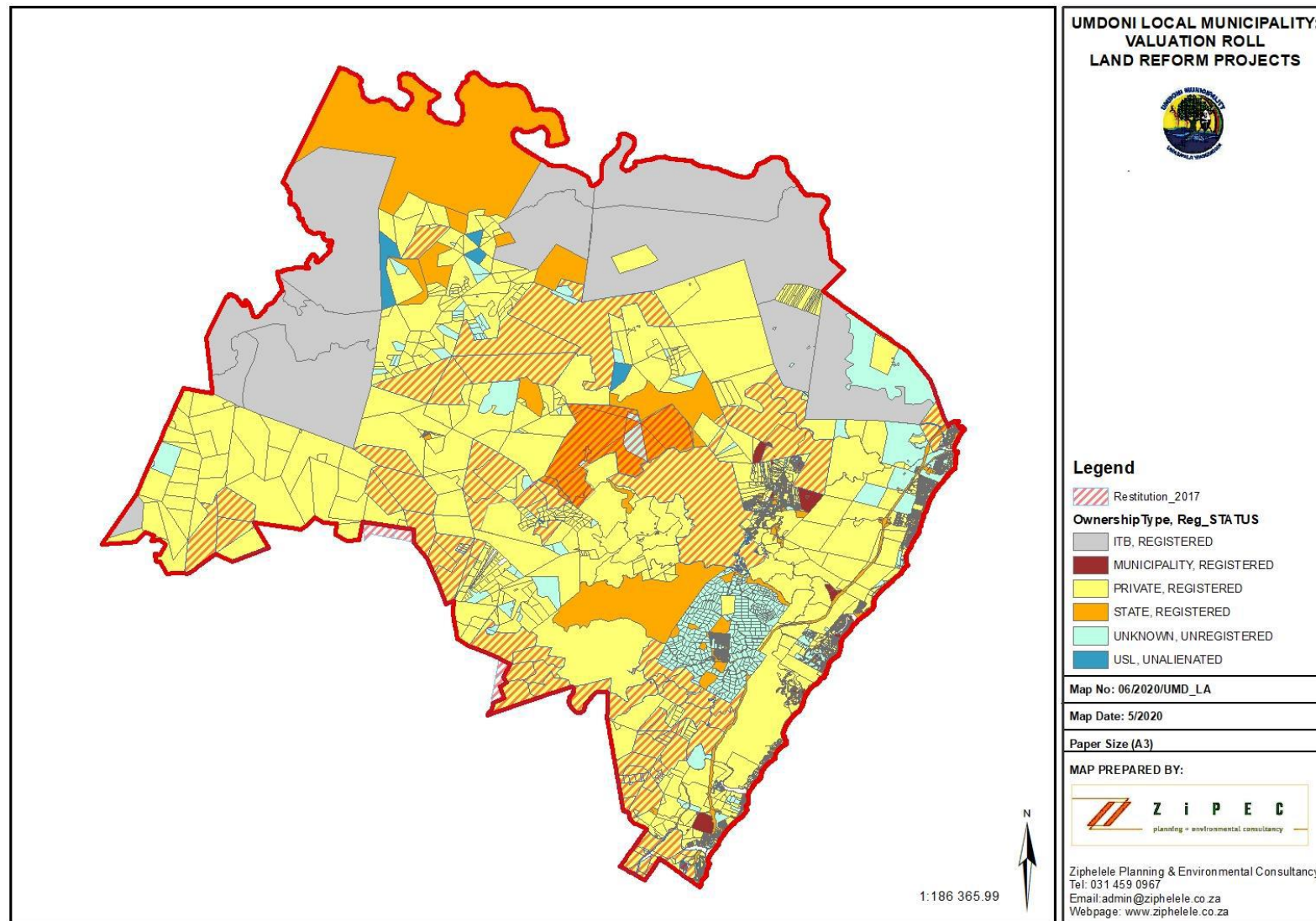
1.5.3 Land Capability

The majority of cultivable land in Umdoni, which is not under alternative forms of development, is already under commercial agricultural production. The majority of the cultivable area is under sugar production relatively small areas of land are being used for commercial timber and banana production. Traditional areas will be characterised by mixed use including smallholder cane production. There may be land available in traditional areas, which could be considered for commercial agricultural expansion; the opportunities for expansion of existing areas of land under agriculture appear limited. Farming methods associated with the different crops produced will determine the impact of agriculture on the surface and ground water in each of the catchments, pollution from fertilisers, top soil loss and siltation of estuaries at river mouths.

Map 1.5.1.1: Land Ownership and Registration Status



Map 1.5.2.1: Land Reform Projects and Land Ownership Overlay



1.6 Environmental Analysis

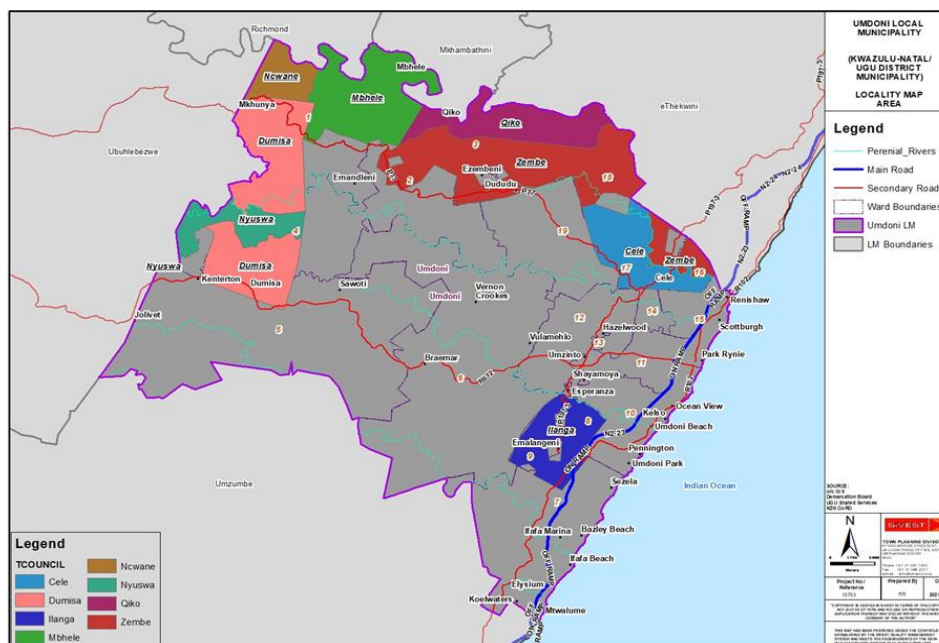
In recognizing and to give attention to the requirements of The Bill of Rights, Umdoni Municipality undertook an environmental evaluation and planning process known as a Strategic Environmental Assessment – SEA – during 2021.

The intention of the SEA is to support the planning and decision making process to ensure development and land transformation activities are undertaken in a sustainable manner. In addition, it is hoped that the SEA will assist the competent authorities in their ability to accelerate the decision making process surrounding applications for authorisation.

The areas of concern for Umdoni LM, which are focused on are as follows:

- Impacts of climate change including increased flooding and sea level rise;
- River health – Largely attributed to poor water quality as a result of agricultural runoff, erosion, untreated effluent and sewer discharges;
- Loss and decrease in the functionality of wetlands through environmental degradation. Wetlands may be used for wrong purposes instead of their natural recycling and cleaning services;
- Coastal and Marine management. Problems include: exploitation of marine resources, dune erosion, encroachments and destruction of vegetation within the admiralty reserve, lack of coastal and estuary management plans. Sewer and effluent discharges onto the beaches via Stormwater outfalls. It must be noted that 10km of Umdoni coastline falls within a Marine Protected Area;

- Deforestation – Unsustainable harvesting of indigenous vegetation for domestic purposes and destruction of coastal forest as a result of urban sprawl and poor agricultural practices;
- Loss of valuable Coastal Grasslands – Loss due to poor land management, development and agriculture;
- Invasive alien species pose one of the greatest risks to biodiversity. It is estimated that over 30% of Umdoni open spaces have been severely invaded;
- Loss of habitat- The rapid transformation in Umdoni over the three past decades has substantially reduced the habitat of fauna and flora;
- Decrease in species diversity; - Land use planning without a formal plan that identifies the areas that are suitable for development and the areas that must be protected for the conservation of natural assets; and
- In the absence of sound environmental decision-making, the risk associated with environmental degradation, climate change and natural disasters remain strong.



The coastal belt is characterised by urban formal development and is more developed with economic nodes of different hierarchies while the interior has sparsely populated housing typologies with less development. The hinterland is further characterized by steep topography which has resulted in substantially less development. The northern part of the municipality is largely characterized by protected and conservation worthy areas. There are no economic nodes in the hinterland except for the small town of Umzinto. Also in the hinterland is the Vernon Crookes Nature Reserve which serves as a tourist attraction as well as home to a number of rare species and indigenous forests and extensive grasslands.

1.6.1 Climate/Air Quality

The Umdoni Municipality has a favourable climate. Its bio climate profile is suitable for certain type of agricultural production, for example sugarcane and timber production. The majority of households within the municipality have access to electricity in-house either via a prepaid meter or conventional meter which accounts for combined 76% of households. While 19% of households have no access to electricity. The remaining 5% of households derive electricity using other alternatives measures, including households connected to other source which a household is either paying or not paying for, generator or are connected via other sources.

According to the 2017 Climate Change Response Strategy compiled for the UGU District Municipality, a change in the climatic conditions of the Ugu District is inevitable, with the district likely to experience higher temperatures, altered rainfall patterns and an increased frequency of drought events. The Climate Change strategy for UGU notes that the majority of cumulative positive and negative effects of climate changes will be the inland and northern areas of the district. Increased flooding and sea level rise. Although topography may contribute to climate change resilience in some areas., Increased challenge to Stormwater systems in settlements may lead to increased pressure on disaster management systems and response.

In response to these identified issues the municipality must:

- Develop an Air Quality Management Plan, including comprehensive ambient air quality standards, and air quality monitoring, evaluation and reporting protocols;
- Implement the recommendations contained in the Ugu Climate Change Response Strategy

- Establish a system for gathering information and reporting progress on the implementation of adaptation actions;
- Educate and build capacity of the institutions that must implement responses;
- Review air pollution permits; and current Atmospheric Emissions Licences (AELs)
- Mitigate possible climate change impacts Reduce vehicle emissions;
- Reduce use of fossil fuels for electricity generation.

1.6.2 Topography & Geology

The geology of the Umdoni Local Municipality comprises four solid geology types, namely:

Arenite: This is a sedimentary rock with similar characteristics to sandstone which is found scattered along the coastline and also cross the north-east and south-west sectors of the study area.

Gneiss: This occurs across much of the study area and is an excellent founding material.

Shale: The occurrence of shale is restricted to the north-eastern boundary of the study area, near the town of Renishaw. This rock type has a tendency to break down after exposure to the atmosphere and as such is not suitable for construction.

Tillite: This occurs along the north-east boundary of the study area, as well as along the southern boundary and is an excellent founding material.

Umdoni municipality has great agricultural soil potential

Waste services are one of the key service delivery areas of the municipality, with services rendered in the form of refuse collection from residential and business premises as well as supplying a basic service to rural areas by strategically placing large skips into which the communities can place their waste; these skips are then removed to the licensed landfill. Other waste management requirements consist of maintaining the formal town areas clean as well as the management of the landfill as per its permitted requirements.

The Waste management plan puts measures in place to provide a more effective and efficient waste management service thereby reducing operational costs and improving service delivery. A significant part of the municipal budget is allocated to waste related services and this is likely to increase. It is therefore imperative that the UM take measures to reduce the costs of waste disposal by implementing plans to promote recycling and reuse – adopting the cradle-to-cradle philosophy.

The Integrated Coastal Management Act - Act 24 of 2008 that became effective in 2009 – stipulates to:

- The establishment of a system of integrated coastal and estuarine management in the Republic, including norms, standards and policies, in order to promote the conservation of the coastal environment, and maintain the natural attributes of coastal landscapes and seascapes, and to ensure

that development and the use of natural resources within the coastal zone is socially and economically justifiable and ecologically sustainable;

- to define rights and duties in relation to coastal areas; to determine the responsibilities of organs of state in relation to coastal areas;
- to prohibit incineration at sea;
- to control dumping at sea, pollution in the coastal zone, inappropriate development of the coastal environment and other adverse effects on the coastal environment;
- to give effect to South Africa's international obligations in relation to coastal matters; and
- to provide for matters connected therewith.

The coastal protection zone is established for enabling the use of land that is adjacent to coastal public property or that plays a significant role in a coastal ecosystem to be managed, regulated or restricted in order to —

- a) Protect the ecological integrity, natural character and the economic, social and aesthetic value of coastal public property;
- b) Avoid increasing the effect or severity of natural hazards in the coastal zone;
- c) Protect people, property and economic activities from risks arising from dynamic coastal processes, including the risk of sea-level rise;
- d) Maintain the natural functioning of the littoral active zone;
- e) Maintain the productive capacity of the coastal zone by protecting the ecological integrity of the coastal environment; and

- f) Make land near the seashore available to organs of state and other authorised persons for (i) performing rescue operations; or (ii) temporarily depositing objects and materials washed up by the sea or tidal waters.

Coastal Municipalities such as Umdoni have in terms of sections 20, 25, 34 & 48 of the ICMA specific responsibilities with regard to coastal access land; the establishment of coastal setback lines and the incorporation of this line onto maps that form part of the municipal zoning scheme; the preparation and adoption of both coastal and estuarine management plans.

In terms of section 20 (1) a municipality in whose area coastal access land falls, must amongst other duties, control the use of, and activities on, that land; maintain that land so as to ensure that the public has access to the relevant coastal public property; ensure that the provision and use of coastal access land and associated infrastructure do not cause adverse effects to the environment; describe or otherwise indicate all coastal access land in any municipal coastal management programme and in any municipal spatial development framework prepared in terms of the Municipal Systems Act.

In terms of section 25 (1) An MEC must in regulations published in the Gazette establish or change coastal set back lines after consulting with any local municipality within whose area of jurisdiction the coastal set-back line is, or will be, situated. Such setback lines are so delineated to, inter alia, protect the coastal protection zone; to protect coastal public property, private property and public safety; preserve the aesthetic values of the coastal zone; prohibit or restrict the building, erection, alteration or extension of structures that are wholly or partially seaward of that

coastal set-back line. Further, a local municipality within whose area of jurisdiction a coastal set-back line has been established must delineate the coastal set-back line on a map or maps that form part of its zoning scheme in order to enable the public to determine the position of the set-back line in relation to existing cadastral boundaries.

In terms of section 40 (1) A coastal municipality must, within four years of the commencement of this Act, prepare and adopt a municipal coastal management programme for managing the coastal zone or specific parts of the coastal zone in the municipality; must review any programme adopted by it at least once every five years and when necessary, amend the programme.

In terms of section 34 a coastal municipality may prepare and adopt an estuarine management plan that should address the protection and any required rehabilitation of estuaries that occur within the Municipality's boundaries. Such a plan must be consistent with the national estuarine management protocol and the national coastal management programme and with the applicable provincial coastal management programme and municipal coastal management programme. An estuarine management plan may form an integral part of a provincial coastal municipal coastal management programme.

1.6.3 River / Estuary

The quality of the water in most rivers within the Umdoni Municipality is poor creating unsuitable habitats for aquatic organisms and presenting a possible health risk to rural communities that depend on such rivers for their water supply. This

degradation / pollution of our rivers is largely attributed to agricultural runoff, erosion, contamination by waste and untreated effluent and sewer discharges.

A rehabilitation plan ensures programs/ projects are in place that prevents negative impacts on rivers/estuaries; projects could include clearing of alien invasive vegetation in rivers, preventing waste from entering the system and improving biodiversity. Improved functionality of these riverine systems will assist in combating climate change and the supply of free goods and services such as carbon sequestration and flood attenuation etc.

The estuaries and the condition thereof are depicted in the table below: -

Table 8:UMDONI ESTUARIES AND CONDITIONS

Name	Type	Health
Ifafa	Temporarily closed estuary	Good
Mdesingane	Temporarily closed estuary	Fair
Mkumbane	Temporarily closed estuary	Fair
Mpambanyoni	Temporarily closed estuary	Poor
Mtwalume	Temporarily closed estuary	Poor
Mvuzi	Temporarily closed estuary	Fair
Mzimayi	Temporarily closed estuary	Poor
Umzinto	Temporarily closed estuary	Fair
Sezela	Temporarily closed estuary	Fair

1.6.4 Environmental Management Framework

The National Environmental Management Act (1998) provides for the development and adoption of an Environmental Management Framework (EMF). EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land. Such an EMF is being developed by the Ugu District Municipality and will greatly benefit the Umdoni Municipality, however with the review of the Umdoni Strategic Environmental Assessment that will be adopted by June 2024 would assist and guide the municipality in developing its own Environmental Management Framework.

1.6.5 Critical Biodiversity Areas

The natural environment forms one of the most important resources of the municipality, providing the basis for Agriculture and Tourism development as well as a functioning Ecosystem and attractive Landscape. Ecological resources are irreplaceable and should thus be one of the major structuring elements guiding the development of the Municipality.

Owing to the importance of preserving areas of Biodiversity significance, It is proposed that a Municipal Open Space System be instituted as part of managing land use. This will have to be instituted through a process of thorough investigation of areas worth protecting, and subsequently, be formalised.

Critical Biodiversity Area 1 “Mandatory”

The CBA 1 Mandatory areas are based on the irreplaceability analysis. Identified as having an Irreplaceability value of 1, these planning units represent the only localities for which the conservation targets for one or more of the biodiversity features contained within can be achieved i.e. there are no alternative sites available. The distribution of the biodiversity features is not always applicable to the entire extent of the PU (Planning Unit), but is more often than not confined to a specific niche habitat e.g. a forest or wetland reflected as a portion of the PU in question. In such cases, development could be considered within the PU if special mitigation measures are put in place to safeguard this feature(s) and if the nature of the development is commiserating with the conservation objectives. This is site and case dependent.

Critical Biodiversity Area 2 “Mandatory”

CBA2 indicate the presence of one (or more) features with a very high irreplaceability score. In practical terms, this means that there are alternate sites within which the targets can be met, but there aren't many. This site was chosen because it represents the most optimal area for choice in the systematic planning process, meeting both the target goals for the features concerned, as well as a number of other guiding criteria such as high agricultural potential area avoidance, falls within a macro-ecological corridor etc. Whilst the targets could be met elsewhere, the revised reserve design would more often than not be slightly more 'land-hungry' in an effort to meet its conservation objectives.

Critical Biodiversity Area 3 “Optimal”

CBA3 indicate the presence of one (or more) features with a low irreplaceability score. Derived in the same way as outlined for CBA2 described above, the determination vision of these PU's is driven primarily by the guiding layers. The areas not highlighted in MINSET ARE NOT OPEN for wholesale development. Important species are still located within them and should be accounted for in the EIA process. They are not highlighted as the MINSET highlights the 'choice' areas from a biodiversity point of view only. Should one or more of the CBA2 and CBA3 sites be utilised for development, it is obvious that the target for whatever feature(s) where located within that PU will no longer be met. Ideally, MINSET would have to be re-run to calculate the next optimal solution, the new PUs being 'extracted' from the currently blank/undefined areas.

Biodiversity Area

The areas not highlighted in MINSET ARE NOT OPEN for wholesale development. Important species are still located within them and should be accounted for in the EIA process. They are not highlighted as the MINSET highlights the 'choice' areas from a biodiversity point of view only. Should one or more of the CBA2 and CBA3 sites be utilised for development, it is obvious that the target for whatever feature(s) where located within that PU will no longer be met. Ideally, MINSET would have to be re-run to calculate the next optimal solution, the new PUs being 'extracted' from the currently blank/undefined areas.

1.6.5.1 Sites for Conservation

The sites, which have been identified for conservation, include: -

- Gwala Gwala
- • Leylands Bush
- • Makomati Dam
- • Mkondweni
- • Mzinto Lagoon Nature Reserve
- • Nkomba Birds Sanctuary
- • Quakweni
- • T C Robertson Memorial Sanctuary
- • Vernon Crookes Nature Reserve
- • Midlands Corridor
- • Admiralty Corridor
- • Dune Corridor
- • Aliwal Shoal Marine Protected Area

1.6.6 Vegetation Type

The Vegetation types that characterise the study area primarily fall within the Forest, Grassland and Savanna Biomes, and also consists of a variety of Azonal and Indian Ocean Coastal Belt vegetation.

- The Forest Biome is primarily characterised by Swamp Forest (FOa 2), Scarp Forest (FOz 5) and Northern Coastal Forest (FOz 7) vegetation.
- The Grassland Biome is primarily characterised by Dry Coast Hinterland Grassland (Gs 19) and Moist Coast Hinterland Grassland (Gs 20) vegetation.

- The Savanna Biome is primarily characterised by Kwa-Zulu Natal Hinterland Thornveld (SVs 3), KwaZulu Natal Sandstone Sourveld (SVs 5) and Eastern Valley Bushveld (SVs 6) vegetation.
- The Azonal vegetation within the area primarily consists of Estuarine vegetation, Subtropical Alluvial vegetation (Aza 7) and Subtropical Seashore Vegetation (AZd 4).

- The Indian Ocean Coastal Belt primarily consists of the Kwa-Zulu Natal Coastal Belt (CB 3) and Kwa-Zulu Natal Coastal Belt Thornveld (CB 6).

Map 1.6.6.1.1: Conservation Plan

Many as the most important environmental challenge regard climate Change in our era. Climate Change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as “a change of climate which is attributed directly or

indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods”. Global Warming has been blamed on human activity, which has had the most influential impact on climate change. Global warming is defined by the UNFCCC as “the increase in the earth’s temperature, in part due to emissions of greenhouse gases (GHG’s) associated with human activities such as burning fossil fuels, biomass burning, cement manufacture, cow and sheep rearing, deforestation and other land-use changes.”

Climate change is already having and will continue to have far-reaching impacts on human and natural environments. As a result, policy and development plans must take cognizance of the implications of a changing climate and develop strategies for both mitigation and adaptation for a changing climate.

Recent studies within South Africa, which involve climate change modelling and associated projections all, show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures
- Altered rainfall patterns
- More frequent or intense extreme weather events, including heat-waves, droughts, storms and floods
- Rising sea levels

The implications of the above predicted weather and climatic changes would impact on the physical environment which will ultimately impact on the sustainability of

human livelihoods. It is crucial that future planning initiative programmes take into consideration the risks, impacts and limitations imposed by climate change such as increased temperatures; changes in precipitation levels; increase in the intensity and frequency of storm events and droughts; tidal surges and sea-level rise; and consider adaptation measures.

The above climate changes could imply that Umdoni Local Municipality is faced with:

- More frequent and severe flooding because of higher intensity storm events. This will impact on human settlements, infrastructure, human health and place a greater burden on particularly impoverished communities
- Higher rainfall may increase agricultural production but water availability could become a limiting factor, requiring increased irrigation. Small scale farming is likely to be the most affected from water shortages during prolonged drought periods.

The average annual rainfall for Port Shepstone and Paddock is 1140 mm and 1271 mm respectively (SAWB, 1992). within the Umdoni Municipality, the highest rainfall 910-965 mm falls along the coast from south of Park Rynie south to Sezela and also at Mtwalume. Rainfall decreases in a westerly direction but averages about 850 mm mean annual precipitation (Source data: South African Atlas of Agro hydrology and Climatology). The wind over the coast and the adjacent interior of the Umdoni LM is described by means of wind roses at Sezela and Paddock respectively. Wind roses simultaneously depict the frequency of occurrence of hourly winds from the 16 cardinal wind directions and in different wind speed classes. Wind direction is given

as the direction, from which the wind blows, i.e., south westerly winds blow from the southwest.

1.6.8 Alien Eradication Programme

Invasive alien organisms pose the greatest threat to the biodiversity of the Umdoni region and if left unchecked will result in a tremendous loss in species diversity and localized extinctions. The Umdoni Municipality is currently experiencing a huge problem of alien plant infestations and if uncontrolled the problem will double within the next 10 years. Alien species pose an enormous risk to the environment as the invasion of aliens can:

- Cause decline in species diversity,
- Destroy and displace indigenous vegetation thereby contributing to the local extinction of indigenous species,
- Contribute to the impacts of climate change
- Substantially reduce agricultural resources and food security,
- Considerably increase agricultural input cost,
- Increase the loss of valuable ground water,
- Create an ecological imbalance, thereby increasing the risk of catastrophic events. Exuberate the threat of fire on infrastructure and ecosystems.

Umdoni Municipality will review its Alien Plant Eradication Plan for urban and rural areas for the 2023/2024 financial that will be adopted by June 2024 for implementation.

1.7 Disaster Management

The Disaster Management Act (57 of 2002) clearly outlines initiatives that must be undertaken to make sure that organs of state comply with the Act and policy framework on disaster management. The Umdoni Local Municipality is prone to different types of disasters, both natural and human made. It is therefore important to understand that natural disasters cannot be prevented, but that the least the Municipality can do is to develop strategies to mitigate the effectiveness of such natural disasters. In addition, It is important to note that human disasters can be prevented by making sure that continuous sharing of information takes place with the community at all times.

Disaster management should include administrative decisions and operational activities that involve prevention, preparedness, response, recovery and rehabilitation at all levels of government. Disaster management does not only involve official bodies, because non-governmental organisations and community-based organisations also play a vital role.

1.7.1 Disaster Management Institutional Capacity

In line with Section 43 on the Disaster Management Act 57 of 2002, Umdoni Municipality established the Disaster Management Section in 2014 within its Administration and it's fully functional. In 2015 in-line with the Fire Brigades Act 90 of 1987, a Fire section department was opened and is fully functional 24 hours a day, 7 days a week. The call Centre Number is (039 974 6200).

Disaster Management, Fire and Rescue - Umdoni local municipality is based at Umzinto CBD. Umdoni local municipality is category B municipality located within Ugu District in Kwa-Zulu Natal Province. The municipality is divided into three major land uses being commercial agriculture, traditional Authority areas and coastal urban nodes. The coastline stretches approximately 40 km. there are 19 municipal wards. The department is working 24/7 hours shift system with the assistance of Ugu District contributed towards 10-fire reservist. Disaster advisory forum with the inclusion of all government department and NGO's operating in our jurisdiction and It is activated base as per amended disaster management act.

The Disaster Management and Fire Services Section ensures an integrated and a well-coordinated approach to Disaster Risk Management and Fire Services within local communities. The Fire Team provide back-up support to Communities who are affected. The Umdoni Municipality was found to be fully functional. The support is provided in a form of back-up support, equipment, and sufficient resources

Office Space location

The centre is situated in 309/7 Nelson Mandela Drive, Umzinto, 4200. The centre consists of block of offices, boardroom, control centre, store room, gym area and rest-rooms.

1.7.1.1 Municipal Fire Services

The Centre has a functional Fire and Rescue Services Unit. It operates 24/7hours shift system with operational call centre. The positions are: -

- Chief Fire Officer

- Admin Assistant
- Senior Fire Fighters
- Fire Fighters
- Call Centre Officials
- EPWP Volunteers
- General worker

1.7.1.2 Emergency response vehicles

The Municipality has the follows emergency response vehicles:

- 1x Fire Engines
- 2x Skid unit (with jaws of life)
- 3x Disaster management response vehicles
- 2x water tankers
- 1x rescue vehicle

1.7.2 Municipal Disaster Management Policy Framework

Section 42 of the Disaster Management Act 57 of 2002 stipulates that each Municipality should established and implement a policy framework for disaster risk management at the Municipal Level aim at ensuring an integrated and uniform approach to disaster management in its area.

The formulation and implementation of a Disaster Management Framework form part of the IDP review process for the Umdoni Municipality. The Umdoni Municipality

Disaster Risk Management Policy Framework was developed and adopted by Council.

The framework is in line with the National and Provincial frameworks and deals with each of the 4 Key Performance Areas and its three enablers.

1.7.3 Municipal Disaster Management Advisory Forum

Umdoni local municipalities may establish municipal disaster management advisory forums as described in Section 51 of the Disaster Management Act. It is advantageous for a municipality to establish such a forum to coordinate strategic issues related to disaster management such as risk assessments and to approve and/or review the disaster management plan for the municipality before it is submitted to Council. The forum does not sit but the community engagement is completed for nomination of persons to represent the ward in disaster management and fire services matters.

1.7.4 Disaster Risk Assessment

One of the Disaster Management's key objectives is to conduct risk assessments in the entire municipality to all 19 wards. Risk assessment was conducted to wards. This particular report aims to inform the internal and external stakeholder on the risk profile for Umdoni Municipality. Disaster Risk Assessment is an ongoing exercise to update disaster management with risk that are prone to the municipal area.

Community engagement programmes for risk analysis are ongoing. The process is being conducted in-house.

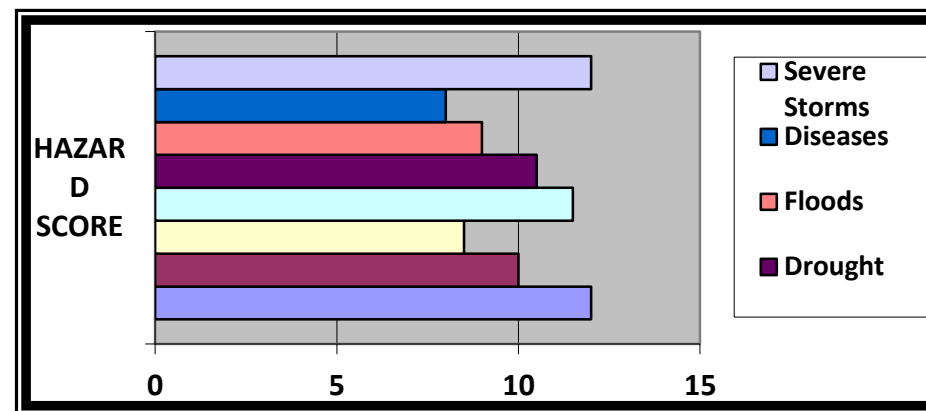


Figure 1.7.4.1: Disaster Risk Assessment

1.7.5 Community Consultation Meetings

The consultations were conducted through the District, ward by ward. Communities were issued an opportunity to confirm the risks, oppose and provide additions. Response were similar in all wards whereby Communities confirmed the risks that are prone to their areas. Most communities put emphasis on the already identified risks. Wild Pigs have been mentioned by communities to be threatening their food security as most households rely heavily on agrarian reform as a form of food security. Crime in ward 8 and 9 threatens the lives of the community. Unfinished projects in Amahlongwa and Amandawe areas also pose a threat as those communities have embarked on strikes and have also threatened to strike on more than one occasion. There has been an increase in road accidents due to lack of

adequate road signs and communities have called for road signs and installation of speed humps in residential roads to control the speed of motor vehicles and combat road accidents. Ward 1, 3, 4, & 6 are prone to lightning. The mitigation of lightning is an ongoing process as we are in partnership with Ugu District Disaster management and Provincial disaster centre, however another proposed solution is the distribution of lightning conductors in wards that are prone to lightning.

1.7.6 Disaster Risk Reduction and Fire Services

Risk reduction plans providing for prevention and mitigation strategies have been compiled through a participative process and have not been vetted or submitted to feasibility studies. The risk reduction plans outlined in this document and its annexures which are implementable must be considered for inclusion within the IDP projects of the municipality and if included must be budgeted for in terms of the operating and capital budgets of the municipality. Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project.

The Disaster Management department of the Umdoni Municipality must assist in this regard. Where the proposed project falls outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct governmental or societal sector and to track progress on the project.

1.7.7 Response and Recovery

In case of the Disaster strikes in 5-minute disaster, management personnel to respond and do activities that might need to be performed when hazard occurs and the magnitude of incident will lead to activation of Joint Operation Centre within 30 minutes.

Umdoni Disaster Management Centre with the assistance of the Ugu District Disaster Management Centre and Provincial Disaster Centre, will disseminate early warnings through the community structures. A disaster assessment would be conducted and the integration contingency operational plan would be activated. The Joint Operational Centre (JOC) would be activated as well as the delegation of responsibility, regulations and directives. The municipality would conduct a classification and declaration of the disaster.

Umdoni provides blanket, tents (Wendy house if assessment outcome require Wendy house) plastic sheet, and food parcel if assessment outcomes require food parcel as a form of response and recovery to areas or local members of the community that have been affected by disasters.

Management of relief will be monitored through the Joint Operational Centre post any disaster project.

1.7.8 Training and Awareness

Umdoni Municipality Disaster Management, along with the District, Provincial and organs of state will also formulate and implement appropriate disaster risk

management public awareness programmes that are aligned with the national disaster risk management public awareness strategy and will play an active part in engaging schools to ensure a practical approach to education and awareness programmes.

School disaster risk management awareness programmes in Umdoni Local Municipality will be conducted, assessed and adapted on an annual basis. Community resilience-building is crucial and a first capacity-building priority is the consultative development of a uniform approach to community-based risk assessment for municipalities and nongovernmental and community-based organisations throughout Umdoni Municipality. This will contribute considerably to closer links between disaster risk reduction and development planning in disaster-prone areas and communities.

1.7.9 Funding Arrangements

Prevention and Reduction Programmes, Advisory Forum and awareness's requires a budget to be conducted effectively.

In order to acquire funding for disaster incident the municipality has to declare an incident as a disaster and submit to the Ugu District Disaster Management for assistance. Umdoni Municipality has to make budget provisions for incidents or disasters that require immediate response. When a disaster has been declared with the Ugu district, Provincial Disaster Centre and National disaster centre these stakeholders then assist in ensuring that the rehabilitation process is done efficiently and effectively.

Table 9: CROSSCUTTING INTERVENTIONS SWOT ANALYSIS

STRENGTHS	- Recognized area with Tourism growth opportunities - Natural beach areas - Umdoni Park forest, the largest coastal forest outside a protected area. - 40 Km Coastline - Good Environmental Conservation areas - Agricultural attribute - Strategically located along N2, R601 and R612 - Committed Fire & Disaster Management Staff - Good relations with Disaster Management Stakeholders - Committed Disaster NGO's and Volunteers - fully-fledged fire station / disaster management building that will be responsive and efficient
WEAKNESSES	- Lack of Tourism Plans - Lack of management of Agricultural land - Water Quality - Limited budget to implement SEA - Lack of Recycling initiatives within Umdoni - Adhoc developments - Lack of Area Plans - Lack of GIS Data - Shortage of staff to cover all municipal area - Communication system break-down - Non-functionality of normal two way radios - Lack of fire hydrants in rural areas - Review of Recovery and Response Plans on an annual basis - Capacity constraints with regards to resources and finance
OPPORTUNITIES	- Management of Agricultural Land for food security - Recycling

	- Umdoni Park Forest for promotion of Tourism - Hinterland Tourism - Establishment of Blue Flag Beaches - Database design, development and population; Exact information, locality and hazardous materials known. - Establishment of Satellite Fire & Disaster centre in Dududu
THREATS	- Climate change - Degraded Coastline - Invasive alien species - Waste Water Treatment polluted - Inadequate Landfill site - Lack of funding for natural areas - Lack of Estuary Management Plan - Loss of invaluable Coastal Forest and Grasslands - Illegal Developments - Illegal Dumping - Fires - Floods - Loss of biodiversity - Accidents

about 7% resided in the Ugu District Municipality. The table further reveals that the Umdoni Local Municipality has a population of less than 144 551 people in 2016 and had seen a large increase in annual growth between 2011 and 2016 with a growth rate of 16.6%, when compared to the growth rates on a national, provincial and district level. This is to be attributed to the re-demarcation of Municipal boundaries in 2016 and the disestablishment of Vulamehlo Local Municipality where Umdoni Municipality inherited the 6 and a half wards from Vulamehlo which brings the total population of the recently demarcated Umdoni Municipality to 144 550 people.

Table 10: POPULATION FIGURES FOR NATIONAL PROVINCIAL, DISTRICT AND LOCAL LEVEL

Judicial Area	2001 Population	2011 Population	2016 Community survey	Annual Average Growth rate (2011-2016)
South Africa	44 819 778	51 770 560	55 653 651	1.5%
KwaZulu-Natal	9 584 129	10 267 300	11 065 240	1.5%
Ugu DM	704 030	722 484	753 336	0.8%
Umdoni LM	62 375	78 875	144 550	16,6%

2 DEMOGRAPHIC INDICATORS

2.1 Population

Umdoni Local Municipality covers approximately 994 km², which represents about 21% of the total area of the Ugu District Municipality. As revealed by the Table below, approximately 11.0 million people resided in KwaZulu-Natal in 2016, of which only

Table 11: POPULATION DISTRIBUTION PER LOCAL MUNICIPALITY WITHIN UGU DISTRICT

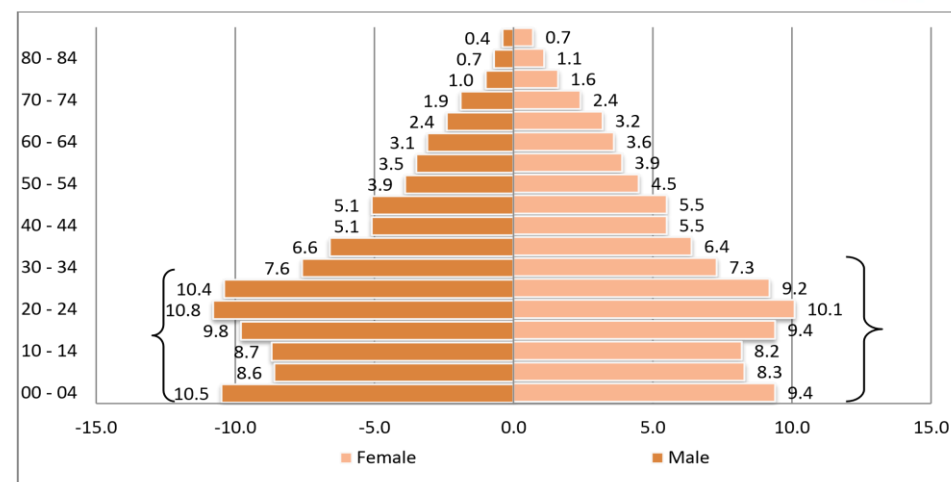
Local Municipality	Area (km ²)	Percentage area splICT	2016 Population	Percentage Population splICT	Density (pop/km ²)
Umdoni LM	994	21%	144 550	19%	145.4
Umzumbe LM	1221	25%	151 676	20%	124.2

Umuziwabantu LM	1089	23%	108 575	14%	99.7
Ray Nkonyeni LM	1487	31%	348 533	46%	234.3
Ugu District	4791	100%	753336	100%	603.6

When considering the population distribution amongst the four local municipalities within the Ugu District Municipality, it is clear that Ray Nkonyeni Local Municipality is home to more than a third of the population (31%), which is understandable as this local municipality is the economic hub of the Ugu district and includes various vibrant coastal towns regional centres such as Port Shepstone, Hibberdene, Ramsgate, Margate and Port Edward. The Umzumbe Local Municipality contributes 25% to the total population of the Ugu District, followed by Umdoni with a 19% population share. The smallest local municipality in terms of population share within the district is Umziwabantu with (14%). It is however interesting to note that the Umdoni Local Municipality has the second highest population density within the District with approximately 145.4 people per square kilometre.

2.1.1 Population Distribution

Figure 2.1.1.1 illustrates the population distribution for Umdoni Local Municipality per age and gender.



Source: Stats SA Census 2011

Figure 2.1.1.1: Population Distribution per Age and Gender

It can be noted that Umdoni Local Municipality is a youth dominated Municipality with a substantial number of people being within the youth bracket. With an increasing number of people between the ages 0-4. This means a rising need for Department of Health to provide assistance in terms of Clinics, Immunizations, Department of Education needs to assist the municipality with early childhood enrolments into Schools as well as the provision of books and establishment of efficient and effective Early Childhood Centres.

It can also be noted that the age cohort 15-35 has experienced a growth since the 1996 Census; this group represents the driving force behind the economically active population or total labour force in the Umdoni Municipality. This is where all sector Departments are needed to play a role in the creation of job opportunities in order

to decrease the dependency ratio. Umdoni Municipality has inherited predominantly Rural wards from the disestablishment of Vulamehlo Municipality and this calls for the Department of Rural Development to get on board with regards to programmes that will alleviate the strain on the municipality with regards to job creation and development of our rural wards. Rural development can aid the rural communities in areas such as hinterland tourism, agricultural development and sustainable farming that will increase jobs and ensure food security for rural communities.

Figure 2.1.1.2 indicates that the general population of Umdoni has increased since 2001 by 2.35 and indicates the growth rate per race, It can be noted that there has been a substantial decrease in White, Coloured and Indian persons that reside in Umdoni from 1996 to 2001 by 10.22%, 5.61% and 1.4% and the African population increasing by 28% from 1996 to 2001. However, findings from the 2011 Statistics South Africa census show that there has been a slight increase in the white, Coloured population from 2001 to 2011 by 12.5%, 26.9% and the Indian population still decreasing by 14.8%. However, the absolute figures for these race groups still fall way short of the African group, which comprises well over 84% of the total Umdoni Municipality Population.

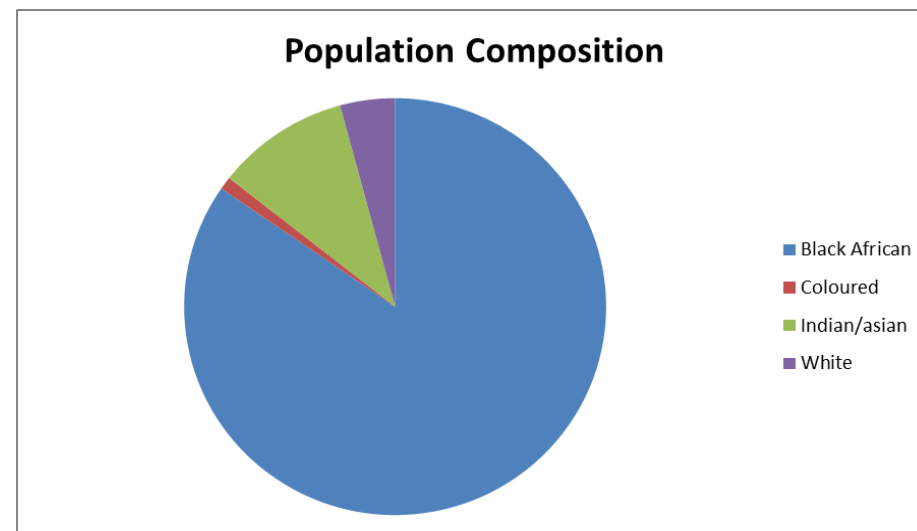
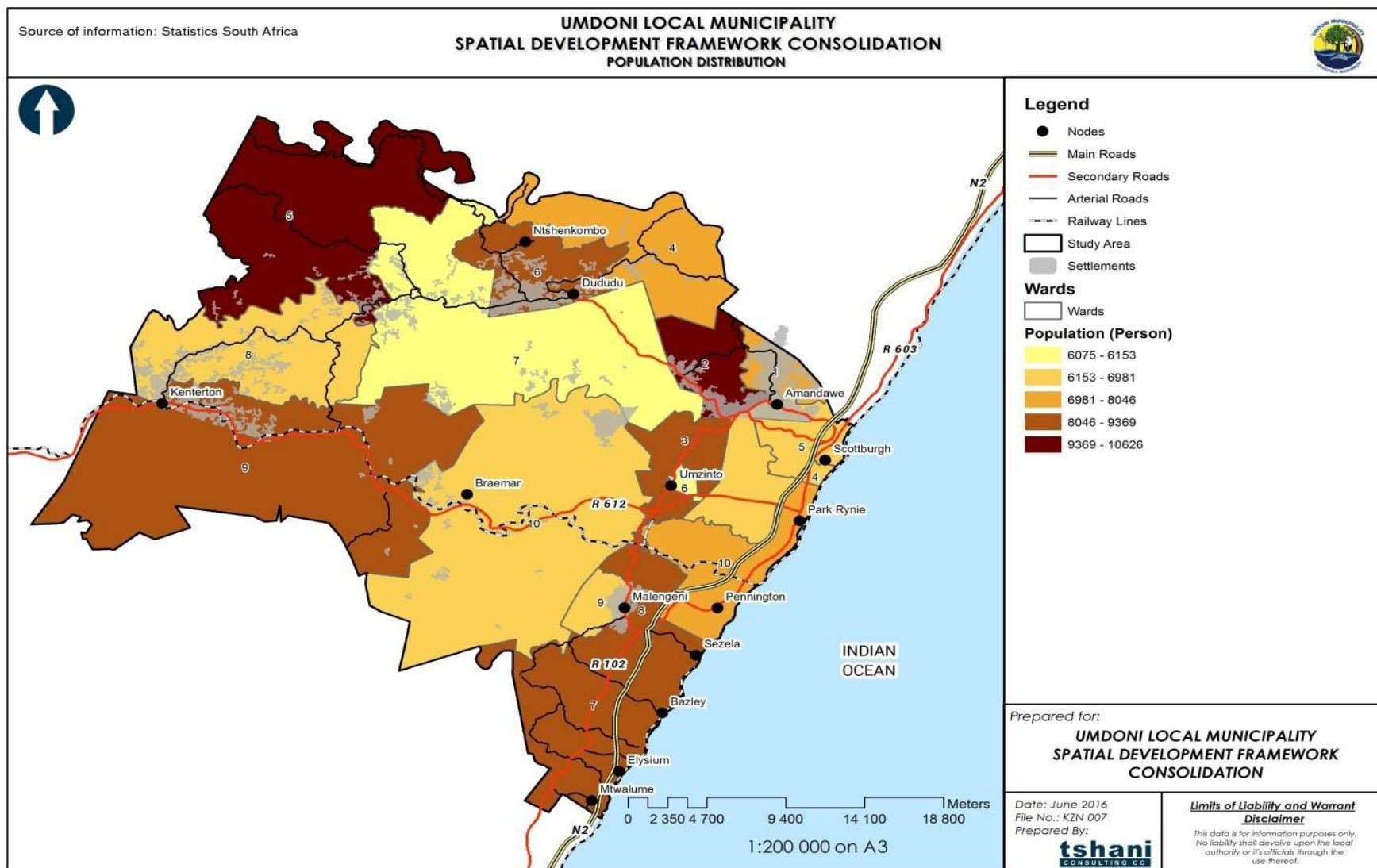


Figure 2.1.1.2: Population Distribution Composition

Map 2.1.1.1 illustrates the population distribution for Umdoni Local Municipality per Ward.

Map 2.1.1.1: Population Distribution



2.2 Dependency Ratio

The United Nations Development Programme¹ (UNDP) defines the dependency ratio as the ratio of the sum of the population aged 0-14 and that aged 65+ to the population aged 15-64. The child dependency ratio is the ratio of the population aged 0-14 to the population aged 15-64. The old-age dependency ratio is the ratio of the population aged 65 years or over to the population aged 15-64. All ratios are presented as number of dependants per 100 persons of working age (15-64). This means that a dependency ratio of 0.5 implies that for every 100 people that are economically active 50 are dependents. The dependency ratio of Umdoni Municipality is 52, 7% as compared to 2001 where it was 54, 7% has decrease in by 2% in 2011 and a Dependency Ratio of 56,4% with a 2% increase in 2016.

2.3 Population Density

The number of persons per square kilometre (1 km²) is 229 in 1996, 263 in 2001 and 334 in 2011 and has now decreased to 145 in 2016 due to the incorporation of Vulamehlo.

2.4 Migration Trends

To determine possible factors influencing migration of people to Umdoni, the figure below provides insight to the number of people who moved to Umdoni per year since 2011.

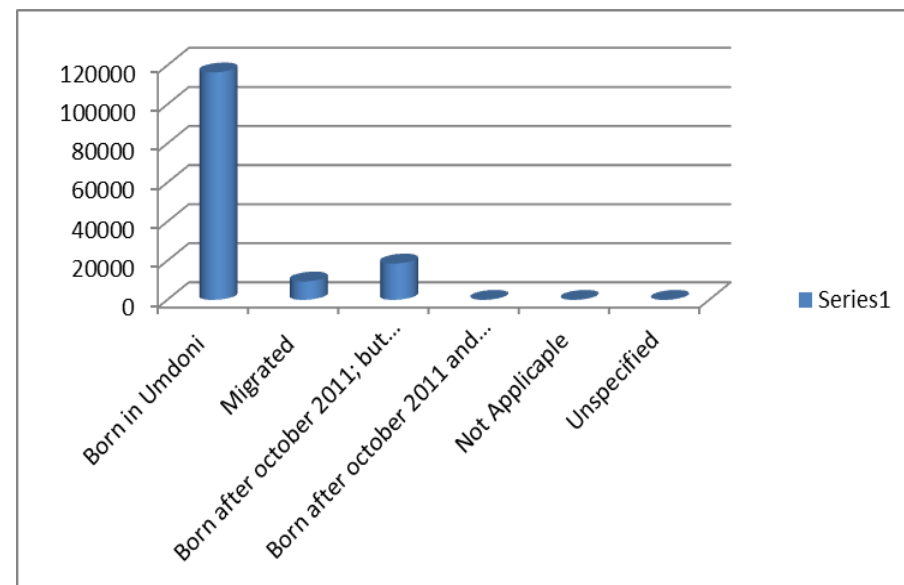


Figure 2.4.1: Migration Trends

This diagram attempts to show migration trends within Umdoni. The Municipality has over 116 000 residents born in Umdoni, about 6% of the Umdoni Population has migrated from other regions, provinces and other countries and have become residents of Umdoni.

From the figure it is clear that the majority of in-migration to Umdoni Local Municipality occurred during 2009 to 2010, this could be as a result of people migrating to this area as a result of possible employment opportunities linked to the industrial development at Park Rynie. For that same period (2009-2010) 386 people had moved to Ugu District. Possibly indicating that more elderly residents are moving towards the coast to enjoy a more scenic retirement than what the urban areas provide. Another possible

reason for migration to Ugu could be that people are seeking job opportunities that might be available in the Metropolitan (eThekweni) although they might not want to live in the city, therefore moving to Ugu, in order to still be in a comfortable commutable distance from eThekweni

2.5 Social Indicators

Table 12: SOCIO- ECONOMIC INDICATORS

Socio-Economic Indicators	1996	2001	2011	Source
Households and Services				
Average Household Size	4,3	3,7	3,2	StatsSA & Dem.Board
Access to Piped Water	32%	37,3%	40,6%	Stats' & Dema. Board
Access to Electricity	31%	66,3%	76,3%	StatsSA, Dem. Board
Access to Sanitation	5%	8%	34,2%	StatsSA Dem. Board
Tenure Status (% owned)	-	60%	57,3%	StatsSA
Education Status				
Literacy Rate	-	-	-	Dept. of Education.
No Schooling	5175	7342	4142	StatsSA
Primary	5964	6868	9370	StatsSA

Socio-Economic Indicators	1996	2001	2011	Source
Teacher: Learner Ratio				
Secondary	9453	11091	29511	StatsSA
matric	5514	7521	15801	StasSA
Matric Pass Rate				Dept. Of Edu.
Completed Higher Education	1794	2942	3748	StatsSA
Employment Status				
Unemployment Rate(official)	4784	9810	8337	StatsSA
Unemployment Rate(Youth)	26%	52%	43.3%	StatsSA, Dem.Board
Main Occupation Sector	Elementary	Elementary	Elementary	StatsSA
Income Status				
Indigent Households(below R800)	11337	11521	11032	StatsSA
Social Grants Recipients	-	31999 (year 2008)	32685 (year 2009)	SASSA
Gini Coefficient	0.52	0.60	0.65	Dept. of Treasury

2.6 Demographics Key Findings Including Trends

The demographic and socio economic trends within Umdoni municipality indicate a number of changes that need to be considered when looking at longer term interventions. Below is a summary of those noteworthy trends.

Table 13: KEY FINDINGS

Demographic Area	Trend
Occupational group	Decline in profession by 9%
Age Groups	The average age group of the population is increasing.
Unemployment Rate	Increased from 25% in 1996 to 42% in 2001
Poverty	90% earn less than R800-00 per month.
Employability	Population not trained or skilled in areas potential demand may arise such as tourism and manufacturing
Labour absorption	Potential is poor. Economy appear to have labour surplus
Wages and sectors	Employment is in low wage sectors

3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

Umdoni Municipality's focus is to improve knowledge, ability, skills and other talents for employees. This is achieved through training and development. The training and development aim to improve the performance and focuses on three main areas, namely, human resources management, quality improvement and career development. While training focuses on providing the knowledge and skills required for doing a particular job It also allows for future job's responsibilities by increasing an employee's capabilities. Furthermore, the Municipality is committed in a continuous process in which an individual progression and this focuses on mainly two areas, namely, career planning which involves activities to be performed by the employee as well as career management which generally focuses on the steps that the Municipality is taking to foster career development which is done through offering bursaries.

This Municipality also has initiatives to retain staff and is confident in sustaining such initiatives i.e. Provision of Bursaries to staff, Housing Provision/ Allowance and Trainings. The Municipality also has a Draft Employment Equity Plan that will be workshopped with the new municipal council and anticipated for adoption by June 2023 which outlines numerical goals and targets that will ensure fair distribution amongst race and gender.

Umdoni Municipality also provides effective and efficient labour relations support and is guided by Labour Relations Act as well as collective agreements concluded at National, Divisional and local Level. The Local Labour forum was established and sits as per the

year plan of meetings scheduled and the Forum creates a platform to maintain relations between employer and employees by addressing employee related issues as well as the consultation and bargaining process.

3.1 Institutional Arrangements

Approval of key operational matters within the Municipality follows the following approval process, namely Management Committee (MANCO); Portfolio Committees, EXCO, and Council.

As per the adopted municipal delegation framework, the Municipal Manager will ensure that the delegation of functions or tasks to appropriate levels of staff is properly documented. Umdoni Local Municipality has the right to do anything reasonably necessary for, or incidental to, the effective exercise of its powers. It has all the powers assigned to it in terms of the Constitution as well as other relevant legislation. The executive and legislative authority of the Municipality vests in the Council. The Council will take all the decisions of the Municipality except:

Decisions on those matters that it has delegated to a delegated office bearer and
Decisions on those matters that by law have been assigned to a political structure, Administrative Structure, Political office-bearer or employee of the Council.

The Council will exercise executive and legislative authority within the Municipal area only. All the powers of the Municipality that have not been reserved for the Council, or that have not been delegated to a political structure, Administrative Structure, political

office-bearer or employee of the Council, will be delegated to the Executive Committee.

3.1.1 Municipal Public Accounts Committee

The first layer of committees is the Municipal Standing Committee on Public Accounts (MPAC) which consists of ordinary Councillors to oversee the expenditure of public funds in order to ensure the efficient and effective utilization of council resources and to enhance the political accountability of Council.

EXCO members account to MPAC on issues related to their portfolios. MPAC reports back to Council via the Speaker. The primary purpose of the municipal MPAC is to assist council to hold the executive and the municipal administration to account.

3.1.2 Executive Committee

The second layer of committees is the EXCO which reports in terms of section 44 of the Local Government: Municipal Structures Act, 1998 to the municipal council on decisions made in terms of its delegated powers as well as recommendations made on those issues the municipal council did not delegate to the EXCO. The EXCO consists of 7 Members plus the Speaker.

3.1.3 Portfolio Committees

The third layer of committees is the Portfolio Committees (in terms of Section 80 of the Local government: Municipal Structures Act, 1998), which makes

recommendations to the EXCO and report back on resolutions taken in terms of its delegated powers.

All Portfolio Committees report to the Executive Committee. The Executive Committee may refer a matter back to the Portfolio Committee for further consideration, amend or adopt the recommendations if it has delegated authority to do so, or submit its (Executive committee) recommendations to council. There are 5 (five) section 80 committees, namely:

- Infrastructure & Housing Portfolio Committee;
- Planning and Development Portfolio Committee;
- Community Services Portfolio Committee;
- Corporate Governance Portfolio Committee; and
- Finance Portfolio Committee.

3.2 Powers and Functions

The powers and functions of Umdoni Municipality are derived from the Constitution of the Republic of South Africa and a range of local government legislation, and could be summarised as follows: -

Table 14: POWERS AND FUNCTIONS

MUNICIPAL FUNCTIONS	Function Applicable to Umdoni Local Municipality (Yes /No)*
Constitution Scheduled 4, Part B functions:	
Air pollution	No
Building regulations	Yes
Child care facilities	No
Electricity and gas reticulation	No
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law.	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto.	No
Storm water management systems in the built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to portable water supply system and domestic waste-water and sewage disposal systems	No
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	No
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public.	No

MUNICIPAL FUNCTIONS	Function Applicable to Umdoni Local Municipality (Yes /No)*
Facilities for the accommodation, care and burial of animals.	No
Fencing and fences	No
Licencing of dogs	No
Licencing and control of undertakings that sell food to the public.	No
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	No
Refuse removal, refuse dumps and solid waste disposal.	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Although the Municipality is currently carrying out most of its assigned powers and functions it lacks this ability in certain areas, e.g. Street lighting (maintenance), Municipal Pound & Municipal Public Transport. The Municipality needs to consider various ways to respond to its responsibility of the functions, for example the Municipality should consider forming Public-Private Partnership where external agencies can be contracted to undertake these functions on a contract basis.

3.3 Organizational Structure

Umdoni Municipality organizational structure provides for six departments to be managed by the Municipal Manager. The organizational structure was last reviewed and adopted on the 30th of July 2022 to meet the current circumstances. The six municipal departments are as follows:

- Office of the Municipal Manager
- Technical Services
- Community Services
- Budget and Treasury Office
- Corporate Services
- Planning and Development

Each of these Departments is headed by a General Manager, who must ensure that services are effectively and efficiently delivered to the people of Umdoni Municipality. The municipal manager and her team of General managers hold weekly meetings to discuss key strategic service deliverables, and to offer guidance on achieving IDP goals. The administrative component is aligned with the six (6) National Key Performance Areas (named below); and they are linked to Back to Basic Pillars.

- Municipal Transformation and Institutional Development
- Basic Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross.Cutting

The top administrative structure has no vacant positions. All Senior Management positions are currently occupied. Positions of Municipal Manager & Chief Financial Officer were filled in 2023.

3.4 Organogram

Council has a draft organogram in place that will ensure alignment to the municipal vision and mission as well as the 5th Generation IDP that will be adopted in June 2022. The current organogram that is under review for 2023 / 2024 gives priority to service delivery and recruitment of key service delivery personnel so that service delivery is not hindered for our communities. The organogram provides detailed management hierarchy of all the departments in the municipality and the vacant positions and is attached as (Appendix A) of this document.

3.5 Human Resource Development

The Municipality's HR department shall be responsible for ensuring that:

The Municipality's employees contain suitable skills and competence to contribute towards the Municipality's strategic goals and objective of delivering sustainable solutions, advice and capacity building to the Municipality;

The Municipality makes optimum use of human resources and anticipates and manages surpluses and shortages of staff; and value is added to the following areas:

- a) human resource planning
- b) equal employment opportunity
- c) staffing (recruitment and selection)

- d) compensation and benefits
- e) employee and labour relations
- f) health, safety, and security
- g) human resource development
- h) job design
- i) performance management/ performance appraisal systems
- j) research and information systems
- k) training and development
- l) Organisational development
- m) Career development

3.5.1 Skills Development and Training

The Municipality conducts a training needs survey and analysis of both Councillors and employees on an annual basis with a purpose of addressing the skill development needs. An annual training plan is formulated with the purpose of ensuring that training interventions are in line with the Workplace Skills Plan. An annual training budget is allocated for in-service training interventions and conditional educational grants. There has also been an intervention for unemployed graduates who volunteer their service to the Municipality. The Municipality in turn provides relevant training to its employees in line with their profession as well as the applicable subsistence and travelling allowance on a monthly basis. The Municipality has, through the Financial Management Grant (FMG) appointed five budget interns and one Budget and Compliance Manager who are allocated to the Finance department to ensure that the Municipality complies with relevant legislation

and legislated reporting requirements. COGTA has also addressed some of our capacity challenges by providing interns to our municipality in various departments such as Finance, Town Planning, Corporate Services, Technical Services and Housing section.

3.5.2 Municipal Competency Levels for Senior Management

The Municipal Finance Management Act, Sections 83, 107 & 119 prescribe that the Accounting Officer, Senior Managers, the Chief Financial Officer and other financial officials of a municipality must meet the financial management competency levels prescribed by regulation. National Treasury issued regulations on Minimum Competency Levels on the 15 June 2007 the regulation prescribes the minimum competency levels for the following categories of employees: -

- Accounting Officers of Municipalities and Municipal entities;
- Chief Financial Officers of Municipalities and Municipal entities;
- Senior Managers of Municipalities and Municipal entities;
- Other Financial Officials of Municipalities and municipal entities; and
- Supply Chain Management Officials of Municipalities and Municipal entities.

The Accounting Officer and Senior Managers meet the financial management competency levels prescribed by the Municipal Finance Management Act Sections 83, 107 and 119. In 2019/2020 financial year 5 (five) Supply Chain Management and Financial staff members completed the competency assessment as per the Municipal Finance Management Act.

3.5.3 Leanership and Experiential Learning

In recognizing government's policy, the municipality has established a policy for the intake of unemployed graduates either in the form of Leanership, in-service training / experiential learning. The intakes are generally undertaken at the beginning of the financial year for a period of a year and learners are placed according to their field of study. The contract is then terminated at the end of the financial year or after a period of 18 months.

In – Service training has been designed to offer individuals experience in order to complete their qualifications whilst experiential learning is aimed at providing experience to those individuals that have completed their qualification. ICT therefore is understood that the above programme is not to be provided for a continuous period ideally such opportunities should also be afforded to other equally deserving individuals within Umdoni especially amongst the Youth.

For the period under review Umdoni Municipality has managed to offer 11 (Eleven) youth graduates with in-service training/experiential learning in various fields ranging from Finance, Public Management, Planning & Development as well as Customer Care and Public Participation. The Municipality affords all participants in – Service and Experiential learning a stipend of R3000 per month with the exception of Financial Interns that are paid a stipend as per the Provincial Treasury Regulations. The Stipends are aimed at covering their traveling costs.

3.5.4 Occupational Health and Safety

The Municipality reviewed and adopted the Occupational Health and Safety Policy in September 2019, the policy has been amended to be in line with the COVID-19 Regulations. Based on the provisions of the Occupational Health and Safety the policy is aimed at ensuring that employee safety controls are in place with the view to guarantee employee health and safety in the work place. An Employee Wellness Programme has been established to strengthen the employer support to employees affected, infected by HIV/AIDS, COVID-19 and psychosocial and health related problems.

An Occupational Health & Safety Officer has been appointed and the Committee for Occupational Health and Safety has been revived to monitor compliance with the Occupational Health & Safety Act and meets quarterly.

3.5.5 Recruitment and Selection

The Municipality has formulated a Draft Recruitment and Selection policy that was adopted by Council on September 2019 as means of tightening its recruitment strategy. The recruitment and selection policy and its implementation is aimed at matching the human resources to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of these employees.

All aspects of the staffing, structuring, recruitment, selection, interviewing and appointment of employees will be non- discriminatory and followed in a fair,

objective, consistent and transparent manner thereby reducing the risk of alleged Unfair Labour Practice.

3.5.6 Exit and Termination Procedure

The main objective of the Exit and Termination procedure is to facilitate the effective administration associated with all circumstances of termination of employment with the Municipality. The main issues covered in the procedure are as follows:

- a) Resignation, retrenchment and dismissal
- b) Retirement
- c) Medical Boarding
- d) Death

3.5.7 Human Resource Strategy

Managing people is a significant task and should be conducted in a professional manner. This HR Strategy sets out the Municipality's plans to ensure the recruitment, development and retention of the best quality staff in all departments in order to fulfil the Municipality's mission and vision and thereby meeting its strategic aims and objectives.

Human resources planning involves ensuring that the Municipality has the correct amount of employees, with the required composition and competencies, in the right places with functioning systems and structures that will allow the Municipality to be effective and efficient in delivering on its mandates.

The aim of the HR Strategy and Plan is to set guidelines for strengthening leadership, planning and developing a municipal workforce that is skilled and driven to strive towards service excellence and in doing so attract and retain scarce and critical skills for the Municipality.

Umdoni Municipality has developed a Human Resources Strategic document, which was last reviewed by the council in 2019. The Human Resource Strategy was adopted by Council in September 2019. The strategic document was formulated to pursue the following objectives:

- To ensure recognition of excellent performance
- Training and Skills Development
- To this end, the Strategy is structured around the following key themes:
- Recruitment & Retention
- Reward System
- Training and Development
- Diversity & Equal Opportunities
- Performance Management
- Policy Framework
- The Human Resource Strategy was adopted in September 2019.

3.5.8 Work Place Skills Plan

The Municipality has prepared the Draft Workplace Skills Plan (WSP), which incorporated the Skills Development Plan for the 2023/24 which is based on the

recommendations of the skills Audit process undertaken the Draft Work Place Skills Plan is in place and will be submitted to Local Government SETA by 30 April 2023. The skills Audit and training needs analysis and qualification profile of staff was conducted in the 2021 / 2022 Financial Year that has assisted in the formulation and development of the Work Place Skills Plan for 2022 / 2023 Financial Year.

3.5.9 Employment Equity Plan

Umdoni Municipality is currently reviewing its Employment Equity Plan; the Plan seeks to provide a framework for improving gender equity within the ranks of the Municipal workforce. There is also a need to ensure that implementation of the Plan and that is integrated and aligned to the Recruitment and Selection Policy. Umdoni Municipality has consciously acknowledged the serious need to address existing gaps on implementation of the Employment Equity Plan.

Table 15: HUMAN RESOURCES

HUMAN RESOURCE MANAGEMENT	
Key Challenges	Proposed Interventions
Work Place Safety	The Occupational Health and Safety Committee has been revived to monitor compliance with the Occupational Health and Safety Act.
NON - Compliance with OHS Act:-	Convene Occupational Health & Safety Committees quarterly

Labour Relations	Labour Unions needs to be educated on the difference between matters of consultation and matters of negotiation. Establishment of LLF Sub-committees at Departmental Levels
Poor Performance Management Culture	Cascading of Performance Management to middle managers, supervisors and Superintendents to monitor and evaluate service delivery as well as create a culture of performance monitoring and reporting at lower levels.
Skills Development	The municipality has conducted a skills audit for the review of the 2023/2024 WSP that has identified and prioritized service delivery departments in capacitation or skills development programmes in order to meet the objectives of the IDP.

3.5.10 Information and Communication Technology

Umdoni Municipality should embark on a municipal-wide integrated strategic ICT reform. The purpose of the Information Technology (ICT). Strategic Plan is to provide the municipality with a cohesive strategy to ensure that all the ICT initiatives strive towards a common goal, which in turn will ensure that optimal use is made of the ICT investments of the municipality.

Another purpose of the ICT Strategic Plan is to align the future direction of ICT with the Municipal objectives.

The three main areas to focus on will be:

Information Systems [IS]

The various software applications used by the organization to automate business processes.

Information Communication Technology [ICT]

The technology deployed to provide access to systems, information and people.

Information Management [IM]

The responsibility for IS and IT, governance, staffing, etc.

The strategic plan will be updated and revised continuously because both the technology it is based on as well as the business needs it supports, are not static. The municipality proposed that it should be standard item on the agenda of the relevant portfolio Committee in order to will review the plan on a quarterly basis to ensure it remains current.

The following goals were identified:

Establish an ICT governance framework that supports and enables the business, delivers value and improves performance.

Design and implement formal controls over ICT systems to ensure the reliability of the systems and the availability, accuracy and protection of information.

Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of ICT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored.

Table 16: ICT KEY CHALLENGES AND PROPOSED INTERVENTIONS

Key Challenges	Proposed Interventions
ICT infrastructure and systems does not have proper ICT security and monitoring	Installation of centralised eset Antivirus and e-mail security

Municipality doesn't have an integrated Telephone system	Deployment of VoIP Telephone system to all Municipal sites utilize one service provider for telephone system services Implementation of geographical telephone numbers Installation of telephone system management (user codes and expenditure report per user
Ageing ICT network infrastructure	Installation of CAT6 cables and Power over internet switches Deployment of server and monitoring of infrastructure ICT Cloud hosting ICT infrastructure maintenance plan Backup generator
Lack of Website Management	Redesigning of municipal website Developing of SOP and forms to monitor the information uploaded

Institutional Systems in place Established and functional performance management systems All Top Management (sec 56) positions are filled. Workplace skills plan is being reviewed and implemented on an annual basis SDBIP in place and is reporting done on a monthly basis Adopted 2017/18 organisational structure Established and functional internal Audit Established customer care Unqualified Audit Outcome	Ad-hoc handling of increased legal matters Limited office space Dominance of males in management. Representation of women and the disabled in total staff complement. Weak knowledge management and institutional memory systems. Retention Strategy/Policy not in place Delays in the implementation of Job Evaluation Shortage of office furniture /equipment Policies outdated Vacant posts are not filled Capacity building workshops are being facilitated
OPPORTUNITIES	THREATS
establishing an electronic performance management system Clean Audit outcome High staff turn-over (institutional memory loss) Establishment of wellness centre Work Study Assessment on utilization of staff	Municipal financial constraints Established customer care Work overload on existing staff

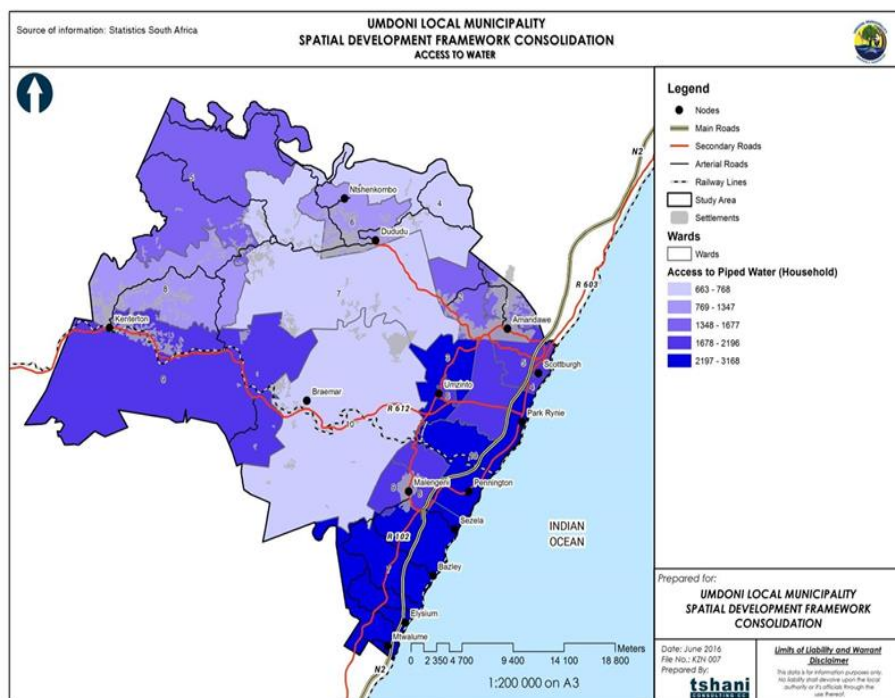
Table 17: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
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4 BASIC SERVICE DELIVERY

4.1 Water and Sanitation

The Umdoni Municipality is experiencing water shortage and disruption of services on a regular basis. The provision of water is the responsibility of the Ugu District Municipality although the Local Municipality is assisting in gathering of information and the development of a consolidated Infrastructure Plan to inform the Water Services Development Plan by providing information on backlogs and needs. This will assist the District to strategize the eradication of backlogs. The map below indicates access to water within the Umdoni Municipal Area.



It must be noted that there has been some improvement in the provision of safe drinking water within Umdoni area if comparing information from census 2001 and 2011. Deteriorating infrastructure and poor maintenance has seen a rise in poor access to water within our communities. Water complaints have also increased, the District has water tankers distributing water in rural areas where there are challenges of water, however the water tanker system is poorly managed and run as a result there are some community members and areas that go for a period of over three months without water and this has seen our communities going back to the roots of collecting water from rivers and dams. The table below indicates water demand and challenges with proposed programmes for each ward.

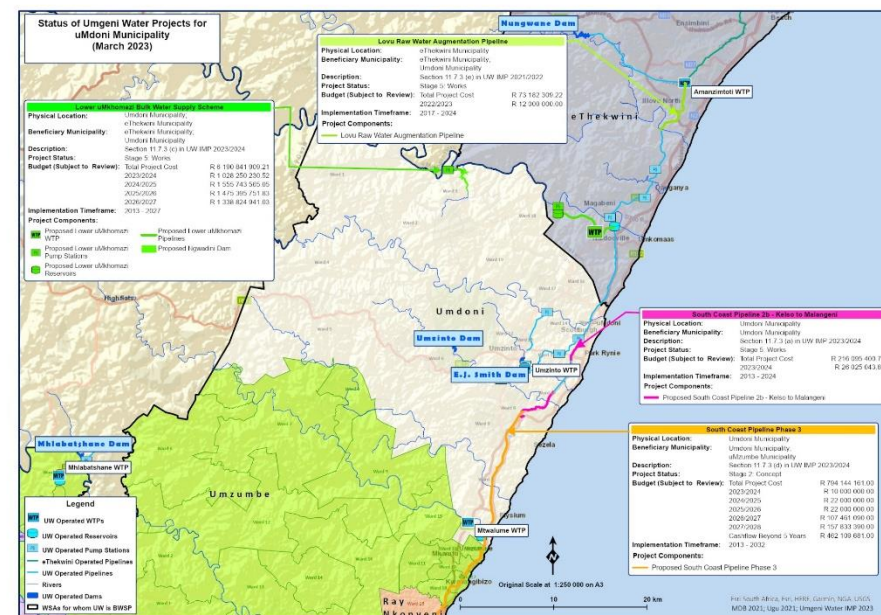
Table 18: WATER DEMAND AND CHALLENGES WITH PROPOSED PROGRAMMES FOR EACH WARD.

Ward No.	Water Demand/Programme/Proposed Project	Responsibility
1,2,3,4,5,6,7,8,9,,11,14,16,17,18 &19	Maintenance of Existing water infrastructure (Standpipes, Pumps & Reservoirs)	UGU District Municipality
1,2,3,4,5,6,7,8,9,11,14,16,17,18 &19	Installation of Borehole Systems	UGU District Municipality
1,2,3,4,5,6,7,8,9,11,14,16,17,18 &19	x3 Water Tankers per Ward to provide water (x3 per week)	UGU District Municipality
1	Installation of 15 Standpipes	UGU District Municipality
2	Installation of 10 Standpipes	UGU District Municipality

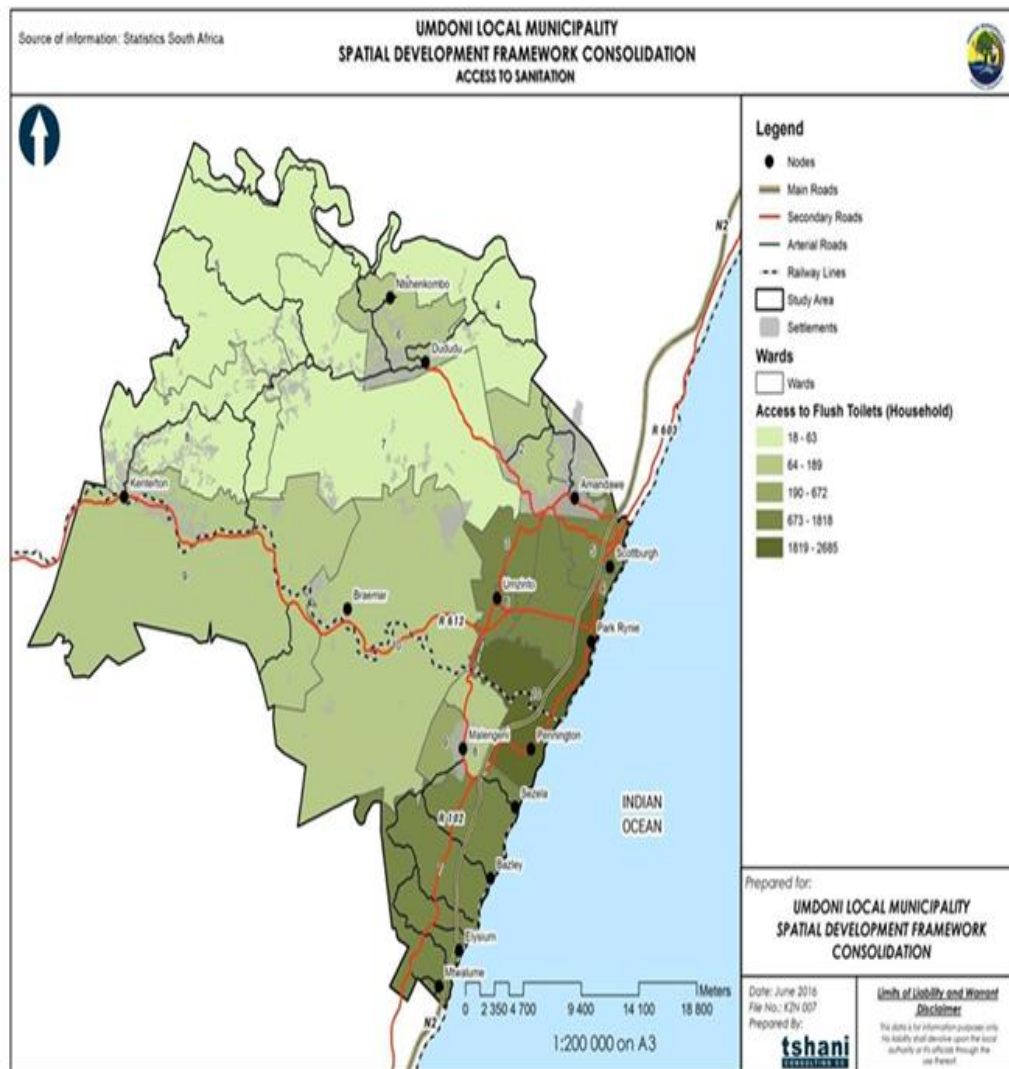
Ward No.	Water Demand/Programme/Proposed Project	Responsibility
3	Installation of 24 Standpipes	UGU District Municipality
4	Installation of 5 Standpipes	UGU District Municipality
5	Installation of 20 Standpipes	UGU District Municipality
6	Installation of 10 Standpipes	UGU District Municipality
7	Installation of 30 Standpipes	UGU District Municipality
8	Installation of 18 Standpipes	UGU District Municipality
9	Installation of 30 Standpipes	UGU District Municipality
10	Maintenance and visual identification of Fire Hydrants	UGU District Municipality
10, 11, 12, 13 & 15	Upgrading of Water Control Systems	UGU District Municipality
10, 11, 12, 13 & 15	Rectification and Extension of the Water Billing System to ensure accurate billing	UGU District Municipality
10, 11, 12, 13 & 15	Upgrade and Maintenance of Water Reticulation Systems	UGU District Municipality
10,11,12,13 & 15	Upgrade to Bulk Water Supply to ensure continuous provision of water	UGU District Municipality
12	Installation of 5 Standpipes in Informal Settlements	UGU District Municipality
16	Maintenance of existing Standpipes	UGU District Municipality

Ward No.	Water Demand/Programme/Proposed Project	Responsibility
17	Maintenance of Existing water infrastructure/Standpipes	UGU District Municipality
18	Maintenance of existing Standpipes	UGU District Municipality
19	Maintenance of existing Standpipes	UGU District Municipality

UMGENI WATER INFRASTRUCTURE PROJECTS



Map 4.1.1.1



There has been a major improvement in the delivery of Basic Services such as Sanitation in the Umdoni Municipal Area even though some areas lack adequate sanitation however; the data above shows figures that delivery of this service to the people has improved. In 2016 it shows that less than 2000 households have no access to sanitation and this is a call to the UGU District Municipality to come forward with plans to address these challenges within the Municipality. After 20 years of Democracy all Households should have access to Sanitation. People who still use the Bucket System have decreased from, 552 to 504 in 2016. The number of people utilizing Flush Toilets has increased as well.

The basic services are a challenge as they involve a number of stakeholders, with Umdoni Municipality being the recipient for some and the implementing agent for others. UGU District municipality is the service provider for the water and sanitation infrastructure.

Wards 11, 12, 13, 10 and 15 are well served with water borne sewerage disposal or by septic tanks. Though some informal settlements have been serviced with Sanitec temporary toilets they require regular maintenance and pumping. The more rural nature of wards 2, 3, 4, 5, 8, 9, 14, 16, 17, 18 & 19 is highlighted by the predominant use of pit latrines (with or without vents) for the purpose of sewage disposal. The table below indicates the demand in sanitation in form of pit latrines and maintenance of existing infrastructure requirements at ward level.

TABLE 19: THE DEMAND IN SANITATION IN FORM OF PIT LATRINES AND MAINTENANCE OF EXISTING INFRASTRUCTURE REQUIREMENTS AT WARD LEVEL.

Ward No.	Sanitation Demand/Project/Programme	Responsibility
1	Installation of 320 Pit Latrines	UGU District Municipality
2	Installation of 2490 Pit Latrines	UGU District Municipality
3	Installation of 3150 Pit Latrines	UGU District Municipality
4	Installation of 1350 Pit Latrines	UGU District Municipality
5	Installation of 3750 Pit Latrines	UGU District Municipality
6	Installation of 1535 Pit Latrines	UGU District Municipality
7	Installation of 300 Pit Latrines	UGU District Municipality
8	Installation of 175 Pit Latrines	UGU District Municipality
9	Installation of 80 Pit Latrines	UGU District Municipality
10	Upgrading and Maintenance of Waste Water Treatments Plants	UGU District Municipality
10	Extension of Water Borne Sewers (Park Rynie North, Park Rynie South & Kelso)	UGU District Municipality
10	Upgrade and Maintenance of the Water Borne Sewer Reticulation to alleviate sewer overflows	UGU District Municipality
11	Installation of 2450 Pit Latrines	UGU District Municipality
11	Pumping & Regular Drainage of Sanitec toilets installed in Informal Settlements	UGU District Municipality

Ward No.	Sanitation Demand/Project/Programme	Responsibility
12	Pumping & Regular Drainage of Sanitec toilets installed in Informal Settlements	UGU District Municipality
14	Installation of 3000 Pit Latrines	UGU District Municipality
15	Upgrading and Maintenance of Water Treatments Plants	UGU District Municipality

4.2 Solid Waste Management

Part of Vulamehlo LM was merged into Umdoni LM in August 2016. The scope of waste refuse collection has been increased from 10 wards to 19 wards.

Recycling plastic bags and bins were also provided to the Umdoni Retirement Village, Umdoni Conservancy and Umdoni Christian Centre. The refuse bags are also distributed to indigent households as per the indigent register through ward councillors to be utilized when illegal dumping is cleared and cleansing of the streets during the day and night thus creating more job opportunities through the EPWP Programme.

Refuse removal is offered in urban, peri-urban and rural areas with a total of 22 800 benefiting from the refuse removal service. The municipality collects refuse removal daily in businesses and CBDs and once a week in residential areas. Rural areas are serviced in a form of skip removal with about 56 skips strategically located in rural areas and peri-urban areas. 10 skips have been damaged due to community unrests.

Ward No.	Sanitation Demand/Project/Programme	Responsibility
16	Installation of 500 Pit Latrines	UGU District Municipality
17	Installation of 400 Pit Latrines	UGU District Municipality
18	Installation of 3210 Pit Latrines	UGU District Municipality
19	Installation of 4275 Pit Latrines	UGU District Municipality

Waste service is one of the key service delivery areas of the municipality. It includes services such as: -

- Kerbside refuse collection (domestic) once a week in residential areas
- Removal of waste in the Central Business District (Umzinto and Scottburgh) on a weekly basis.
- Street sweeping in the residential area, Pennington, Park Rynie and Ifafa Glebe 5 days per week.
- Ablutions are cleaned daily in the CBDs area and twice a week in informal settlements.

According to the Umdoni Waste Management Plan a total number of 22 800 of households receive the waste collection service. 64% percent of households in the Umdoni Municipal area receive refuse removal services.

4.2.1 Humberdale Landfill Site

The Humberdale landfill site (hereinafter refers to as “The site”) was commissioned and has been in operation since February 2002. The site is operated under the permit that was issued by Department of Water Affairs and Forest which has now

changed to Department of Water Affairs and Sanitation (DWS) on the 25 October 1996 as a G:SB+, permit reference (16/2/7VU803/D3/P248) amended to permit number (B33/2/1980/P248). The site is only receiving general waste. The site was designed with 244 000m³ airspace and expected monthly deposition rate of 2000m³ equating to an expected lifespan of 10 years. The actual deposition rates have been lower than expected lifespan of the site has been extended by an additional 7 to 8 years.

The site is formally described as portion 16 of the farm Humberdale No. 17270-ET, the entire site is approximately 117 527m², with phase 1 cell being approximately 3 hectares in size. The phase 2 cell will be situated to the North of the existing phase 1 cell and will be approximately 2 hectares in extent. The site is fully fenced with the gate and weighbridge.

The Mashabala (PTY) LTD was appointed by Municipality to undertake the operation and maintenance of phase 01 of the landfill site, under the conditions of the waste management permit that was issued by DWS. The site has recycling bay, where the recyclable materials are separated and sent to the recyclers. The site also receives florescent tubes and batteries; this types of waste are put in the drum once they are full they are then sent to a Hazardous landfill site in Durban.

The implementing Agent for phase 2 of the Humberdale landfill site project appointed by the Environmental Affairs is Pravin Amar Development Planning under the Waste Management Licence Conditions that was issued by Department of Economic Development, Tourism and Environmental Affairs (EDTEA) dated 19/02/2015 licence no: DC21/WML/0019/2014. The phase 2 has been completed and formally

handed over to municipality for maintenance and operation. The site has got leachate dam and storm water dam.

The municipality had a fire incident that has led to a need for a study to be undertaken to verify the lifespan of phase 1 of the landfill site. Phase 2 of the landfill site is currently not operational due to phase 1 not having reached its full capacity. Phase 2 construction has been completed, however due to heavy rains and floods the phase 2 site access road was damaged and washed away. The Phase 2 Berm has also collapsed. The costing for phase 2 was conducted to maintain the landfill site phase 2 so that ICT can be operational. An amount of R3 500 000 is required to maintain phase 2 of the landfill site.

Table 20: WASTE MANAGEMENT KEY CHALLENGES AND PROPOSED INTERVENTION

WASTE MANAGEMENT	
Key Challenges	Proposed Interventions
Lack of Recycling initiatives implemented by the Municipality	Provision of Recycling bags at source of refuse collection (Businesses & Residential) Separate collection of Recyclable & Non-Recyclable Waste Processing of Non-Recyclables at the Landfill Site Processing of Recyclables at a facility within the Landfill Site/other appropriate site Conduct Environmental Awareness and Recycling campaigns quarterly

Maintenance of Humberdale Landfill Site Access Road	Development of Waste Management Plan that will have clear strategies and recommendations with regards to Recycling initiatives for implementation
	Formalizing and Upgrading of Humberdale Road from Gravel to Asphalt
Service Delivery Fleet/Waste Management aged Fleet	The Municipality has decentralise fleet and has developed a Fleet Maintenance Plan that will be monitored and evaluated through the portfolio committees and prioritization has been given to service delivery vehicles.
Not all households within the Municipality have access to the refuse removal service	Procurement of Skips for wards that have no access to refuse removal and placement of these skips in strategic points throughout rural wards to extend the refuse collection service
Umzinto Town/CBD is not in a desirable state	The Municipality conducts Umzinto Clean-Up campaigns quarterly through the introduction of a shift system utilizing the Thuma Mina Green Deeds Programme to improve the state of Umzinto CBD

4.3 Transport Infrastructure

4.3.1 Road Network

Primary access to Umdoni Municipality is achieved through the N2. The N2 is the main access route to the South Coast tourism region and serves to link Umdoni with towns and cities as far afield as Port Shepstone in the south and Durban in the north. ICT is also a major link route between the KwaZulu-Natal and the Eastern Cape Province. Development along this corridor is subject to the rules and regulations of the South African National Roads Agency (SANRAL). Future initiatives to take

advantage of the opportunities this corridor presents to Umdoni Municipality should be in line with the SANRAL requirements and enhance the role of the N2 as limited access trade route. Importantly, it also presents an opportunity for high levels of visibility and accessibility as it is located on a busy national route. This route is set to become more important in the national and provincial spatial economy with the development of the N2 Wild Coast Toll Road. The Old Main Road (MR3/R102) forms a secondary movement corridor, which links coastal towns and main road 612 runs from Park Rynie inland to Umzinto North and onwards to Braemar, Highflats and Ixopo. The provincial road network presents a high proportion of the road network in

The road infrastructure within Umdoni is deteriorating due to the life span and lack of routine maintenance having a major impact on the damaged roads. Most of the rural access roads are gravel and therefore require constant maintenance. Whilst certain urban roads are often characterized by potholes, the municipality also has a number of roads which are a responsibility of the department of Transport. The municipality must also pay attention to the storm water drainage system.

The municipality has a potential in terms of enhancing its transportation network it's located along major transport routes and the railway line. The primary mode of Transport is public transport that being rail, bus and taxi. The Municipality is well serviced with commuter rail services which consist of the line from Durban, Scottburgh Park Rynie and Pennington. The taxi and bus route system provides extensive coverage throughout the municipality however, it must be stated that there are areas that are still not accessible to transport. The Municipality needs to engage

the Department of Transport to prioritize public transport routes during their budgeting process.

4.3.2 Taxi Ranks

Umdoni Local Municipality has four Taxi Ranks namely:

Umzinto taxi Rank: this is a formal off-street rank, is swamped by the huge numbers of operator vehicles, which clog all aisles, and approaches to the rank. ICT does have vehicle and passenger shelters and a paved surface. There is no holding area. Scottburgh Taxi Rank: This rank is formally developed on-street with passenger shelters and a paved surface. Municipal ablutions are available nearby.

Amandawe Taxi Rank: This taxi rank is located at the intersection of roads P188 and P197 on private land. This rank is defined as an informal commuter rank with no amenities provided. There is a newly constructed rank nearby, which is not being used. Sibiya Taxi Rank: This rank is located to the north of the Amandawe rank in the same rural area. It is an informal ranking area with no amenities.

4.3.3 Railway Network

The metropolitan rail system serving the EThekweni area, with its terminus at Durban Station, only touches the northern extremity of the Ugu area with three stations (Kelso, Park Rynie and Scottburgh) inside the Umdoni. Although the south coast railway line is electrified and in use by Spoornet as far as Port Shepstone, no commuter services are offered south of the three stations mentioned. According to

the figures provided by Metrorail, the daily average number of passengers, (7-day week) from each station, is as follows:

- Scottburgh: 949 passengers.
- Park Rynie: 759 passengers; and
- Kelso: 244 passengers

Table 21: ROAD AND STORM WATER KEY CHALLENGES AND PROPOSED INTERVENTION

ROADS & STORMWATER	
Key Challenges	Proposed Interventions
Lack of Routine maintenance of our Roads & Stormwater network	The Municipality needs to review the Road Maintenance Plan that is currently in place
Severe Rutting & Potholes	The municipality will procure slurry seal in order to help preserve and protect the underlying pavement structure and provide a new driving surface in roads that are in critical condition in urban wards.
Lack of Roads Maintenance Fleet to conduct routine maintenance and the municipality is reliant on hiring of roads maintenance plant/fleet	The municipality will make budget provision for the repairs/leasing of heavy machinery to ensure the maintenance of our rural roads. The municipality will also procure tools and materials to ensure functionality of the roads & Stormwater section that will enable it to conduct routine maintenance, pothole patching and rehabilitation of roads internally.

Table 22: SERVICE DELIVERY REQUIREMENT BY WARD

IDP REF NUMBER	Ward No.	Voting District	Project Name	Funding Source	Year 1	Year 2	Year 3	Year 4	Year 5
				Internal/External	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
BSD/1	1	Nkanini	Construction of Steep Hills in all access roads	External :-Municipal Infrastructure Grant (MIG)					
BSD/2	1	Nkanini	Upgrading of Jiza Road steep hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/3	1	Miso	Quarry & Regravelling of Ngodini Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/4	1	Sivelile	Upgrading of Mushana Road from gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/5	1	Mtholi	Quarry & Regravelling of all Access Roads in Mtholi	External :-Municipal Infrastructure Grant (MIG)					
BSD/6	1	Lembe	Quarry & Regravelling of Bhudubhudu Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/7	1	Lembe	Upgrading of Mzimlilo Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/8	2	Bhewula	Upgrading of Bhewula Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/9	2	Mceleni	Upgrading of Mdabuka Road steep hills from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/10	2	Siyathuthuka	Upgrading of Mabhongo Access Road steep hills from gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/11	2	Shukumisa	Upgrading of Mthembu Road steep hill from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/12	2	Shukumisa	Quarry & Regravelling of Umkomaas River Access Roads	External :-Municipal Infrastructure Grant (MIG)					
BSD/13	2	Ophondweni	Rehabilitation of Gqosha Bridge and Regravelling of Gqosha Access Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/14	2	Nduduma	Upgrading of Buhlebezwe Access Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/15	2	Nduduma	Quarry & Regravelling of Ngobolo Access Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/16	2	Twostick	Upgrading of Twostick Road from gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/17	2	TwoStick	Upgrading of Steep Hills of TwoStick Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/19	2	Mceleni	Upgrading of Odidini Steep Hills from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/19	2	Bhewula	Upgrading of Bhewula Road steep Hills from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/20	2	Bhewula	Rehabilitation of Mbhizana Bridge	External :-Municipal Infrastructure Grant (MIG)					
BSD/21	2	Siyathuthuka	Quarry & Regravelling of 2020 Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/22	2	Siyathuthuka	Upgrading of Steep Hill on Mabhongo Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					



BSD/23	2	Shukumisa	Quarry & Regravelling of Maromeni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/24	2	Shukumisa	Construction of new access road leading to Hlabathini Deep Tank	External :-Municipal Infrastructure Grant (MIG)					
BSD/25	2	Shukumisa	Quarry & Regravelling of Access Roads	External :-Municipal Infrastructure Grant (MIG)					
BSD/26	2	Sangqulo	Upgrading of Steep Hills on Ngongoma Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/27	2	Sangqulo	Upgrading of steep hills on Matendeni Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/28	2	Ophondweni	Upgrading of Steep Hills on Ophondweni Road from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/29	2	Khakhame	Upgrading of Steep Hills on all access roads from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/30	2	Nduduma	Quarry & Regravelling of Mcanzi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/31	3	Nhlanyeza	Upgrading of Mabhelani Road steep hills from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/32	3	Nhlanyeza	Upgrading of Mabhelani Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/33	3	Nhlanyeza	Upgrading of Steep Hills on Nhlanyeza Road from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/34	3	Nhlanyeza	Upgrading of Ngcece Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/35	3	Bhewula	Upgrading of Bhewula Road steep hills from gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/36	3	Bhewula	Upgrading of Mabetha Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/37	3	Skebheni	Upgrading of Skebheni Road steep hills from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/38	3	Zembeni Tribal	Upgrading of Tafuleni Road Steep Hills from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/39	3	Zembeni Tribal	Upgrading of Mbanda Road steep hills from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/40	3	Zembeni Tribal	Upgrading of Nyongweni Access Road Steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/41	3	Zembeni Tribal	Upgrading of Ntabaskobho Road Steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/42	3	Zembeni Tribal	Upgrading of KwaMfundisi Road Steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/43	3	Zembeni Tribal	Upgrading of Njilo Road Steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/44	3	Zembeni Tribal	Upgrading of Ngwane Road Steep Hill from gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/45	3	Nkampula	Upgrading of Mqadi Road Steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/46	3	Nkampula	Upgrading of Mhoqa Road Steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					



BSD/47	3	Nhlonhlweni	Upgrading of Ngodoyi Road Steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/48	4	Qwembe	Quarry & Regravelling on Tony Zuma Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/49	4	Qwembe	Steep Hill Upgrade on Mabutho Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/50	4	Qwembe	Steep Hill Upgrade on Sgwaza Road from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/51	4	Qwembe	Steep Hill upgrade on Mabhala Road from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/52	4	Qwembe	Quarry & Regravelling on Ngabiso Nsele Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/53	4	Qwembe	Quarry & Regravelling on Govu Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/54	4	Bhadane	Construction of Bridge on Khawula Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/55	4	Bhadane	Upgrade of Mngadi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/56	4	Bhadane	Regravelling of Lundi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/57	4	Bhadane	Upgrade of Bamingane Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/58	4	Bhadane	Quarry & Regravelling of Zama Zama Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/59	4	Bhadane	Quarry & Regravelling of Mbumbi Sundo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/60	4	Bhadane	Quarry & Regravelling of Makhekhe Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/61	4	Bhadane	Quarry & Regravelling of Nqamula Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/62	4	Bhadane	Quarry & Regravelling of Ntobeko Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/63	4	Mqangqala	Upgrade of Ncezu road Steep hill from gravel to concrete and installation of stormwater pipes	External :-Municipal Infrastructure Grant (MIG)					
BSD/64	4	Mqangqala	Quarry & Regravelling of Frank Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/65	4	Mqangqala	Quarry & Regravelling of Mkwane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/66	4	Mqangqala	Quarry & Regravelling of Chiliza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/67	4	Mqangqala	Quarry & Regravelling of Ntabinamandla Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/68	4	Mqangqala	Quarry & Regravelling of Etsheni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/69	4	Mqangqala	Quarry & Regravelling of Budget Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/70	4	Mpambanyoni	Quarry & Regravelling of Mncwabe Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/71	4	Mpambanyoni	Quarry & Regravelling of Shandu Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/72	4	Mpambanyoni	Upgrading of Duma Road steep hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/73	4	Mpambanyoni	Regravelling of Mpambanyoni Hall Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/74	4	Mpambanyoni	Quarry & Regravelling of Mbhele Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/75	4	Kenterton	Quarry & Regravelling of Mtambo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/76	4	Kenterton	Quarry & Regravelling of Russel Maphanga Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/77	4	Kenterton	Quarry & Regravelling of Mayibuye Mbumbe Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/78	4	Kenterton	Installation of Stormwater Management System on Kenterton School Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/79	4	Manyuswa	Upgrade of Steep Hill on Moyeni Road from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/80	4	Manyuswa	Regravelling of Diamond Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/81	4	Manyuswa	Regravelling of Hlongwa Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/82	4	Manyuswa	Regravelling of Mbhedeyajika Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/83	4	Manyuswa	Regravelling of Namathela Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/84	5	Sizophumelela	Upgrading of Bhadane Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/85	5	Sizophumelela	Upgrading of Bhadane Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/86	5	Sizophumelela	Quarry & Regravelling of Bhadane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/87	5	Vukaphi	Construction of Mgenge Bridge on Mgenge Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/88	5	Vukaphi	Upgrade of Nongoloza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/89	5	Vukaphi	Quarry & Regravelling of St Petros Church Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/90	5	Vukaphi	Quarry & Regravelling of Vukaphi School Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/91	5	Vukaphi	Upgrading of Bridge to Vukaphi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/92	5	Vukaphi	Upgrade of Steep Hill on Sphapheme Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/93	5	Vukaphi	Regravelling of Egoli Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/94	5	Mayfield	Installation of Stormwater Pipes on Mzalwane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/95	5	Mayfield	Upgrade of steep hill on Moba Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD96	5	Sizophumelela	Quarry & Regravelling of Shange Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/97	5	Sizophumelela	Quarry & Regravelling of Mzobe Road	External :-Municipal Infrastructure Grant (MIG)					



BSD/98	5	Himmelburgh	Quarry & Regravelling of Duma Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/99	5	Himmelburgh	Quarry & Regravelling of Mbelu Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/100	5	Zamani	Quarry & Regravelling of Mbulula Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/101	5	Zamani	Upgrading of Mathozela Road Steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/102	6	Mbungulu	Upgrading of Mndaweni Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/103	6	Mbungulu	Quarry & Regravelling of Vezi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/104	6	Mbungulu	Quarry & Regravelling of Shezi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/105	6	Mbungulu	Quarry & Regravelling of Myeza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/106	6	Mbungulu	Quarry & Regravelling of Ngogoma Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/107	6	Mbungulu	Quarry & Regravelling of Hlongwane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/108	6	Mbungulu	Quarry & Regravelling of Y Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/109	6	Mbungulu	Quarry & Regravelling of Ndlovu Road	External :-Municipal Infrastructure Grant (MIG)					



BSD/110	6	Mysie Land	Upgrading of Mbabala Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/111	6	Mysieland	Quarry & Regravelling of Mbabala Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/112	6	Mysieland	Quarry & Regravelling of Myeza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/113	6	Mysieland	Quarry & Regravelling of Ngwane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/114	6	Mysieland	Quarry & Regravelling of Ngidi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/115	6	Mysieland	Quarry & Regravelling of Ngcobo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/116	6	Mysieland	Quarry & Regravelling of Duma Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/117	6	Mistake Farm	Upgrading of Steep Hills on Foyo Mbutho Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/118	6	Mistake Farm	Construction of Gabion Baskets on Vincent Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/119	6	Mistake Farm	Construction of Bridge on Dovoza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/120	6	Mistake Farm	Construction of x2 Bridges on Golvane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/121	6	Mistake Farm	Construction of Bridge to join Foyo Mbutho and Vincent Road	External :-Municipal Infrastructure Grant (MIG)					



BSD/122	6	Mistake Farm	Upgrade of Steep Hills on Shoji & Nduna Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/123	6	Mistake Farm	Quarry & Regravelling of Mzizi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/124	6	Mahlathini	Quarry & Regravelling of Myeza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/125	6	Mahlathini	Upgrade of Steep Hill on Khathi Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/126	6	Mahlathini	Quarry & Regravelling of Shembe Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/127	6	Mahlathini	Quarry & Regravelling of Shoji Nduna Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/128	6	Mahlathini	Upgrade of Chiliza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/129	6	Mahlathini	Upgrade of Nuza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/130	6	Braemar	Quarry & Regravelling of Amavenya Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/131	6	Braemar	Upgrading of steep hill on Kwasqwayi Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/132	6	Braemar	Upgrading of Steep Hill on Mbhaca Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/133	6	Braemar	Quarry & Regravelling of Mazubane Road	External :-Municipal Infrastructure Grant (MIG)					



BSD/134	6	Braemar	Upgrading of Nkanini Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/135	6	Braemar	Upgrading of Duma Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/136	6	Braemar	Quarry & Regravelling of Myandu Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/136	7	Khuphuka	Upgrading of 5 Steep Hills on Mapitoli Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/138	7	Khuphuka	Upgrading of Steep Hills on Khathi Road from gravel to concrete and maintenance and installation stormwater management system	External :-Municipal Infrastructure Grant (MIG)					
BSD/139	7	Khuphuka	Upgrading of steep hills on Shangase road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/140	7	Khuphuka	Upgrading of Mashilomu Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/141	7	Khuphuka	Upgrading of Long Beach Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/142	7	Khuphuka	Upgrading of Sbu Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/143	7	Khuphuka	Upgrading of Khoza Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/144	7	Khuphuka	Upgrading of Gumedede Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/145	7	Khuphuka	Upgrading of Mangathini Road from gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/146	7	Khuphuka	Upgrading of Thafeni Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/147	7	Khuphuka	Upgrading of Ntabeni Road from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/148	7	Khuphuka	Upgrading of Duma Road steep hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/149	7	Phase 1	Maintenance of Stormwater Management System on Phase 1 Road & Installation of Speed Humps	External :-Municipal Infrastructure Grant (MIG)					
BSD/150	7	Phase 1	Maintenance of all concrete access roads	External :-Municipal Infrastructure Grant (MIG)					
BSD/151	7	Sezela	Rehabilitation of Beach Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/152	7	Sezela	Upgrading of Willow Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/153	7	Ifafa Beach (Bazley)	Rehabilitation of Marine Drive and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/154	7	Ifafa Beach	Rehabilitation of Ridge Road and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/155	7	Ifafa Beach	Rehabilitation of Ifafa Beach Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/156	7	Elysium	Rehabilitation of Elysium Main Road and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/157	7	Coveway	Rehabilitation of Coveway Road and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/158	7	Coveway	Rehabilitation of Buccaneer Walk Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/159	8	GDP	Upgrading of Maphumulo Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/160	8	P4	Quarry & Regravelling of Mkhubane Road and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/161	8	Mhlangamkhulu	Upgrading of Bholokodo 1 Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/162	8	Nkombo	Stormwater Management Maintenance on Nkombo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/163	8	Section 16	Upgrade of Mnguni Road from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/164	8	Bongumbhele	Upgrading of Bongumbhele Road steep hills from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/165	8	Golokodo	Upgrading of Chiliza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/166	8	P4	Construction of Bridge on Shozi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/167	8	P4	Quarry & Regravelling on Zungu Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/168	8	Nkombo	Upgrading of Goba Road steep hill from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/169	8	Bongumbhele	Upgrading of Nkosini Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/170	8	Section 16	Upgrading of Zondi Road Steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/171	8	Section 16	Quarry & Regravelling of Ngcobo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/172	8	Golokodo	Upgrading of Ngubo Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/173	8	Mhlangamkhulu	Stormwater Management maintenance on Mtolo & Shange Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/174	8	Mhlangamkhulu	Upgrade of Shange Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/175	8	Mhlangamkhulu	Upgrade of Gobhozi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/176	8	Mhlangamkhulu	Upgrade of steep hill on Vusisizwe Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/177	8	Mhlangamkhulu	Upgrade of Beneva Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/178	9	Sihle	Upgrade of Mkhukhwini Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/179	9	Sihle	Upgrade of Mqongqo Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/180	9	Sihle	Quarry & Regravelling of Zwelisha Road and installation of V-Drains	External :-Municipal Infrastructure Grant (MIG)					
BSD/181	9	Sihle	Upgrading of Mancwane Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/182	9	Sihle	Upgrade of Sibiya Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/183	9	Sihle	Upgrading of Mgwempisi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/184	9	Sihle	Widening of Beneva Road (Mbhele Road)	External :-Municipal Infrastructure Grant (MIG)					

BSD/185	9	Mafithini	Upgrading of Nduneni Road Steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/186	9	Mafithini	Upgrade of Khoza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/187	9	Mafithini	Upgrading of Gwaza Road steep Hill from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/188	9	Mafithini	Upgrade of Shoeway Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/189	9	Mafithini	Upgrade of Hlongwa Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/190	9	Mafithini	Regravelling of Sishi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/191	9	Mafithini	Upgrade of Hlongwa Road steep Hill from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/192	9	Mafithini	Upgrading of Shoji Road steep hill from gravel to concrete and maintenance of stormwater management system	External :-Municipal Infrastructure Grant (MIG)					
BSD/193	9	UCC	Upgrade of Mthimkhulu Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/194	9	UCC	Upgrade of Ntombela Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/195	9	UCC	Regravelling of Gumede Road	External :-Municipal Infrastructure Grant (MIG)					



BSD/196	9	UCC	Installation of Sidewalks on UCC Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/197	10	Pennington South	Rehabilitation of Adrianne Avenue and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/198	10	Pennington South	Rehabilitation of Anne Arbour Road and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/199	10	Pennington South	Rehabilitation of Allen Road and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/200	10	Pennington South	Rehabilitation of Allen Place and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/201	10	Pennington South	Rehabilitation of Beefwood Road and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/202	10	Pennington South	Rehabilitation of Botha Place and installation of Stormwater Management System	External :-Municipal Infrastructure Grant (MIG)					
BSD/203	10	Pennington South	Rehabilitation of Botha Road and Installation of Stormwater Management System	External :-Municipal Infrastructure Grant (MIG)					
BSD/204	10	Pennington South	Rehabilitation of Cheery Lane and Installation of Stormwater Management System	External :-Municipal Infrastructure Grant (MIG)					
BSD/205	10	Pennington South	Rehabilitation of Coral Road and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/206	10	Pennington South	Rehabilitation of David Avenue and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/207	10	Pennington South	Rehabilitation of Dirk Uys Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					



BSD/208	10	Pennington South	Rehabilitation of Douglas Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/209	10	Pennington South	Rehabilitation of Edward Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/210	10	Pennington South	Rehabilitation of Elizabeth Avenue and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/211	10	Pennington South	Rehabilitation of Figtree Lane and Stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/212	10	Pennington South	Rehabilitation of Flatcrown Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/213	10	Pennington South	Rehabilitation of Gerald Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/214	10	Pennington South	Pothole Patching on Gumtree Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/215	10	Pennington South	Pothole patching on Impanthle Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/216	10	Pennington South	Rehabilitation of Ironwood drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/217	10	Pennington South	Pothole Patching on Lynda Place and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/218	10	Pennington South	(Quarry & Regravelling) Rehabilitation of Mahogany Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/219	10	Pennington South	Rehabilitation of Marion Avenue and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/220	10	Pennington South	Pothole Patching on Minerva Avenue and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/221	10	Pennington South	Rehabilitation of Nanette Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/222	10	Pennington South	Rehabilitation of Natalia Place and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/223	10	Pennington South	Rehabilitation of Oyster Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/224	10	Pennington South	Pothole patching of Palm Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/225	10	Pennington South	Pothole Patching on Pennington Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/226	10	Pennington South	Rehabilitation of Pienaar Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/227	10	Pennington South	Rehabilitation of Piet Retief Lane and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/228	10	Pennington South	Rehabilitation of Plum Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/229	10	Pennington South	Rehabilitation of Rahle Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/230	10	Pennington South	Pothole Patching on Roberts Road and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/231	10	Pennington South	Rehabilitation of Sandra Place and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					



BSD/232	10	Pennington South	Pothole patching on Savell Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/233	10	Pennington South	Rehabilitation of Shad Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/234	10	Pennington South	Rehabilitation of Sheila Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/235	10	Pennington South	Rehabilitation of Syringa Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/236	10	Pennington South	Pothole Patching on Umdoni North Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/237	10	Pennington South	Pothole Patching on Umdoni South Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/239	10	Pennington South	Pothole Patching on Whale Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/239	10	Pennington North (Kelso)	Quarry & Regravelling of Abrahams Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/240	10	Pennington North (Kelso)	Pothole Patching on Barracouta Bend and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/240	10	Pennington North (Kelso)	Pothole Patching on Bream Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/241	10	Pennington North (Kelso)	Pothole Patching on Cod Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/242	10	Pennington North (Kelso)	Pothole Patching on Dolphin Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					



BSD/243	10	Pennington North (Kelso)	Rehabilitation of Garrick Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/244	10	Pennington North (Kelso)	Rehabilitation of Grunter Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/245	10	Pennington North (Kelso)	Rehabilitation of Kingfish Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/246	10	Pennington North (Kelso)	Rehabilitation of Marlin Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/247	10	Pennington North (Kelso)	Rehabilitation of Pinkie Place and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/248	10	Pennington North (Kelso)	Rehabilitation of Porpoise Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/249	10	Pennington North (Kelso)	Rehabilitation of Salmon Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/250	10	Pennington North (Kelso)	Rehabilitation of Sardine Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/251	10	Pennington North (Kelso)	Rehabilitation of Shark Avenue and Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/252	10	Park Rynie South & Industrial	Stormwater Management Maintenance and Rehabilitation of Alkins Drive South	External :-Municipal Infrastructure Grant (MIG)					
BSD/253	10	Park Rynie South & Industrial	Stormwater Management Maintenance and rehabilitation of Gardner Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/254	10	Park Rynie South & Industrial	Stormwater Management maintenance and rehabilitation of Guy Close	External :-Municipal Infrastructure Grant (MIG)					

BSD/255	10	Park Rynie South & Industrial	Stormwater Management maintenance and rehabilitation of Mallet Avenue	External :-Municipal Infrastructure Grant (MIG)					
BSD/256	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Marine Drive	External :-Municipal Infrastructure Grant (MIG)					
BSD/257	10	Park Rynie South & Industrial	Stormwater Management Maintenance and rehabilitation of Mc Donald Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/258	10	Park Rynie South & Industrial	Stormwater Management maintenance and rehabilitation of Miller Avenue	External :-Municipal Infrastructure Grant (MIG)					
BSD/259	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Oceanic Grove	External :-Municipal Infrastructure Grant (MIG)					
BSD/260	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Preston Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/261	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Saville Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/262	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of South Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/263	10	Park Rynie South & Industrial	Stormwater Management maintenance and rehabilitation of Steven Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/264	10	Park Rynie South & Industrial	Stormwater maintenance and rehabilitation of Alkins Drive North	External :-Municipal Infrastructure Grant (MIG)					
BSD/265	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Hazel Avenue	External :-Municipal Infrastructure Grant (MIG)					

BSD/266	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Payne Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/267	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Slayley Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/268	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Smith Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/269	10	Park Rynie South & Industrial	Stormwater management maintenance and rehabilitation of Walnut Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/270	10	Park Rynie North	Rehabilitation and stormwater maintenance of Caine Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/271	10	Park Rynie North	Rehabilitation and stormwater maintenance of Garnet Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/272	10	Park Rynie North	Rehabilitation and stormwater maintenance of Lotus Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/273	10	Park Rynie North	Rehabilitation and stormwater maintenance of Marine Drive	External :-Municipal Infrastructure Grant (MIG)					
BSD/274	10	Park Rynie North	Rehabilitation and stormwater maintenance of Rocklyn Drive	External :-Municipal Infrastructure Grant (MIG)					
BSD/275	10	Park Rynie North	Rehabilitation and stormwater maintenance of School Circle	External :-Municipal Infrastructure Grant (MIG)					
BSD/276	10	Park Rynie North	Rehabilitation and stormwater maintenance of Wright Lane	External :-Municipal Infrastructure Grant (MIG)					

BSD/277	10	Park Rynie North	Rehabilitation and stormwater maintenance of First Avenue	External :-Municipal Infrastructure Grant (MIG)					
BSD/278	10	Park Rynie North	Rehabilitation and stormwater maintenance of Second Avenue	External :-Municipal Infrastructure Grant (MIG)					
BSD/279	10	Park Rynie North	Rehabilitation and stormwater maintenance of First Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/280	10	Park Rynie North	Rehabilitation and stormwater maintenance of Second Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/281	10	Park Rynie North	Rehabilitation and stormwater maintenance of Thirst Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/282	10	Park Rynie North	Rehabilitation and stormwater maintenance of Forth Street	External :-Municipal Infrastructure Grant (MIG)					
BSD/283	11	Ifafa	Upgrading of Mvubu Road 3 steep hills from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/284	11	Ifafa	Construction of Bridge on Mvubu Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/285	11	Imverogro	Upgrading of Deshi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/286	11	Zamani	Upgrading of Chibini Road from gravel to asphalt and installation of stormwater management system	External :-Municipal Infrastructure Grant (MIG)					
BSD/287	11	Zamani	Regravelling of Goldstone Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/288	11	Zamani	Construction of Zamani Bridge on Agriculture Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/289	11	Zamani	Construction of Esparanza Bride on Esparanza (P) Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/290	11	Egoli	Upgrading of Beneva Road steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/291	11	Boardroom	Rehabilitation of St Andrews road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/292	11	Boardroom	Rehabilitation of Protea Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/293	11	Boardroom	Pothole Patching on Azalea Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/294	11	Boardroom	Rehabilitation of Lotus Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/295	11	Boardroom	Rehabilitation of Old Ixopo Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/296	11	Boardroom	Rehabilitation of St Patricks Lanes and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/297	11	Boardroom	Rehabilitation of Hycint Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/298	11	Boardroom	Rehabilitation of Hibiscus Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/299	11	Boardroom	Rehabilitation of Ridge Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/300	11	Boardroom	Rehabilitation of Vale Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/301	11	Boardroom	Rehabilitation of Rajen Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/302	11	Boardroom	Rehabilitation of Ridge Road (Sasol)	External :-Municipal Infrastructure Grant (MIG)					
BSD/303	11	Shayamoya	Rehabilitation of St Patricks Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/304	11	Shayamoya	Rehabilitation of Mbetheni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/305	11	Shayamoya	Rehabilitation of Phakathi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/306	11	Shayamoya	Rehabilitation of Albany Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/307	11	Shayamoya	Rehabilitation of Majuba Lane	External :-Municipal Infrastructure Grant (MIG)					
BSD/308	11	Shayamoya	Rehabilitation of Vivian Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/309	11	Ellingham	Rehabilitation of Mandela Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/310	11	Ellingham	Rehabilitation of Centenary Road (Sasol Road)	External :-Municipal Infrastructure Grant (MIG)					
BSD/311	12	Gandhinagar	Rehabilitation of Puffin Lane and stormwater management	External :-Municipal Infrastructure Grant (MIG)					

			maintenance and installation of Gabions						
BSD/312	12	Gandhinagar	Pothole Patching and Stormwater maintenance on Flamingo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/313	12	Gandhinagar	Rehabilitation of Falcon Road and installation of Gabion Baskets on River Bank	External :-Municipal Infrastructure Grant (MIG)					
BSD/314	12	Gandhinagar	Rehabilitation of Nightingale Road & Stormwater Maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/315	12	Gandhinagar	Rehabilitation of Penguin Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/316	12	Gandhinagar	Rehabilitation of Robin Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/317	12	Gandhinagar	Upgrading of Nkonka Road steep hill from gravel to concrete & Regravelling	External :-Municipal Infrastructure Grant (MIG)					
BSD/318	12	Gandhinagar	Widening of Bailey Textile Road & Regravelling	External :-Municipal Infrastructure Grant (MIG)					
BSD/319	12	Gandhinagar	Upgrade of Thokoza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/320	12	Gandhinagar	Upgrading of Flower Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/321	12	Gandhinagar	Upgrading of Lotus Road from gravel to asphalt and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/322	12	Gandhinagar	Upgrading of Evergreen Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					



BSD/323	12	Gandhinagar	Upgrading of Prospect Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/324	12	Gandhinagar	Upgrading of Camel Foot Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/325	12	Gandhinagar	Upgrade of Ester Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/326	12	Gandhinagar	Stormwater management system maintenance on Temple Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/327	12	Gandhinagar	Quarry & Regravelling of Grey Section Access Roads & Steep Hill upgrade from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/328	12	Gandhinagar	Quarry & Regravelling of Yellow Section Access Roads & Steep Hill upgrade from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/329	12	Gandhinagar	Quarry & Regravelling of Peach Section Access Roads & Steep Hill upgrade from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/330	12	Roseville (Informal Settlement)	Regravelling of Roshan Heights Road and installation of stormwater management system	External :-Municipal Infrastructure Grant (MIG)					
BSD/331	12	Roseville (Informal Settlement)	Rehabilitation of Centenary Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/332	12	Roseville (Informal Settlement)	Pothole Patching on Lilly Road installation of gabion baskets along river bank	External :-Municipal Infrastructure Grant (MIG)					
BSD/333	12	Roseville (Informal Settlement)	Upgrading of Fern Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					

BSD/334	12	Roseville (Informal Settlement)	Upgrading of Kauser Road from gravel to asphalt and installation of gabion baskets on river banks and stormwater management maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/335	12	Roseville (Informal Settlement)	Rehabilitation of Hibiscus Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/336	12	Roseville (Informal Settlement)	Pothole Patching on Azad Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/337	12	Roseville (Informal Settlement)	Pothole Patching on Daffodil Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/338	12	Roseville (Informal Settlement)	Pothole Patching on Petunia Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/339	12	Roseville (Informal Settlement)	Pothole Patching, stormwater maintenance and installation of crash barrier on Ester Road (Moosa Store)	External :-Municipal Infrastructure Grant (MIG)					
BSD/340	12	Roshan Heights	Potho Patching on St Anne Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/341			Rehabilitation of Ester Road (Village Mall)	External :-Municipal Infrastructure Grant (MIG)					
BSD/342	12	Asoka Heights	Rehabilitation and stormwater maintenance of Court Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/343	12	Asoka Heights	Pothole Patching of Pine Road	External :-Municipal Infrastructure Grant (MIG)					



BSD/344	12	Asoka Heights	Rehabilitation of Malibu Drive	External :-Municipal Infrastructure Grant (MIG)					
BSD/345	12	Asoka Heights	Rehabilitation of Glen Terrance Drive	External :-Municipal Infrastructure Grant (MIG)					
BSD/346	12	Asoka Heights	Pothole Patching of Ocean View Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/347	12	Asoka Heights	Rehabilitation of Hazelwood Drive	External :-Municipal Infrastructure Grant (MIG)					
BSD/348	12	Asoka Heights	Upgrading of Ryland Drive from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/349	14	Gugulesizwe	Rehabilitation of Bhonobhono Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/350	14	Gugulesizwe	Regravelling and installation of stormwater pipes in Diza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/351	14	Gugulesizwe	Upgrading of Steep Hill on Thafeni Road from gravel to concrete & Regravelling	External :-Municipal Infrastructure Grant (MIG)					
BSD/352	14	Gugulesizwe	Upgrading of Steep Hill on Magubane Road and Regravelling	External :-Municipal Infrastructure Grant (MIG)					
BSD/353	14	Gugulesizwe	Upgrading of Mbhozambhoza Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/354	14	Gugulesizwe	Upgrading of Gugulesizwe Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					



BSD/355	14	Mahlashana	Upgrade of Steep Hill on Mahlashana Road from gravel to concrete & Quarry & Regravelling	External :-Municipal Infrastructure Grant (MIG)					
BSD/356	14	Mahlashana	Upgrading of Masanini Road steep hill from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					

BSD/357	14	Mahlashana	Quarry & Regravelling of Ngalo Road and installation of Gabion Baskets	External :-Municipal Infrastructure Grant (MIG)					
BSD/358	14	Mahlashana	Construction of Bridge on Mbambo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/359	14	Mahlashana	Upgrading of Steep Hill on Zikalala Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/360	14	VG Nyawose	Upgrading of Shozi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/361	14	VG Nyawose	Upgrade of Victor Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/362	14	VG Nyawose	Upgrade of Mphemba Road from Gravel to Concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/363	14	VG Nyawose	Upgrade of Khwela Road from Gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/364	14	VG Nyawose	Quarry & Regravelling of Xaba Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/365	14	VG Nyawose	Upgrading of Ggcwensa Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/366	14	VG Nyawose	Quarry & Regravelling of Gama Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/367	15	Freeland Park	Rehabilitation of Bushy Grove and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/368	15	Freeland Park	Rehabilitation of Edgerton Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/369	15	Freeland Park	Rehabilitation of Escombe Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/370	15	Freeland Park	Rehabilitation of Freeland Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/371	15	Freeland Park	Rehabilitation of Hayden Close and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/372	15	Freeland Park	Rehabilitation of Lagoon Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/373	15	Freeland Park	Rehabilitation of Link Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/374	15	Freeland Park	Rehabilitation of Mill Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/375	15	Freeland Park	Rehabilitation of Moodie Lane and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/376	15	Freeland Park	Rehabilitation of Olive Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/377	15	Freeland Park	Rehabilitation of Pioneer Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/378	15	Freeland Park	Rehabilitation of Richmond Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/379	15	Freeland Park	Rehabilitation of Short Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/380	15	Freeland Park	Rehabilitation of Sylvia Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					



BSD/381	15	Freeland Park	Rehabilitation of Wesley Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/382	15	Freeland Park	Rehabilitation of Woodford Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/383	15	Scottburgh Central	Rehabilitation of Adams Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/384	15	Scottburgh Central	Rehabilitation of Airth Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/385	15	Scottburgh Central	Rehabilitation of Allen Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/386	15	Scottburgh Central	Rehabilitation of Arbuthnot Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/387	15	Scottburgh Central	Rehabilitation of Caroline Lane and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/388	15	Scottburgh Central	Rehabilitation of Cordiner Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/389	15	Scottburgh Central	Rehabilitation of Erskine Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/390	15	Scottburgh Central	Rehabilitation of Galway Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/391	15	Scottburgh Central	Rehabilitation of Landers Crescent and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/392	15	Scottburgh Central	Rehabilitation of Marine Terrance and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/393	15	Scottburgh Central	Rehabilitation of Radcliffe Lane and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/394	15	Scottburgh Central	Rehabilitation of Scott Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/395	15	Scottburgh Central	Rehabilitation of Sir Matthew Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/396	15	Scottburgh Central	Rehabilitation of Strelitzia Lane and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/397	15	Scottburgh Central	Rehabilitation of Taylor Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/398	15	Scottburgh Central	Rehabilitation of William Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/399	15	Scottburgh South	Rehabilitation of Adrienne Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/400	15	Scottburgh South	Rehabilitation of Anne Arbour Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/401	15	Scottburgh South	Rehabilitation of Ashley Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/402	15	Scottburgh South	Rehabilitation of Aubrey Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/403	15	Scottburgh South	Rehabilitation of Bahama Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/404	15	Scottburgh South	Rehabilitation of Barbra Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/405	15	Scottburgh South	Rehabilitation of Bermuda Way and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/406	15	Scottburgh South	Rehabilitation of Collocott Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/407	15	Scottburgh South	Rehabilitation of Davallen Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/408	15	Scottburgh South	Rehabilitation of David Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/409	15	Scottburgh South	Rehabilitation of Lindsey Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/410	15	Scottburgh South	Rehabilitation of Margaret Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/411	15	Scottburgh South	Rehabilitation of Marion Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/412	15	Scottburgh South	Rehabilitation of Memory Lane and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/413	15	Scottburgh South	Rehabilitation of Minerva Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/414	15	Scottburgh South	Rehabilitation of Rahle Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/415	15	Scottburgh South	Rehabilitation of Raymond Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/416	15	Scottburgh South	Rehabilitation of Roger Place and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/417	15	Scottburgh South	Rehabilitation of Savil Place and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/418	15	Scottburgh South	Rehabilitation of Stephen Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/419	15	Park Rynie North	Rehabilitation of Stephen Road and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/420	15	Park Rynie North	Rehabilitation of Marine Drive and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/421	15	Park Rynie North	Rehabilitation of Second Avenue and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/422	15	Park Rynie North	Rehabilitation of First Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/423	15	Park Rynie North	Rehabilitation of Second Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/424	15	Park Rynie North	Rehabilitation of Third Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					

BSD/425	15	Park Rynie North	Rehabilitation of Fourth Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/426	15	Park Rynie North	Rehabilitation of Fifth Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/426	15	Central Scottburgh (Town)	Rehabilitation of of Scotts Street and stormwater maintenance	External :-Municipal Infrastructure Grant (MIG)					
BSD/426	15	Central Scottburgh (Town)	Rehabilitation of Taxi Rank Public Toilets	Opex					
BSD/426	15	Central Scottburgh (Town)	Rehabilitation of Beach Ablution	Opex					
BSD/426	15	Central Scottburgh (Town)	Extension of Beach Pavilion	Opex					
BSD/427	16	Hluzingqondo	Upgrading of Mhluzini Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/428	16	Hluzingqondo	Upgrading of Mhluzini Road steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/429	16	Hluzingqondo	Construction of Bridge on Mhluzini Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/430	16	Hluzingqondo	Upgrading of Cele Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/431	16	Hluzingqondo	Upgrading of Ntsongeni Road from gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					

BSD/432	16	Hluzingqondo	Upgrading of Shazi Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/433	16	Hluzingqondo	Upgrading of Sbhekedu Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/434	16	Hluzingqondo	Quarry & Regravelling of Mangweni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/435	16	Methodist	Upgrading of Danganya Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/436	16	Methodist	Quarry & Regravelling on Mgobhozi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/437	16	Methodist	Quarry & Regravelling on Ngcobo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/438	16	Methodist	Upgrading of Qalweni Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/439	16	Methodist	Quarry & Regravelling on Maphumulo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/440	16	Methodist	Quarry & Regravelling on Danganya SS Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/441	16	Methodist	Quarry & Regravelling on Sundwini Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/442	16	Zama Store	Quarry & Regravelling on Mdletshe Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/443	16	Zama Store	Upgrading of Mfundisi Zama road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/444	16	Zama Store	Upgrading of Bhengu Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/445	16	Zama Store	Quarry & Regravelling on Malishaba Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/447	16	Zama Store	Upgrading of Danisa Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/448	17	Shonkweni	Upgrading of Bhakajane Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/449	17	Shonkweni	Upgrading of Bhakajane Road from Gravel to Asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/450	17	Shonkweni	Upgrading of Steep Hills on Wrongturn Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/451	17	Shonkweni	Installation of Stormwater Management on Sdlangaleni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/452	17	Shonkweni	Upgrading of Steep Hill on Sgewu Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/453	17	Shonkweni	Installation of Stormwater Management System on Mbongo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/454	17	Shonkweni	Upgrading of Mvovo Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/455	17	Shonkweni	Upgrading of Ndwalane Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/456	17	Mandawe	Upgrading of MaCele Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					



BSD/457	17	Mandawe	Upgrading of Esitaladini Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/458	17	Mandawe	Maintenance/ installation of stormwater management system on Khomo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/459	17	Mandawe	Upgrading of Malukazi Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/460	17	Mandawe	Upgrading of Cele Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/461	17	Mandawe	Quarry & Regravelling of Skebheni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/462	17	Mandawe	Upgrading Gqayinyanga Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/463	17	Mandawe	Upgrading of Ntuthuko Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/464	18	Othandolwethu	Quarry & Regravelling on Khumalo Road & Installation of Stormwater management system	External :-Municipal Infrastructure Grant (MIG)					
BSD/465	18	Othandolwethu	Regravelling of Shozi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/366	18	Othandolwethu	Upgrading of Nyando Road steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/467	18	Othandolwethu	Regravelling of Qhakaza Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/468	18	Othandolwethu	Regravelling of Mngadi Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/469	18	Ellingham	Construction of Bridges on Olwasini Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/470	18	Ellingham	Regravelling of Mgomodwane Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/471	18	Sandalolwazi	Construction of Sandanolwazi Road Bridge	External :-Municipal Infrastructure Grant (MIG)					
BSD/472	18	Sandalolwazi	Installtion of Stormwater Management System on Mfulawenkomo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/473	18	Sandalolwazi	Construction of Shlophe Road Bridge	External :-Municipal Infrastructure Grant (MIG)					
BSD/474	18	Sandalolwazi	Upgrading of Ntsunguzini Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/475	18	Sandalolwazi	Quarry & Regravelling on Khubalweni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/476	18	Sandalolwazi	Quarry & Regravelling on Maye Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/477	18	Sandalolwazi	Quarry & Regravelling & Installation of stormwater management system on Ekukhanyeni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/478	18	Moyeni	Quarry& Regravelling of Mbanjwa Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/479	18	Moyeni	Upgrading of Ngidi Road Steep Hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/480	18	Moyeni	Upgrading of Mgobhozi Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/481	18	Mhlonhlweni	Quarry & Regravelling on Vulindlela Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/482	18	Mhlonhlweni	Construction of Hlongwa Road Bridge	External :-Municipal Infrastructure Grant (MIG)					
BSD/483	18	Mhlonhlweni	Quarry & Regravelling on Khathi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/484	18	Mhlonhlweni	Quarry & Regravelling on Msomi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/485	18	Olwasini	Quarry & Regravelling on Ringini Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/486	18	Olwasini	Upgrading of Cele Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/487	18	Olwasini	Upgrading of Myandu Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/489	19	Macebo	Upgrading of Skanisweni Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/490	19	Macebo	Installation of Storwater Management System on Masondo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/491	19	Macebo	Upgrading of Steep hill on Nkanini Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/492	19	Macebo	Quarry & Regravelling of Mandeni Road	External :-Municipal Infrastructure Grant (MIG)					

BSD/493	19	UCC	Upgrading of Steep Hill on Mathabethe Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/394	19	UCC	Quarry & Regravelling on Molo Khumalo Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/395	19	UCC	Upgrading of Thokoza Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/496	19	UCC	Quarry & Regravelling on Msweli Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/497	19	UCC	Quarry & Regravelling on Ngqobheni Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/498	19	UCC	Upgrading of Steep hill on Mbumbe Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/499	19	Swelihle	Upgrading of Shinga Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/500	19	Swelihle	Construction of Khuzwayo Road Bridge	External :-Municipal Infrastructure Grant (MIG)					
BSD/501	19	Swelihle	Quarry & Regravelling on Sindlovini Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/502	19	Swelihle	Quarry & Regravelling on Mkhwanazi Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/503	19	Ntontonto	Upgrading of steep hill on Ntontonto Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/504	19	Ntontonto	Upgrading of Nduna Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

BSD/505	19	Ntontonto	Construction of new road at Kwamlungu area	External :-Municipal Infrastructure Grant (MIG)					
BSD/506	19	Celokuhle	Quarry & Regravelling on Induna Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/507	19	Celokuhle	Upgrading of steep hill on Mathe Road from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/508	19	Celokuhle	Upgrading of Sdlangalaleni Road from gravel to asphalt	External :-Municipal Infrastructure Grant (MIG)					
BSD/509	19	Celokuhle	Regravelling of Nkangala Road	External :-Municipal Infrastructure Grant (MIG)					
BSD/510	19	Celokuhle	Upgrading of Slengeni Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/511	19	Celokuhle	Upgrading of Mtengana Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					
BSD/512	19	Mahlabathini	Quarry & Regravelling of Mthombeni road	External :-Municipal Infrastructure Grant (MIG)					
BSD/513	19	Mahlabathini	Upgrading of Mahlabathini Road steep hill from gravel to concrete	External :-Municipal Infrastructure Grant (MIG)					

Table 23: DEPARTMENT OF TRANSPORT SERVICE DELIVERY REQUIREMENTS



IDP NUMBER	Ward No.	Voting District	Project Name	Funding Source Internal/External
BSD:DOT/1	1	Nkanini	Upgrading of P77 from gravel to Asphalt	Department of Transport
BSD:DOT/2	1	Nkanini	Quarry & Regravelling of P739	Department of Transport
BSD:DOT/3	2	Shukumisa	Upgrading of P79 Steep Hills from Gravel to Concrete	Department of Transport
BSD:DOT/4	2	Mandlalathi	Rehabilitation of Bridge on D2386	Department of Transport
BSD:DOT/5	3	Nkampula	Upgrading of D20 Road steep hill from Gravel to Concrete	Department of Transport
BSD:DOT/6	4	Qwembe	Upgrading of D962-D1038 from gravel to Asphalt	Department of Transport
BSD:DOT/7	4	Manyusweni	Upgrading of D1114 from gravel to asphalt	Department of Transport
BSD:DOT/8	4	Manyusweni	Upgrading of D1114 steep hill from Gravel to Concrete	Department of Transport
BSD:DOT/9	4	Manyusweni	Quarry & Regravelling of D1114	Department of Transport
BSD:DOT/10	4	Mpambanyoni	D1038 Steep Hill upgrade from Gravel to Concrete	Department of Transport
BSD:DOT/11	4	Bhadane	D1040 Steep hill upgrade from Gravel to Concrete	Department of Transport
BSD:DOT/12	6	Mbungulu	Rehabilitation of D307 Road	Department of Transport
BSD:DOT/13	6	Mahlathini	Upgrading of D691 from gravel to asphalt	Department of Transport
BSD:DOT/14	7	Ifafa Beach	Quarry & Regravelling of P254	Department of Transport
BSD:DOT/15	7	Ifafa Beach	Quarry & Regravelling of Dewa Road (P560)	Department of Transport
BSD:DOT/16	7	Ifafa Beach	Quarry & Regravelling of Mthwalume Road (D56)	Department of Transport
BSD:DOT/17	7	Ifafa Beach	Quarry & Regravelling of Ifafa Beach Road (D482)	Department of Transport
BSD:DOT/18	7	Ifafa Beach	Rehabilitation of P3 Road and installation of Speed Humps	Department of Transport
BSD:DOT/19	8	Mhlangamkhulu	Upgrade of D13 from gravel to asphalt	Department of Transport
BSD:DOT/20	8	Mhlangamkhulu	Installation of Speed Humps on D13 Road	Department of Transport
BSD:DOT/21	8	Mhlangamkhulu	Maintenance and Rehabilitation of Bus Shelter on D13 Road	Department of Transport
BSD:DOT/22	8	Mhlangamkhulu	Installation of Bus Shelter on D13 near Goba Store	Department of Transport
BSD:DOT/23	8	GDP	Verge Maintenance on National Road & Installation of Bus Shelter	Department of Transport
BSD: DJT/24	10		Pedestrian Bridge below GJ Crooks Hospital	Department of Transport
BSD:DOT/25	11	Zamani	Construction of Esparanza Bride on Esparanza (P) Road	Department of Transport
BSD:DOT/26	18	Mhlonhlweni	Upgrading of D963 Steep hills from gravel to concrete	Department of Transport
BSD:DOT/27	18	Mhlonhlweni	Construction of bridge on D963 Road	Department of Transport
BSD:DOT/28	15	Scottburgh	GJ Crookes Pedestrian Bridge	Department of Transport
BSD:DOT/29	15	Scottburgh	Traffic Lights Installation at P188 & R102 (Cutty Sark) Intersection	Department of Transport
BSD:DOT/30	15	Scottburgh	Redesign of TC Robertsons entrance on R102	Department of Transport

4.4 Energy

4.4.1 Access to Electricity

A total of 21 529 Households in Umdoni have access to Electricity according to the Stats'sa 2016 Community Survey. However, the survey fails to highlight the number of Informal Settlements within the jurisdiction of Umdoni Municipality that is serviced by illegal connections, not only the Informal Settlements but some rural areas as well.

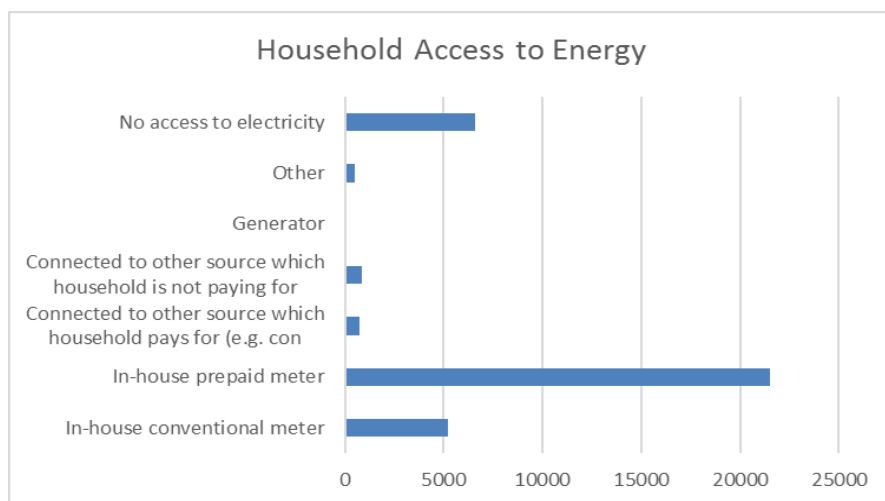


Figure 4.4.1.1: Access to Electricity

4.4.2 Alternative Energy

At the beginning of the 2016 / 2017 financial year, the municipality provided alternative energy (Gel) to 3 700 beneficiaries. During the course of the year, phase 2 of the Electrification project commenced and areas of Amahlongwa and Malangeni benefited. At the end of the financial year the municipality provided for 4 000 beneficiaries which included new beneficiaries. Umdoni municipality in conjunction with PACE (non-profit organisation) joint ventured and managed carbon credits through the alternative energy project programme. During the 2019 / 2020 Financial year the municipality provided alternative energy to 2500 Households with no access to electricity in Wards 11, 12 and 13 informal settlements whilst working on the electrification of these households with ESKOM and Department of Energy funding. However due to financial constraints the alternative energy programme was discontinued in 2020-2021 & 2021-2022 financial years. The table below indicates demands in electricity and street lighting needs and maintenance at ward level.

Table 24: ELECTRICITY DEMAND

Ward No.	Electricity demand (HH)	Street lighting Demand
1	288 Households	5 High Mast Lights
2	1470 Households	8 High Mast Lights
3	310 Households	33 High Mast Lights
4	650 Households	16 High Mast Lights
5	0	10 High Mast Lights

Ward No.	Electricity demand (HH)	Street lighting Demand
6	415 Households	10 High Mast Lights
7	3500 Households	5 High Mast Lights
8	910 Households	8 High Mast Lights
9	110 Households	6 High Mast Lights
10	150 Households	100 Street Lights
11	2665 Households	25 High Mast Lights 100 Streetlights
12	865 Households	100 Street Lights 5 High Mast Lights
14	300 Households	10 High Mast Lights
15	0	80 Street Lights
16	301 Households	15 High Mast Lights
17	220 Households	10 High Mast Lights
18	280 Households	5 High Mast Lights
19	1675 Households	6 High Mast Lights

4.5 Human Settlements

The Housing Sector Plan is a 5-year strategic plan that introduces a number of programmes to strengthen the strategic objective of integrated and sustainable human settlements. The approach is to respond to housing needs through analysing housing environment, provide effective project management and implement housing programmes that are geared towards elimination of slums, provide rural low income housing and rental stock accommodation.

The need for Housing Sector Plans (HSP) arises from a concern that, in most municipalities, the Integrated Development Planning (IDP) process inadequately address issues related to the provision of housing. While the initial HSP was prepared independently of the IDP, the HSP now forms part of the IDP and take into cognisance the Spatial Development Framework of the Municipality.

The purpose of this Housing Sector Plan is to guide the municipality in planning and implementing its housing projects in order to overcome the housing backlog it is currently faced with. The process followed in the development of this Plan included consideration of the following elements amongst others;

- Exploring various housing developments in Umdoni Municipality
- To provide a formal and practical method of prioritizing housing projects and obtaining political consensus for the sequencing of their implementation.
- To ensure more integrated development through bringing together the relevant cross-sectoral role players to co-ordinate their development interventions in one plan
- To provide greater spatial linkages between the Spatial Development Framework and the physical implementation of projects on the ground.
- To ensure that there is definite housing focus for the IDP
- To ensure effective subsidy, budgeting and cash flows both at the local municipal and provincial levels.

In order to achieve these objectives, the following outputs must be focused on:

- Priority implementation list of housing projects within the municipality

- Preliminary assessment of the technical and social feasibility of all projects in the municipal area
- IDP linkages for all prioritized projects
- MIG and other funding for projects
- Stakeholder involvement in the development process
- Sustainable and comprehensive bulk infrastructure
- Updated spatial development framework linked to housing needs
- Transfer of skills from consultants to the staff of the municipality

The HSP is therefore a strategic document intended to inform and guide the municipality in the allocation of resources with respect to housing and its associated engineering and social infrastructure. The Municipality is in the process of drafting a 5 year Housing Sector Plan that will be adopted by the Council in June 2024.

Table 25: HUMAN SETTLEMENT KEY CHALLENGES AND PROPOSED INTERVENTION

HUMAN SETTLEMENTS	
Key Challenges	Proposed Interventions
Human Resources are a challenges as the section has a manager, 2 Housing Officers and a clerk which in turn makes ICT difficult to monitor and report accordingly on housing programme/projects	Appointment of Housing Officer – Project Management to increase the capacity of the Human Settlement section. Acquisition of Housing Fleet to conduct site inspections

Limited identified land for Housing Development	To negotiate with private land owners and request DHS to purchase land on behalf of the municipality Expropriation of land for housing delivery purposes
Challenges with funding as the National Department of Human Settlements has been experiencing budget cuts by the Department of Treasury	To identify other government and international funding agency that support human settlements development
No Partnerships with developers and financial institutions to deliver housing for middle & high income earners	To forge public private partnership to fund mix type housing development targeting middle and high income earners
Local contractors lack financial capability and skills to undertake housing subcontracting work	To include and enforce skills transfer/mentorship/support in agreements between municipality and appointed implementing agents in order to empower emerging local enterprises. To empower local contractors through our LED capacity building programmes as the municipality

Table 26: HOUSING DEMAND

Ward No.	Housing demand (HH)	Type of Housing
1	500 Houses	RDP
2	1890 Houses	RDP
3	2605 Houses	RDP
4	1080 Houses	RDP

Ward No.	Housing demand (HH)	Type of Housing
5	3750 Houses	RDP
6	3200 Houses	RDP
7	3500 Households	RDP
8	3500 Houses	RDP
9	500 Houses	RDP
10	550 Houses	RDP & Rental Stock & Urban Housing
11	3500 Houses	RDP, Rental Stock
12	500 Houses	Rental Stock
14	2500 Houses	RDP & Rental Stock
15	40 Houses	RDP
16	500 Houses	RDP
17	500 Houses	RDP
18	980 Houses	RDP
19	4460 Houses	RDP

increase in the number of households with access to running water within the yard. The municipality provides subsidized electricity and other services to indigent households	The lack of bulk services for housing developments
OPPORTUNITIES	THREATS
Infrastructure maintenance and construction to attract investment Council prioritizing and budget for road maintenance plant to ensure routine maintenance of our road infrastructure There are sufficient systems in place to manage Waste in urban areas Housing and Electricity backlog is currently being addressed Recycling Plan to be developed and adopted by Council Implementation of Food for Waste Programme as part of poverty alleviation strategies	Housing delivery delayed Electrical infrastructure is aging Pressure on the existing electricity systems Ageing infrastructure is placing the council under pressure to refurbish Low quality of roads is causing the municipality's maintenance costs to rise and inconsistent appointment of contractors Limited Land availability for development Dumping of refuse haphazardly has become a problem especially outside the Umzinto town; The lack of funding and the non-alignment of municipal and government department budgeting processes; Urbanisation results in growing number of informal settlements;

4.6 Basic Service Delivery SWOT Analysis

Table 27: BASIC SERVICE DELIVERY SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Electricity plan developed and adopted There is a number of housing projects that are under Basic infrastructure (water, housing and sanitation) in place There has been an	Lack of attractive infrastructure Need incentives to attract investments High property prices and rates Ageing Infrastructure of water, sanitation and transport channels Limited land availability

5 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

5.1 Comparative and Competitive Advantage

Comparative and competitive advantage: Comparative advantage indicates relatively more competitive production function for a product or service in a specific local economy than on the aggregate economy (provincial or national). It therefore measures whether a specific economy produces a product more efficiently. Competitive advantage allows an entity to outperform its competition through having a stronger market position than its competitor. For example, ICT may have stronger resources or skills and therefore maximize its economy of scale in certain goods and services, at lower but competitive prices.

The comparative advantages identified for Umdoni LM are:

- The tourism sector provides comparative advantage. Therefore, the development of tourism in particular areas, alleviate the spatial skewing of tourism where it currently is, as well as contributing to the overall development of the district LED strategy.
- Strategic location of Umdoni Local Municipality needs to be exploited and other comparative advantages to achieve economic development. Umdoni Local Municipality is located along the N2 and forms part of the South Coast Ribbon Development
- The environmental assets of Umdoni are clearly the main attraction of the area and provide a strong comparative advantage. These assets include the beaches and sea

which provide recreational activities such as surf and rock fishing, deep-sea fishing, tidal pools, surfing and scuba diving.

- Carvelo indicates that the mining, manufacturing and business services sectors have a comparative advantage in their respective sectors. This indicates that these sectors are out performing their respective sectors at district level and thus, play a major role in the development and growth of the local and district economies.

The competitive advantages identified for Umdoni LM are:

- The agricultural land in Umdoni is currently progressing strongly with the commercial sugarcane production. Further growth can be assisted by the various well-developed transport enterprises in the district as well as the usage of the established agricultural export market for sugar and macadamia products.
- To make the area more competitive an extension of the production capacity in terms of new products and services and application of new technologies that is not being applied in production processes.

Table 28: LOCAL ECONOMIC DEVELOPMENT KEY CHALLENGES AND PROPOSED INTERVENTION

LOCAL ECONOMIC DEVELOPMENT	
Key Challenges	Proposed Interventions
Tourism Sector lack of projects and programmes as well as insufficient resources to fund tourism programmes	Identify and develop tourism attraction sites database to be linked to USCT Coordinate annual events tourism Linking urban tourism and rural tourism

	Facilitating and co-ordinating the grading of BnBs and Lodges in partnership with the South Coast Tourism Entity Development of Database for Heritage and Cultural Sites in the hinterland to develop, promote and market Hinterland tourism Promotion of Tourism Events		development, investment opportunities and establishment of Public-Private Partnerships to grow the local economy Conduct Youth Business consultations on Ocean Economy
Shortage of Industries within the manufacturing sector that could increase employment opportunities	Package land sites suitable for commercial purposes Develop and adopt investment and incentive policy Develop brochures and website to marker business opportunities available Provide youth portable skills and engage with TVET college Establishment of Public-Private Partnerships with small farmers and expansion of our Agro-processing market Park Rynie Industrial Park Facelift Development of Umzinto Textile Revitalization Plan Implementation of investment initiatives to townships	Enterprise and SMME's do not grow as anticipated	SMME & Co-Operatives Support Programmes Conduct Awareness Campaigns on Business permits Facilitate Business Indaba Exhibition with other institutions and stakeholders Conduct Bulk Buying Workshops Feasibility study for local fresh produce market Incubation programme for small businesses focusing on youth and PWD Engage SEDA for marketing strategy support Develop local business web-page and link to Umdoni website
Lack of programmes for ocean economy	Co-ordinate and Facilitate the Investment Seminar that will have key business drivers and stakeholders and focus on key economic drivers including ocean economy, industrial	Lack of informal trading infrastructure and regulation	Construction of Umzinto Informal Trader Stalls Engage relevant sector departments for funding Identify other areas to be rezoned for informal economy in CBD and other outlying areas and all beaches Enforce compliance with by-laws

UMDONI CATALYTIC PROJECTS

Table 29 : UMDONI CATALYTIC PROJECTS

Ward	Name of the Project	Description of the project	Estimated Budget	Estimated No. of jobs
11, 12, 13	Umzinto construction and upgrading of stormwater infrastructure.	Construction and upgrading of stormwater infrastructure.	R21 000 000	600
11, 12, 13	Umzinto construction and detention and retention ponds.	Construction and detention and retention ponds.	R3 000 000	86
13	Umzinto Taxi and Bus Ranks refurbishments	Refurbishment of Taxi and Bus Ranks	R8 183 654	234
14	Amanadawe Taxi Rank Development with shelters	Construction of Amandawe Taxi Rank	R5 000 000	143
11, 12, 13	Repairing of Umzinto collapsed pipes and infrastructure filling washed away areas.	Repairing collapsed pipes and infrastructure filling washed away areas.	R1 000 000	29
15	Scottburgh Taxi Rank	Construction of Scottburgh Taxi Rank	-	-
15	Scottburgh Pedestrian Walkway improvements	Improvements and upgrade of pedestrian walkways	R6 070 000	173
15	Scottburgh Traffic Calming	Construction of traffic calming infrastructure	R3 050 000	87
10	Leachate Management System	Installation of Leachate Fogging System and Stormwater Storage Tank	R3 200 000	91

3 & 19	Experimental medicinal cannabis	Piloting the cultivation of 50 hectares of fallow fields with cannabis for medicinal purposes. The fields are currently fallow and if the pilot proves successful ICT will be replicated in other parts of the district. Discussions have commenced with EDTEA, Rural Development and the KZN Department of Agriculture for the necessary technical skills.	R3 500 000	70
7	Ifafa Industrial Park	The 1st ever post 1994 greenfield industrial park is planned adjacent the N2 / Ifafa interchange to provide light industrial premises to would be investors within a 50-kilometre radius to the Durban harbour. Ugu South Coast Development Agency is currently at a stage of concluding both EIA and rezoning which will then enable the construction of platforms. An amount of R400 000 is needed to conclude the EIA and rezoning and R210m for the earthworks and platforms post rezoning. An estimated 250 jobs would be created during construction excluding the multi-plier effects during operations.	R 120 000 000	110
15	Scottburgh beachfront development	Funding for the EIA and Rezoning to enable the implementation of the ground-breaking Scottburgh beachfront redevelopment into an iconic mixed-use node. The project at full scale will create in excess of 300 permanent jobs excluding the multiplier effects of attracting high-end tourists into the municipality	R 2 000 000	
10	Eden Rock Forest Estate Agri-Tourism	5 Villa - built 1 Boutique Hotel - 30 Keys, Wellness Spa, Fruit Juicing processing facility, Resultant, distillery and gin school, Conference and wedding venue, Boutique retail outlet (health and wellness) , 20 hectares medicinal plants		
15	Scottburgh Aeropark Development	Based on concept studies by GWI for CJ Landers & Son (Pty) Limited (the Company), the proposed ultimate core aviation area is a 'displaced threshold' runway modelled on Farnborough, UK, which will offer take-off distances of up to 1 200m on a 23m wide runway, with parallel taxiway and a mix of		

		public and private aprons, provision for helicopter and drone facilities and communal infrastructure. A privately developed bespoke terminal (FBO - fixed base of operations), business centre and commercial area is also proposed, subject to feasibility. The core aircraft manoeuvring areas will occupy between 15 and 20 Ha, leaving the balance available for viable mixed-uses		
10	Park Rynie Industrial Strip	Maintenance and upgrades to Stormwater systems, Verge maintenance, road names and signage, Sidewalks for pedestrians Economic Node at the N2/R612 intersection. Government service hub, truck stop, fuel station, motel, training centre, etc. Redesign of the R612 adjacent to the Industrial zone to provide passing lanes and safe access/egress		

5.2 Social Development Analysis

5.2.1 Broad Base Community Needs Analysis

The involvement of community members and/or community organisations in matters of local Government and in development will enhance the effectiveness of local governments in various ways, including the following.

Firstly, since communities or community organisations know the challenges their communities face, they are not likely to struggle in identifying them. Secondly, involving them in the process of finding solutions to such problems creates a sense of ownership of the programmes/projects that are designed to address them. Thirdly, the fight against poverty can be won if it is fought at the grassroots level. Skills development has been identified as a challenge that hinders economic growth and employment opportunities during ward engagements. The table below identifies

LED programmes/projects proposed to enhance economic development within Umdoni Local Municipality.

Table 30: PROPOSED LED PROGRAMMES/PROJECT

Ward No.	Proposed Programme/Project	Beneficiaries
All	Skills Development in (Bricklaying, Electrification, Welding, Mechanical, Plumbing)	Youth
All	Establishment of SMMEs & Co-Operatives in trade Skills (Plumbing, Bricklaying, Electrification, Welding, Mechanical Engineering etc.)	Youth
All	Development of Tourism Businesses Database	

10	Ellingham Estate Development Project	
10	Park Rynie Industrial Park Development	
10	Park Rynie Promenade	
10	Identification of Spaces suitable for Informal Trading	Youth & Women

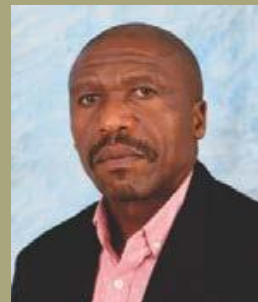
5.2.2 Priority Projects per Ward

WARD 1	WARD CHALLENGES
 Cllr. S Zulu Ward Population:9879	1. Unemployment 2. Roads & Stormwater Infrastructure 3. Water 4. Electricity 5. Housing
Ward 1 Priorities 1. Water 2. Reduction in the High Level of Unemployment 3. Clinic 4. Mobile Police Station 5. Housing 6. Roads & Stormwater	

WARD 2	WARD CHALLENGES
 Cllr. MR Madlala Ward Population:4467	1. Roads Infrastructure 2. Water 3. Housing 4. Unemployment 5. Access to Clinic 6. Social Grant Pay Points 7. Access to Home Affairs Services
Ward 2 Priorities 1. Construction of Gqosha Bridge 2. Water 3. Roads Infrastructure 4. Home Affairs Satellite Office 5. Clinic	

WARD 3	WARD CHALLENGES	WARD 4	WARD CHALLENGES
 Cllr. ME Mbutho Ward Population:7057	1. Access to Water 2. Roads Infrastructure Maintenance 3. Housing 4. Sanitation 5. Electrification	 Cllr. MA Mbanjwa Ward Population:6 853	1. Water 2. Roads & Transport Infrastructure 3. Unemployment 4. Crime 5. Lighting Conductors 6. Thusong Center 7. Housing
Ward 3 Priorities 1. Water 2. Roads Infrastructure 3. Housing 4. Sanitation 5. Electrification		Ward 4 Priorities 1. Water 2. Roads Maintenance 3. Reduction in the High Level of Unemployment 4. Housing 5. Thusong Center 6. Crime 7. Lighting Conductors	Bhadane Sportfield

WARD 5	WARD CHALLENGES
 Cllr. MG Phungula Ward Population:8 639	1. Water 2. Housing 3. Unemployment 4. Roads Maintenance 5. Electricity 6. Skills Development 7. Clinic
Ward 5 Priorities 1. Water 2. Unemployment 3. Housing 4. Roads & Infrastructure Maintenance 5. Clinic 6. Skills Development 7. Electricity	

WARD 6	WARD CHALLENGES
 Cllr. LR Dlamini Ward Population:7 704	1. Water 2. Roads & Infrastructure Maintenance 3. Housing 4. Unemployment 5. High School
Ward 6 Priorities 1. Water 2. Roads 3. Housing 4. Reduction in the High Level of Unemployment 5. High School	

WARD 7	WARD CHALLENGES	WARD 8	WARD CHALLENGES
 Cllr. SW Mthwane Ward Population:8 765	1. Roads Maintenance 2. Electricity 3. Water 4. Housing 5. Unemployment 6. Crime	 Cllr. SEH Mngoma Ward Population:10 374	1. Roads Infrastructure 2. Water 3. Electricity 4. Unemployment 5. Housing 6. Crime
Ward 7 Priorities 1. Water 2. Roads & Stormwater maintenance 3. Reduction in the High Level of Unemployment 4. Housing 5. Crime	Verge Maintenance Construction of Nyuswa Bridge Refuse Removal Service Malangeni Rural Housing Project	Ward 8 Priorities 1. Water 2. Roads 3. Reduction in the High Level of Unemployment 4. Housing 5. Crime	

WARD 9	WARD CHALLENGES
 Cllr. PE Thabethe Ward Population:3 976	1. Water 2. Electricity 3. Roads & Stormwater 4. Refuse Removal 5. Crime 6. Unemployment 7. Clinic 8. Drugs & Substance Abuse 9. Housing
Ward 9 Priorities 1. Water 2. Roads 3. Housing 4. Electricity 5. Reduction in the High Level of Unemployment 6. Refuse Removal 7. Clinic 8. Crime 9. Drugs & Substance Abuse	

WARD 10	WARD CHALLENGES
Cllr. Cutten Ward Population:3 990	1. Roads and Stormwater Management Systems 2. Water & Waste Water Management Systems 3. Electrical Supply and Public Lighting 4. Economic and Social Development 5. Housing for Low Income Households 6. Environmental Care and Solid Waste Management
Ward 10 Priorities 1. Roads and Stormwater Management Systems 2. Water & Waste Water Management Systems 3. Electrical Supply and Public Lighting 4. Economic and Social Development 5. Housing for Low Income Households 6. Environmental Care and Solid Waste Management	

WARD 11	WARD CHALLENGES	WARD 12	WARD CHALLENGES
 Cllr. NP Nombika Ward Population:4 997	1. Community Hall 2. Roads 3. Electricity 4. Unemployment 5. Housing 6. Clinic 7. Water 8. Verge Maintenance 9. Sanitation	 Cllr. S Sookhraj Ward Population:9 543	1. Roads 2. Verge Maintenance 3. Electricity 4. Unemployment 5. Drugs & Substance Abuse 6. Deteriorating Community Facilities 7. Safety & Security 8. Housing
Ward 11 Priorities 1. Water 2. Electricity 3. Roads 4. Reduction in the High Level of Unemployment 5. Housing 6. Clinic 7. Community Facilities		Ward 12 Priorities 1. Roads & Stormwater Infrastructure 2. Electricity 3. Housing 4. Reduction in the High Level of Unemployment 5. Verge Maintenance 6. Drug & Substance Abuse 7. Safety & Security 8. Community Facilities refurbishment	

WARD 14	WARD CHALLENGES
 Cllr. BA Cele Ward Population:6 971 Ward 14 Priorities 1. Land 2. Fighting Crime 3. Upgrading of Roads 4. Housing 5. Reduction in the High Level of Unemployment 6. Sanitation 7. Water	1. Water 2. Crime 3. Unemployment 4. Sanitation 5. Roads Maintenance 6. Land 7. Housing
WARD 13	WARD CHALLENGES
Cllr. Maharaj Ward Population:4 129 Ward 13 Priorities	1. Crime 2. High level of Unemployment 3. Road Maintenance 4. Housing

1. Reduction in the High Level of Unemployment	
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WARD 16	WARD CHALLENGES
 Cllr. MJ Cele Ward Population:4 133	1. Water 2. Roads 3. Clinic 4. Housing 5. Unemployment 6. Police Station 7. Electricity
Ward 16 Priorities 1. Water 2. Electricity 3. Roads Maintenance 4. Reduction in the High Level of Unemployment 5. Housing 6. Clinic 7. Police Station	

WARD 15	WARD CHALLENGES
 Cllr. S Singh Ward Population:8 049	1. Roads & Stormwater Maintenance 2. Verge & Public Open Space Maintenance 3. Scottburgh CBD Upgrade & Maintenance 4. Streetlights & Public Lighting 5. Upgrade & Maintenance of Public Ablutions 6. Waste Water Treatment Plant upgrade & Maintenance 7. Town Planning By-Law Enforcement
Ward 15 Priorities 1. Roads & Stormwater Maintenance 2. Verge & Public Open Space Maintenance 3. Scottburgh CBD Upgrade & Maintenance 4. Streetlights & Public Lighting 5. Upgrade & Maintenance of Public Ablutions 6. Waste Water Treatment Plant upgrade & Maintenance 7. Town Planning By-Law Enforcement	

WARD 19	WARD CHALLENGES
 Cllr. VS Khanyile Ward Population:6 825 Ward 19 Priorities 1. Housing 2. Water 3. Reduction in the Level of Unemployment 4. Roads Maintenance 5. Electricity 6. Skills Development	1. Water 2. Housing 3. Roads Maintenance 4. Electricity 5. Unemployment 6. Skills Development

WARD 17		WARD CHALLENGES
	1.	2. Water 3. Roads 4. Unemployment 5. Crime 6. Electricity

 Cllr. NL Nkomo Ward Population:6 412 Ward 17 Priorities 1. Water 2. Reduction in the High Level of Unemployment 3. Electricity 4. Roads 5. Crime		
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WARD 18	WARD CHALLENGES
 Cllr. NT Nzama Ward Population: 7 650	1. Unemployment 2. Roads 3. Water 4. Sanitation 5. Electrification 6. Housing
Ward 18 Priorities 2. Water 3. Roads Maintenance 4. Reduction in the High Level of Unemployment 5. Electricity 6. Housing 7. Sanitation	

5.3 Access to Public Facilities

Community Facilities have a staff complement of 9 staff, of which 8 staff are general workers and 1 x Community Facilities Officer. 3 general workers are based at the Scottburgh Town Hall and 1 general worker is based at the Umzinto town Hall. The balance of the 4 general workers are roving in the different halls. The general workers also assist in the sportsfield and cemeteries and Thusong Centres sub-section. The 30 halls under this section has caretakers employed in each hall on Friday to Sundays as well as public holidays. These caretakers are employed on a 3-month basis and reside in close proximity to the respective hall to open and close the halls as well as general cleaning over the weekends.

The Public Facilities and Open Spaces section comprises of 5 units namely:

- Building and Maintenance
- Community Facilities,
- Cemeteries and Sportsfields,
- Thusong centre and
- Parks and Gardens.

The main function for Building & maintenance is to ensure that all Municipal owned buildings are maintained. Community Facilities has 31 halls throughout Umdoni Municipality. The main function of this unit is to ensure all the community facilities are maintained and well-kept for public use. The table below indicates community facilities that have deteriorated and require refurbishment or maintenance.

Table 31: FACILITIES REQUIRING MAINTENANCE

Ward No.	Name of Facility	Maintenance Requirements
1	Mtshingwana Community Hall	Windows, Fence, & Low Roof
1	Bhudubhudu Community Hall	Doors, Windows, Fence, Gate
2	Mphelandaba Sportfield	Maintenance, Goal Posts & Nets
2	Bhewula Sportfield	Goal Posts, Nets, Maintenance & Change Rooms
2	Bhewula Community Hall	Maintenance & Caretaker
2	Vumaneni Sportfield	Lights, Fencing & Verge Maintenance
2	Shukumisa Sportfield & Community Hall	Maintenance
2	Nkosi Qiko Community Hall	Complete Project & Handover
2	Ekuthuleni Community Hall	Caretaker, Windows, Doors & Maintenance
3	Skebheni Sportsfield	Refurbishment
4	Mandalathi Sportfield	Maintenance
6	Mahlathini Community Hall	Fencing & Installation of Plug Points
6	Mbungulu Community Hall	Hall Furniture
6	Mbungulu Sportfield	Fencing, Replacement of Goal Posts, & Construction of Ablution Facilities
6	Mistake Farm Sportfield	Fencing, Goal Post & Maintenance of Change rooms
6	Mysie Land Community Hall	Hall Furniture
8	Nkombo Sportfield	Maintenance & Fencing
8	Msani Sportfield	Maintenance and Goal Posts

Ward No.	Name of Facility	Maintenance Requirements
8	Nhlanti Sportfield	Maintenance & Goal Posts
8	Beneva Sportfield	Regular Grass Cutting & Goal Posts
8	MPCC Sportfield	Grass Cutting, Fencing, Goal Posts & Wheel Chair racing area
9	Mafithini Community Hall	Electrification
11	Esparanza Sportfield	Goal Posts, Fencing & Regular Grass Cutting
11	Shayamoya Sportfield	Extension to accommodate Netball Field & Outdoor Gym
11	Mbetheni Sportfield	Re-grassing & Fencing
12	Gandhinagar Sportfield	Refurbishment (Ablution Facilities, Fencing, Drainage System, Floodlights & Outdoor Gym)
12	Roseville Park	Verge Maintenance & Installation of Play Area
12	Ghandinager Community Hall	Ablution Facilities & Extension of Hall to accommodate ECD Center
15	Scottburgh CBD Public Ablutions	Refurbishment
15	Park Rynie Camp Site	Refurbishment
15	Scottburgh main Beach Ablution Facilities	Refurbishment
15	Scottburgh Town Hall	Maintenance of Ablution Facilities, air conditioning, curtains, stage floor, parking, lights, doors and painting, installation of generator

Ward No.	Name of Facility	Maintenance Requirements
15	Scottburgh Clinic	Relocation of Scottburgh Clinic to GJ Crooks Hospital
15	Scottburgh Library	Refurbishment, Maintenance of memorial Plaque
17	Amandawe Community Hall	Maintenance
18	Olwasini Sportfield	Maintenance of Ablution Facilities
19	Dududu Community Hall	Maintenance
19	Celokuhle Sportfield	Maintenance

The Parks & Gardens unit is responsible for verge maintenance in the urban areas of Umdoni Municipality as well as the maintenance of civic buildings and public open spaces throughout its jurisdiction.

The following strategies for social infrastructure is based on the criteria as stipulated in terms of the CSIR Human Settlement Guidelines

Table 32: ACCESS TO PUBLIC FACILITEIS

Planning Thresholds	Walking Distance	Minimum Requirements
Crèche	2 km Radius	2 400 – 3 000 people
Primary School	5 km Radius	7 000 people
Secondary/ High School	5 km Radius	12 500 people
Library	8 - 10 km Radius	20 000 – 70 000 people
Clinic	1.5 km Radius	5 000 – 20 000 people
Primary Hospital	5 km Radius	24 000 – 70 000 people
Police Station	8 - 24 km Radius	60 000 – 100 000 people
Post Office	5 km Radius	40 000 people
Church	15 km Radius	3 000 – 6 000 people
Pension Pay Points	5 km Radius	40 000 people

Community Halls	15 km Radius	10 000 – 15 000 people
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5.3.1 Public Open Spaces

Under the Cemeteries & Sportsfields unit there are 4 cemeteries, 28 sportsfields and 2 fully equipped and fenced outdoor gyms. Umdoni has also developed a number of parks, golf courses, and sports facilities, which includes, amongst others:

- Gandhinagar Sports field: This sports field was built with a surface of 8000m2 with change rooms, ablution facilities and an open space stand seating area.
- EMalangeni Sports Field/ Complex: This sports field is located in the Malangeni area and was constructed in 2009. This sport facility is supplied with water and sanitation services. The facility is also with a change room.
- Amandawe Sports Field- with ablution facilities and changing rooms.
- Amahlongwa Sports Field: This field is located in Amahlongwa in ward. According to the Rural Development Strategy these public facilities are not in good condition, they are not well maintained. The road leading to the facility needs upgrading.
- Kwa Cele Sport Field: This field is located in Kwa Cele in ward 2 and this field is not well maintained. It is accessed via a gravel road and water and sanitation facilities are not available.

The users of this facility depend on the neighbouring houses for these services.

- Olwasini Sport Field: This field is located in Nkulu area and was constructed in 2009.
- Umdoni Park.
- Scottburgh Golf Course.
- Selbourne Park.

Commemorative Park: This Park was constructed in Ward 13 in Umzinto. The edges of the park are defined with face-brick columns and galvanised palisade. Recreational facilities form an important aspect within the community. It provides a place for physical activity, as well as a space for social functions where people can gather and interact. The application of planning standards indicates that at least one sports field is required for every 7 700 – 12 000 people. Umdoni thus has 27 sports fields.

5.3.2 Libraries

Umdoni Municipality has 9 operational public libraries. The Scottburgh Ifafa, Sezela, Pennington and Park Rynie libraries are situated along the coast and the Malangeni, Shayamoya, Vulamehlo and Umzinto are situated further inland.

The Umzinto and Scottburgh are open for 43 ½ hours, Pennington 40hours, Malangeni 43 hours to the public per week. The Sezela, Shayamoya, Ifafa and Park Rynie libraries are open for 31hours to the public per week. Scottburgh, Umzinto and Malangeni libraries are managed by Librarians and Pennington and Shayamoya libraries are managed by senior library assistants while the Sezela, Park Rynie, Shayamoya and Ifafa libraries are managed by library assistants.

In terms of planning standards, at least one library should be provided for every 5000-50 000 people. As such, a maximum of 15 libraries is required and a minimum of 1.5. There is also an outcry from the Amandawe Community with regards to the establishment of a Library in Amandawe and has been identified as a need and a priority.

5.3.3 Cemeteries

Umdoni is one out of three municipalities in the Ugu District, which has formal cemetery sites. Informal cemetery sites are however found in rural settlements, where burial practices are conducted traditionally within the residential plots.

The following cemeteries are located within Umdoni:

- Scottburgh Cemetery.
- Shayamoya Cemetery has a capacity of 1500 graves.
- Park Rynie Cemetery.

- Humberdale Cemetery located in Kelso include crematorium

Implications for Umdoni

From the plans above, it can be seen that there are many social facilities, which are lacking in most of the settlements/villages. The Municipality needs to provide these for communities. Once the population has access to these facilities, this will have many positive implications on the municipality in relation to the following: -

- Increased child development facilities, educational and skills levels;
- Better access to health facilities and medical assistance;
- Increased community cohesion
- Better access to services such as police services, post offices, pension pay points, places of worship, etc.

Access to these social facilities will lead increased socio-economic, economic, infrastructure and human development within the Municipality. Thus, resulting in an increase in the quality of settlements and quality of life.

5.4 Community Development with Focus on Vulnerable Groups

5.4.1 Youth Development

Youth development is a process that prepares a young person to meet the challenges of adolescence and adulthood and achieve his or her full prospective. Youth development is promoted through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies. Youth Development is essential to helping the youth of Umdoni as a whole succeed in life. Children and Youth up the age of 35 years' account for approximately 40 percent of

Umdoni population which makes them a key factor for shaping the future of the municipality.

Without the constructive engagement of youth, socio – economic development will be hampered and it is unlikely that Umdoni will fulfil its developmental mandate. Youth, like any other previously disadvantaged groups were victims of previous unjust government systems and were not afforded opportunity to develop to their fullest potential. As a developmental local government one of our responsibilities is to play our part in redressing the imbalances of the past through developing a coordinated and integrated response to challenges facing young people.

Table 33: YOUTH DEVELOPMENT KEY CHALLENGES AND PROPOSED INTERVENTIONS

YOUTH DEVELOPMENT	
Key Challenges	Proposed Interventions
Lack of Youth Offices to address and engage with the Youth of the Municipality	The municipality has identified Youth Offices in Umzinto
Youth Development Programmes are not impact driven	Main streaming of Youth Development programmes through LED programmes, Human Resources, Supply Chain Management, Arts and Culture. The Municipality also plans to conduct job readiness workshops for the Youth that will assist them in the preparation of CVs that will be attractive when they enter the job market.

	The Municipality will also create a platform for Youth in Business to access information from Business Owners through the Youth in Business Indaba information dissemination session.
Poor beneficiary identification for Youth Development Programmes	Develop and Adopt Youth Development Policy that will clearly set out procedures for beneficiary identification.
Lack of initiatives to encourage Umdoni Youth into the Agricultural Sector	The Municipality will establish Youth in Agriculture and Rural Development Structures per ward.

5.4.2 Development of People with Disabilities

Although the Constitution of South Africa protects the rights of people with disability and prohibits discrimination on the basis of disability, limited facilities currently exist in the Umdoni Municipality for people living with disability. Currently public amenities such as libraries, community halls, municipal offices & buildings and road infrastructure are badly designed for people with disabilities. Council has however lately demonstrated more cognizance of this fact and new buildings and renovations to existing infrastructure are developed in such a way that access for people with disability are provided for. The municipality has recently formed a partnership with the Department of Social Development to develop focussed social development programs to up-scale representation of people with disabilities within our community as well as in municipal decision making processes.

The municipality has also set specific targets in its Employment Equity Plan. The shift from pure service delivery to a developmental approach has presented our municipality with new challenges. Umdoni Municipality is expected not only to respond to the service needs of local communities, but also to establish, understand and accommodate the needs of disabled people, and ensure that they benefit from development initiatives.

Umdoni Municipality has been making attempts to implement key legislation such as the Employment Equity Act, Skills Development Act and the Preferential Document Act, to appoint people with disability and also provide for people with disability in the EPWP projects that are currently being implemented in the different wards. A database of people with disability will be established which will also indicate their skills and competency levels.

Generally, these efforts are still at a very infant stage, at best fragmented and with very few pockets of excellence. Umdoni Disability Forum was launched and we have engaged in the development of a local strategic plan in partnership and with assistance from Kwa- Zulu Natal Premiers Office. This strategic plan will assist in accelerating our pace in developing decisive interventions for the benefit of disabled people

5.4.3 Development of Elderly

Senior citizens have been one of the neglected sectors in terms of targeted programmes in all spheres of governance other than old age grants. The programme

targeting senior citizens has recently been introduced at a Provincial and District level.

With limited budget the municipality will hosts a formal event in celebration of the senior citizens, awareness campaign on chronic diseases in partnership with Department of Health as well as Christmas Party Celebration and participation in Golden Games.

The events are to celebrate the lives of our seniors and affirm their value in the society. The municipality has launched a senior citizens' forum, which is a civil society structure that will be interacting with Umdoni Municipality as part of our public participation programme.

5.4.4 Development of Women

Women form a significant percentage of our population and government; through various legislations have shown commitment to address their social and economic needs. Part of the government commitment has been to make decisive interventions to redress imbalances of the past where women were seen as secondary citizens to men.

Through the guidance of spheres of government above Umdoni Municipality, we have since launched a women council, which was later changed to Gender Forum. The purpose of the forum is to consult and advise municipality on matters and

priorities relating to women programmes. The municipality has made budget provision for gender programmes.

Umdoni vulnerable group fund has been one of our flagship projects aimed at assisting women agricultural groups with garden tools and seeds. The Municipality is looking at the establishment of a Flea Market where the elderly and women can showcase their skills and talents and sell their products.

5.4.5 People Affected by Crime, HIV/AIDS, Drugs etc.

In South Africa, the AIDS pandemic is no longer a distant threat but an immediate reality reflected in the early death of hundreds of people every year. About 34% of the total population is infected with the human immunodeficiency virus (HIV) that causes AIDS. People having HIV may be symptom- free for years without developing AIDS. The scale of the problem has been largely hidden. Today's invisible HIV pandemic is tomorrow's AIDS pandemic. In theory, they follow each other like waves, eventually becoming similar in size. Hundreds of thousands of South Africans are already infected and there is no way to avert their illness and eventual death. HIV is spread in other ways but mainly through sexual transmission and this means that it can be prevented by behavioural change as has happened in countries as diverse as Australia, Thailand and Uganda. HIV and AIDS is perceived by many as a disease and the emphasis has been on prevention. Others, however, see HIV and AIDS as more than a disease. It affects the whole of society. No part of society could be excluded from the impact of HIV and AIDS, although some

sectors such as mining and transport would be affected more than others. It is this factor, which makes HIV and AIDS important to the business community.

The Municipality has adopted its HIV and AIDS Policy. The Municipality is currently putting together an employee wellness programme. A number of support services not necessarily confined to HIV and AIDS will be provided to support employees. The recent statistics could not be obtained from the Department of Health to confirm the data that is presented.

There is a need for more strategic and driven HIV/AIDS awareness programmes as the level of AIDS related deaths, especially amongst the youth is high. It is imperative that there is buy-in from communities if the programmes and campaigns are to be successful.

According to a 2005 publication of Development Bank of Southern Africa, the KZN population that was HIV positive during 1991, 1996 and 2001 was, 40000, 634000 and 1643000 respectively-the highest concentration of HIV positive people in South Africa. The following effect of HIV/Aids social should be noted:

- Poorer households are more vulnerable and the epidemic is therefore likely to deepen poverty and compromise upward mobility;
- A greater demand for additional healthcare facilities; and
- A greater demand for financial and welfare support for orphans.

5.4.6 Operation Sukuma Sakhe

Operation Sukuma Sakhe (OSS) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on the cooperation of several departments. 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.

Operation Sukuma Sakhe has the 'whole of Government's approach as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government. Therefore, delivery of services is required through partnership with the community, stakeholders and government. Umdoni Local Municipality has ensured that all 19 ward committees together with ward councillors do participate in this program through the formation of war rooms at ward level.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 14 National Outcomes. The program encourages the social mobilization where communities have a role, as well as the delivery of government services in a more integrated way. The Government has structured programs which need to get as deep as to the level of the people they are serving. This is at ward level, translating to all 19 wards and all households within Umdoni area of jurisdiction. The KwaZulu-Natal provincial government humbly

accepts that it cannot achieve this alone, but needs the community's hands in building this nation together.

There are challenges experienced with the Operation Sukuma Sakhe Programme and challenges can be noted as follows;

Ward 16 War Room has no venue

- Some wards have no Community Care Givers and Community Development Workers
- Lack of attendance of Sector Departments in War Rooms
- Government Departments not resolving War Room issues/matters pertaining to them
- Poor Submission of War Room reports

5.5 Local Development and Social Development SWOT Analysis

The SWOT analysis illustrates that while there is some infrastructure, policy and institutional challenges facing Umdoni, there are also latent opportunities for further development. Existing business activities (even in rural areas or by disadvantaged groups) need to be supported to realized impactful economic development. Small-scale activities that were started by people seeking to uplift their communities are doing just that and are already having a positive impact on a small scale. The formalisation of these activities and the identification of points of future development will require a lot of effort but will ultimately assist in consolidating business needs.

The agricultural sector has greater potential to alleviate poverty and unemployment as it can absorb labour and upskill people. Current efforts in implementing community gardens, skills training and accelerated land reform need to be further supported. The tourism sector is one of Umdoni greatest treasures and has the potential to unlock further LED opportunities. The focus on rural and township tourism activities will diversify the sector in unique ways. Exploring ecotourism will also assist in alleviating

the pressures on the electricity grid, should green economic infrastructure be incorporated. With the assistance of the South Coast Tourism Development Agency and the district, marketing Umdoni as the JEWEL of the south coast will attract more tourists once the infrastructure matches the level of its natural riches. Prioritising the support and development of agriculture and tourism will spur the growth of the manufacturing sector and small businesses.

SECTOR	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
AGRICULTURE	Availability of land for agricultural development	Unreliable water supply	Exporting due to proximity to Durban	Climate change and global warming
	Well-established agricultural sector	Focus on commercial agriculture	Competitive advantage of traditional medicine	Droughts and water shortage
	Ability to absorb labour despite current economic conditions	Small-scale farmers not getting opportunities to scale up	Ability to contribute to reducing youth unemployment through innovative interventions	High input costs
MANUFACTURING	Rail link to Durban	Electricity supply	Potential for green energy production	Climate change - droughts and flash flood
	Strength lies in food production and processing	Limited funding opportunities	Production opportunities in the oceans economy	Increase in fuel price
	Sezela as anchor of manufacturing	Difficulty attracting skilled workers	Agro-processing of vegetables, fruits and medicinal plants	Mechanisation- need for the sector to advance but employment is compromised
WHOLESALE AND RETAIL TRADE	Labour absorptive	Lack of geographic spread of high order retail	Increase in distribution of social grants improve households buying power	Cheap imports to compete with
	Diversity of retail services for various groups	Relocation of banks into shopping malls compromised the lifespan and vitality of CBD	Opportunities to diversify tenant-mix with closing down of big retailers	Stricter labour laws reducing the flexibility of labour
	Retail sector improved quality of life and people's access to finance		Creation of temporary exhibition spaces for small businesses where big businesses have failed or left	Inflation rate reduces affordability of households goods

Table 5.5.1: Social Development SWOT Analysis

STRENGTHS	WEAKNESSES
The fight against HIV/AIDS is handled in a co-ordinated manner by government departments and NGO's; War room attendance Operational Sukuma Sakhe Programme an ongoing success in terms of meeting with relevant key role players on monthly basis; Good relations with the Civic organizations	Poorly maintained public facilities, including Cemeteries and open spaces. Ageing equipment; Unreliable fleet Some of the health facilities lack essential services; High illiteracy rate; Low personal and households' income levels; Schools in the rural areas are under resourced; Management of libraries and traffic by province and the municipality Position of Youth Manager Vacant
OPPORTUNITIES	THREATS
Building more schools and tertiary facilities; Opportunity to liaise with the Department of Education, Department of Social Services and other stakeholders to improve the level of education; Upgrade of facilities and equipment. Libraries are funded by the province and therefore more equipment can be purchased Province is prepared to fund EPWP projects Scottburgh can be the cleanest town LED through recycling Mainstreaming of Special Programmes	Increase in HIV /AIDS Deaths; Low personal and households' income levels will increase poverty levels; Increase in theft / robbery; Low level of education limits the ability of absorbing new skills and effectively compete for higher paying jobs;

Table 34: SOCIAL DEVELOPMENT SWOT ANALYSIS

6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfil their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

6.1 Service Delivery Charter

The Municipal Service Standards helps to define what a customer can expect from a service that Umdoni Municipality provide, and how it should be delivered by the respective department to our citizens. The services standard may be expected from each service department with Umdoni Municipality and are listed below. Our service standard and services Charter will be published in the municipal website not later than August each year. The service Standard and Charter will further be published on the Municipal website throughout the Year.

GENERIC SERVICE STANDARDS

Office Hours

We will commit to these office hours Monday to Friday

07:30-16:00

Motor licensing

08:00-13:00

Driver Licensing

07:30-14:00

Note: The council will endeavour to keep customer desks such as libraries, the rates, halls, open during lunch periods as well.

TELEPHONIC CALLS

- We will endeavour to answer our telephone calls within ten (10) rings
- If we are unable to take your call, you will be able to leave a message on our voice mail system and we commit to respond within two (2) working days.

MAIL & FAX CORRESPONDENCE

- We will acknowledge receipt of your correspondence immediately or within two working days.
- If we are unable to respond to issues within two (2) working days, we will provide as estimate time , based on the complexity of the enquiry within a further five (5) working days.

WRITTEN CORRESPONDENCES

- If it must be posted, we will respond in five (5) working days.
- Walk in customers
- Appropriate signage will be displayed to ensure easy access to our facilities
- We will have received by informed and responsive staff
- We will identify who is serving you and who is in charge

6.2 Services Standards

PUBLIC PARTICIPATION	
The IDP process to be conducted and concluded as per the approved process plan	IDP review conducted and a draft if finalised in March and adopted before the end of June before the commencement of the new financial year.
Public engagement are to be conducted in a safe and healthy environment taking into account COVID-19 regulations	Final IDP and Budget are concluded in May
TECHNICALS SERVICES – ROADS	
Grading of gravel roads	Will be done as per the roads maintenance plan and schedules
Pothole repair	Will be done as per the roads maintenance plan and schedules
Maintenance of tarred roads	Will be done as per the roads maintenance plan and schedules
TECHNICAL SERVICES – STORM WATER DRAINAGE	
Floods / emergencies	Reaction with 24 hours after the incident has been reported
TECHNICAL SERVICES – WASTE REMOVAL	
Collection of Residential, business waste	Weekly, accordingly to the schedule per area
Disruption of waste removal	Councillors to be informed immediately, Communications unit to publicise the notice on social media platform
ECONOMIC DEVELOPMENT AND PLANNING – BUILDING PLANS	
Acknowledgement of Receipt	
Finalisation of Building plans process – Standard residential building plans	
Non- standard building plans occupancy certificate	
ECONOMIC DEVELOPMENT AND PLANNING – APPLICATION FOR LAND USE	
Acknowledgement of receipt of application	

Consideration of standard application if the application meet the minimum requirement. If the below activities are not finalised with the stipulated time frame the feedback will be given.	
Rezoning and removal of restrictions	
Site Development plans	
Building Plan Relaxation	
Consolidations	
Township Establishment	
ECONOMIC DEVELOPMENT PLANNING – OTHER	
Formal Trade Licence	
Application for trading on Demarcated Areas	
Application for trading in the not demarcated areas	
Application for business selling food	

COMMUNITY SERVICES – SPORTSFIELD MAINTENANCE	
Mowing of Grass and removal of weed of sports field	Quarterly and as and when required
COMMUNITY SERVICES - PUBLIC OPEN SPACES	
Mowing of Grass and removal of weed Pruning of shrubs and trees	Quarterly and as and when required
COMMUNITY SERVICES – OTHER	
Replace Damaged Stop Signs	3 days after reporting subject to availability of stock
Repaint of faded stop markings	3 days after reporting subject to availability of material
Rental of Municipal Facilities	Confirmation immediately upon proof of payment
COMMUNITY SERVICES – LIBRARIES	
Will be opened from Saturday From	
Emergencies	
COMMUNITY SERVICES – EMERGENCIES	
Police Services 10111	
COMMUNITY SERVICES – DISASTER MANAGEMENT	
Response after the disaster	Dispatch within 1 hour depending on the area where the disaster occurred dispatch may take more than 1 hour.
CORPORATE SERVICES	
Council	Open to the members of public held quarterly
FINANCIAL SERVICES	
Clearance Certificate Turn around time	Within 21 business days
Cashiers office	07h30 – 15h00

Table 35: Services Standard

6.3 Batho Pele Principles

The Municipality strives to achieve the following Batho Pele Principle both the administrative and political structure always attempt to achieve when delivering the services to the people of Umdoni.

Consultation: The municipality undertake its development priorities through community participation and engagements. The municipality has engaged the community in its development through the following channels: Ward Committees, radio slots, newsletters articles, meetings, suggestion boxes and through Izimbizo, etc.

Courtesy: Citizens are treated with courtesy and consideration, their views taken into account and addressed in a respectable and professional manner.

Customer Impact: If we put all the Batho Pele Principles into practice, we then increase the chances of improvements in our service delivery. This in turn will have a positive impact on our customers. It is about how the ten principles link together to show we have improved our overall service delivery.

Service Standards: The municipality is striving towards providing services to the community that are of good quality and satisfying.

6.4 Service Delivery Improvement Plan

6.5 Three Critical Service Delivery requirements to be improved

Waste Management

Ageing waste removal equipment is a result of continuous disruption in waste management. The municipality have identified a number of areas which requires skips provision in rural areas. A plan is being put together to ensure that the waste removal is introduced in all areas of the municipality. New equipment will be sourced in the 2022/2023 financial year to increase capacity and reduce downtime in waste removal.

Roads Rehabilitation

Access: The municipality is striving to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

Information: Information on municipal developments and projects is always conveyed to the community through ward committee meetings, newsletters, newspapers, radio, posters, and through public consultation meetings.

Openness and Transparency: The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, social media, printed media statements etc.

Redress: Redress is making it easy for people to tell us if they are unhappy with our service. The municipality has a suggestion box that is attended to. Complaints are attended to effectively and efficiently.

Value for Money: Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, prevent and mitigate fraud and corruption and finding new ways of improving services at little or no cost.

Leadership and Strategic Direction - Our leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set and that planning is done.

The Municipal roads are dilapidating this is due to some other things the absence of a comprehensive maintenance plan. The municipality has conducted road assessment exercise which was finalised in June 2022.

Verge Maintenance

The Municipality needs to maintain the verges on an ongoing basis across the municipality the shortage in human resources prevent the municipality from achieving its intended service delivery standard in the component. The municipality has introduced its own EPWP component to augment the current human resources capacity.

6.6 Extended Public Works Programme

The Extended Public Works Programme in the municipality is very active. To date, the programme has offered several job opportunities and skills upliftment to many in the community. The municipality is continuously engaging with Department of Public

Works in an attempt to improve our reporting and increase our funding to ensure that the majority of the community feels the impact of this programme. The municipality strongly feels that the programme is helping in curbing down poverty and unemployment and ICT is positively contributing to the municipal economic growth and development.

6.7 Intergovernmental Relations (IGR)

The municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of the view that these relationships can assist in enhancing government's services to the communities of the Umdoni Municipal Area.

The municipality delegated officials and Councillors to the following forums:

Forum	Frequency	Responsibility
Premiers coordinating forum	Quarterly	Municipal Manager/Mayor
Provincial and District Municipal Manager's Forum	Quarterly	Municipal Manager/Mayor
MuniMeC	Quarterly	Municipal Manager/ Mayor
District Development and Planning Forum	Quarterly	General manager Planning and Development/IDP Manager/Senior Town Planner
Local economic development forum	Quarterly	General Manager Planning and Development LED

Disaster Management Forum	Quarterly	Fire and Disaster
Provincial Planning Law Forum	Quarterly	General Manager Planning and Development/IDP Manager/Senior Town Planner
Asset Management Forum	Quarterly	CFO/manager Budget
SCM Forum	Quarterly	CFO/manager SCM
Property Rates Forum	Quarterly	CFO/Manager Income
Provincial CFO,s Forum	Quarterly	CFO

Table 36: OFFICIAL AND COUNCILLORS DELEGATIONS TO PARTICIPATE IN PROVINCIAL FORUMS

6.8 Municipal Structures

6.8.1 Ward Committees

Section 152 of the Constitution places the participation of communities at the centre of service delivery and other matters of Local Government, the Municipal Structures Act, and (Act 117 of 1998). Municipal Systems Act, (Act 32 of 2000) provides the legislative framework for the establishment of Ward Committees within the municipality and its area of jurisdiction. Ward Committees were introduced in municipalities as community structures to play a critical role in linking and informing the municipality about the needs, potentials and challenges of the communities.

The ward committees represent diverse interests and serve as the means for public participation in the IDP and municipal affairs generally. The Ward Committees

played a meaning full role during IDP/ Budget preparation as they outline the prioritization of service delivery needs of the communities per ward.

6.8.2 Establishment of Ward Committees

Notice was given in terms of Chapter 4 of the Local Government Municipal Systems Act 32 of 2000 and Part 4 of Chapter 4 of the Municipal Structures Act. Act 117 of 1998 for the established of Ward Committees in all Wards that fall within the jurisdiction of Umdoni. A Ward Committee was established for each Ward in the Municipality. Umdoni is sub-divided into 19 Wards comprising of Rural and Urban components. To enable Ward Committees to perform their functions and exercise their powers effectively, a fully equipped office was allocated for the Ward Secretariat to perform his/her duties. The provisions of these facilities are to ensure that the Ward Committee's duties are performed in an efficient and effective manner. A Ward Committee Official is available at the office to offer support and assist administratively were necessary.

6.8.3 Composition of Ward Committees

A Ward Committee consists of the Councillor representing that Ward in the Council, who must also be the Chairperson of the Committee; and not more than 10 other persons. When electing members, the following is taken into account as follows: -

- Women must be equitably represented in a Ward Committee
- Diversity of interests in the Ward to be represented
- Gender equity may be pursued by ensuring an even spread of men and women on a Ward Committee.

During the Weeks of 01 March – 18 March 2022 the Municipality had engagements with all 18 ward committees with the exception of Ward 13 as the position of Ward Councillor for the ward is vacant. The main purpose of these ward committee engagements was for the development of Ward Based Plans that will form annexures to this 5 year IDP. The Ward Base Plans have been drafted and will be submitted to Council for adoption by 30 June 2022.

6.8.4 Frequency of Ward Committee Meetings

In accordance with the Ward Committee Policy Ward Committees must meet at least once every quarter. Extra-ordinary meetings may be convened as and when the Committee deems it necessary. An annual schedule of meetings is circulated to all Ward Committees in preparation for forthcoming meetings. Due to the Local Government Elections that took place in the first quarter, no meetings were convened during this period

6.8.5 IDP Representative Forum

The IDP Representative Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. This forum represents all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF and ensure their continued participation throughout the process. The proposed composition of the IDP RF is as follows:

- EXCO members;
- Councillors;
- Traditional leaders;
- Ward Committee Members;
- Senior Municipal Officials;
- Stakeholder representatives of organised groups;
- Resource persons;
- Other community representatives;
- National and Provincial Departments regional representatives;
- NGO's; and
- Parastatal organizations

6.8.6 Executive Committee (EXCO)

The Executive Committee meets once on a monthly basis. Her worship the Mayor: Cllr S Khathi is the Chairperson of the Executive Committee, the Committee also comprises the following Councillors: Deputy Mayor: Cllr M Mbutho, Cllr EV Baptie, Cllr PE Thabethe, Cllr G Jiji, Cllr S Singh, and Cllr B Duma . The EXCO has delegated powers to functions of the municipality except for Approval of the Budget, IDP, PMS, raising of tariffs, approval of policies and bylaws and appointment of Managers directly accountable to the Municipal Manager.

6.8.7 Council

Umdoni Municipal Council consists of 37 Councillors, seven of which are full time Councillors. Council is responsible for the approval of the Approval of the Budget, IDP, PMS, raising of tariffs, approval of policies and bylaws and appointment of the Municipal Manager and Managers directly accountable to the Municipal Manager.

6.8.8 Traditional Leadership

Section 81 (1) of the Municipal Structures Act, 117 of 1998 provides for the participation of traditional leaders in municipal councils. Traditional Leaders are an important component of Municipal stakeholders, and their representative are always inviting in the council sitting to participate in the municipal strategies and policy decisions. The seven (7) Traditional Leaders represented participate in the Portfolio committees. The Traditional Leadership participate in public engagements which are planned by the municipal the participation of Amakhosi and Izinduna in the IDP processes is of paramount importance in the municipality as this also assist the municipality in identifying community members which are affected by poverty eradication and are in the need of basic services as we know that Umdoni Municipality is dominantly rural areas

6.8.9 IDP Steering Committee

The municipality has the intention of reviving its IDP steering committee whereby all Senior Managers will be members of the steering committee and chairperson the Municipal Manager.

As the IDP Steering Committee has not been operational and it is our intention to revitalize it during the inception of the IDP preparation process in this upcoming financial year. The IDP SC will act as a support to the IDP Representative Forum,

making technical decisions and inputs, to the Municipal Manager and the IDP Manager. This IDP SC, as well as the Representative Forum will be reconstituted for the IDP preparation process. The IDP SC will be chaired by the Municipal Manager and in his absence, by the IDP Manager. Secretariat will be provided by the IDP Manager. Members of the IDP SC will comprise of the Top Management, the staff responsible for the preparation of the IDP, PMS and Budget and any other members as the Municipal Manager may deem fit.

6.8.10 Municipal Public Accounts (MPAC)

Umdoni Municipality established the following committees: - Economic Development and Planning, Infrastructure and Housing, Finance, Community Services, Corporate Governance and MPAC in line with Section 79 of the Municipal Structures Act.

The main role of these committees is to play an oversight function on any administrative matters and make recommendations to Council. The committees assist both administrative and political leadership to make informed decisions and deal with matters objectively and transparently.

Audit and Performance Audit Committee

The various pieces of legislation for South Africa requires the establishment of an Audit Committee, with its roles and responsibilities clearly defined within a written terms of reference.

The Local Government Municipal Planning and Performance Regulations 2001 require a municipality to appoint, as an integral part of its mechanisms, systems and

processes for auditing results of performance measurements a Performance Audit Committee.

The Municipality considered appropriate in terms of economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish an Audit and Performance Audit Committee (PAC). The PAC is the shared amongst local municipality of the Ugu District Municipality. Municipality's PAC consists of four members with different areas of expertise. The committee meets quarterly.

The PAC is an independent advisory committee appointed by Council to create a channel of communication between Council, management and the auditors both internal and external. It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to Council.

The primary objective of this committee is to advise the municipal Council, the political office –bearers, the accounting officer and the management staff of the municipality on matters relating to:

- Internal financial control
- The Safeguarding of assets
- The maintenance of an adequate control environment and systems of internal control
- The successful implementation of the council's risk management Strategy and effective operation of risk management processes

- The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards
- Effective corporate governance
- The effectiveness of the municipality's performance management system in ensuring the achievements of objectives set as per the Municipality's IDP.
- Any other issues referred to it by the municipality.
- The detailed Internal Audit Chapter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

6.9 Municipal Risk Management

A risk-based audit plan which spans over three-year period has been adopted by Council. Subsequent to an annual revision of the Risk assessment register, an Annual Internal Audit Plan is collated. Risk management is prevalent and rife with salient challenges which are not unique to the Umdoni environment, as a result of ongoing fraud and corruption related articles and statement the municipality have included fraud risk indicators in its risk management action plan.

Risk is addressed in the categories of Operational; Strategic; Informational; Financial; Legislative and Reputational/Social and is monitored on a low, medium and high rating scale.

Risk Management Committee (RMC) has been established. The Annual Internal Audit Plan for Financial Year 2023-24 will be primarily informed by the Risk Profiling

process. To date a Risk Management Committee as per regulations has been established by the municipality. Council has adopted a phased-in approach herein. The Risk Profiling Register has been reviewed by management with a support role by Representatives from Provincial Treasury.

6.10 Public Participation Analysis

The municipality does not have a separate community participation strategy but does however have a Draft Communication strategy. The municipality also has community participation programmes, such as:

- Mayoral Izimbizo – these took place in the second quarter of the financial year
- IDP/Budget Roadshows – these take place in the third quarter of a financial year and are done in collaboration with the district municipality
- Customer Care vehicle – this service is new to the municipality and the first of its kind in the district where the municipality goes to the people in trying to assess their needs utilising a specialized vehicle and in doing so working together with other departments that offer social services to our communities. The targeted communities are those communities living in poverty stricken areas and those that have difficulty in accessing government services and information. The theme of the programme is “taking services closer to the people”.

During the review process of the IDP and particularly the public participation process it became apparent that approximately 50% of the issues raised and the projects suggested by communities relate to competencies which fall outside of the ambit of

local government. Integrated planning between the different spheres of government is thus critically important if government wants to effectively fulfil its constitutional mandates and effectively address the socio-economic challenges faced by communities. IDP is increasingly becoming a cornerstone for intergovernmental planning and budget alignment. Resources are also limited and establishing strategic partnerships between the different spheres of government will certainly optimise the impact of such resources.

The IDP should therefore guide where sector departments allocate their resources at local government level. The municipality should however also take into consideration the sector department's policies and programmes when developing its own policies and strategies. For this reason, it is in the interest of the sector departments to participate in the IDP review process of the municipality to ensure alignment between development programmes.

6.11 Good Governance and Public Participation SWOT Analysis

STRENGTH	WEAKNESS
Councillors elected by the community interact and give feedback to communities in the form of Ward Committees; ward meetings; IDP road shows; IMBIZOs etc.	Strikes Limited financial constraints Failure to obtain a clean Audit report from the Auditor General. Legislative compliance.

Communicate through website and media informing the stakeholders about the activities of the institution. Holding awareness campaigns like road safety campaigns; back to school campaigns; career guidance etc. Use of website for information update like notices; adverts; and other municipal documents Updated risk register Unqualified Audit opinion Functional portfolio committees that perform an oversight function. Functional ward committees	ineffective media interaction lack of public confidence and good media coverage
OPPORTUNITY	THREATS
Support from national and provincial government. Communicate through various forums like Mms' forum; CFOs' forum etc. Recycling of waste Mobilization of media houses Automated PMS Paperless system for issuing of agendas through emails, document management system	Demotivated Staff Constant changes in local government legislation and policies. Slow pace of service delivery which may spark service delivery protests.

Table 37: GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

SECTION D: DEVELOPMENT STRATEGIES

1 MUNICIPAL VISION AND MISSION

In April 2022 the Umdoni Municipality Council reviewed and adopted a long term vision which reads

“By 2030 Umdoni Municipality will be the Jewel of the South Coast”

The vision was adopted together with the mission that reads

“Working together in contributing to Job Creation, Economic viability through Local Economic Development to ensure the well-being of our community in Eco friendly environment.”

The municipal vision and mission was underpinned by the following values:

<u>Value</u>	<u>Value Statement</u>
Integrity	Display a level of unquestionable honesty and ethics
Responsiveness	Work to improve the quality of life for all our communities
Dedicated	Be Loyal and committed public servants

Efficiency	Ensure all actions are adding value to seamless service delivery
Human Dignity	Show profound respect and observance to human rights of all our communities
Accountability	Be transparent and open about all our actions

2 PRIORITIES, GOALS AND STRATEGIC OBJECTIVES

The municipal priorities, goals and strategic objectives that were adopted by the council in May 2017 are contained in the table below:

3 Strategic Framework 2022-2026

The 2022 / 2026 strategic framework will be underpinned by the vision, mission, values, priorities, goals and objectives. (Annexure A: Implementation Plan)

Table 2.1: Priorities, Goals and Strategic Objectives

KPA	PRIORITY	GOAL	STRATEGIC OBJECTIVE
Municipal Transformation and Institutional Development	Human Resources, Information Technology, Performance Management	Effectiveness and efficiency of Human Resource, IT, PMS and Communication	To ensure an effective and efficient performance management culture that within the Municipality that enhances accountability, time management and achievement of service delivery targets
			To establish an efficient and effective ICT System unit within Umdoni which is compliant, advanced and enhances communication channels that will improve time management and increase service delivery and achievement of Performance targets
			To ensure effective and efficient administrative processes that enable delivery of services to our communities
			To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram
			To ensure the implementation & Compliance to the Occupation Health & Safety Policy that is in line with relevant legislation
			To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality
Basic Service Delivery and Infrastructure Development	Roads, Maintenance and Sustainable Housing	To Improve access to Basic Services for all communities	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development
			To ensure that the Housing Backlog is eliminated
Local Economic Development	Local Economic Development, Job creation and Tourism development	Vibrant Economic Development and Quality Services	To promote economic development in order to reduce poverty, inequality and unemployment
			To promote small businesses, Cooperatives and SMMEs

KPA	PRIORITY	GOAL	STRATEGIC OBJECTIVE
Financial Viability and Management	Financial Management	Financial sustainability and sound financial principles	To ensure financial sustainability and sound financial principles
Good Governance and Public Participation	Institutional Development: Accountability and Management tools and Frameworks	To support individuals infected and affected with HIV/AIDS, Disabled, Youth, effective Internal Audit and Communication	To effective and efficient internal and external communication
			To promote human rights and social upliftment of vulnerable groups
			To have a functional Internal Audit Unit
			To have a functional Municipal Public Accounts Committee
			To ensure the provision of a safe and secure environment for all Umdoni residents
Cross Cutting Interventions	Sustainable Housing: Human Settlement, Broader Economic Development (SDF, LUMS, SEA)	Integrated approach towards planning for urban and rural communities	To facilitate an integrated approach towards planning for urban and rural communities
			To Monitor and manage proposed buildings and buildings under construction

Table 38: PRIORITIES, GOALS AND STRATEGIC OBJECTIVES

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT							
Priority: Human Resources, Information Technology, Performance Management							
GOAL: Effectiveness and efficiency of Human Resource, IT, PMS and Communication							
IDP Ref	Strategic Objective	Strategies/ Input	Measurable Objective/Output	Key Performance Indicator	Annual Target	Responsible Department	Budget
MTID1.1	To establish an effective and efficient ICT System unit within Umdoni which is compliant, advanced and enhances communication channels that will improve time management and increase service delivery	Review ICT Strategy & Framework	Reviewed and Adopted ICT Strategy & Framework by 30 September 2024	Date ICT Strategy & Framework reviewed and Adopted	Review and Adopt ICT strategy & framework by 30 September 2024	Corporate Services	R0
MTID1.2	To establish an effective and efficient ICT System unit within Umdoni which is compliant, advanced and enhances communication channels that will improve time management and increase service delivery	ICT Steering Committee	Established ICT Steering Committee by 30 September 2024	Date ICT steering Committee Established	Establish ICT Steering Committee by 30 September 2024	Corporate Services	R0
MTID1.3	To establish an effective and efficient ICT System unit within Umdoni which is compliant, advanced and enhances communication channels that will improve time management and increase service delivery	ICT Steering Committee Meetings	Convened 4 ICT Steering Committee Meetings by 30 June 2025	Number of ICT Steering Committee Meetings convened	Convene ICT Steering committee meetings by 30 June 2025	Corporate Services	R0
MTID1.4	To establish an effective and efficient ICT System unit within Umdoni which is compliant, advanced and enhances communication channels that will improve time management and increase service delivery	Data Backup	Conducted 12 Data Backups by 30 June 2025	Number of Data Backups conducted	Conducted 12 Data Backups by 30 June 2025	Corporate Services	R0
MTID2.1	To ensure the implementation & Compliance to the Occupation Health & Safety Policy that is in line with relevant legislation	Medical Check-ups	Conducted 2 Medical Check-ups by 30 June 2025	Number of Medical Check-ups conducted	Conduct 2 Medical Check-Ups by 30 June 2025	Corporate Services	TBC
MTID2.2	To ensure the implementation & Compliance to the Occupation Health & Safety Policy that is in line with relevant legislation	Employee Wellness Programmes	Convened 4 Workshops to educate employees on psychosocial, financial Management and Substance Abuse by 30 June 2025	Number of workshops convened to educate employees on Psychosocial, Financial Management and Substance Abuse	Convene 4 Workshops to educate employees on psychosocial, financial Management and Substance Abuse by 30 June 2025	Corporate Services	
MTID2.3	To ensure the implementation & Compliance to the Occupation Health & Safety Policy that is in line with relevant legislation	Compliance with OHS Regulations	Conducted 12 Site inspections to assess compliance with OHS	Number of site inspections conducted to assess compliance with OHS Regulations	Conduct 12 Site inspections to assess compliance with OHS regulations by 30 June 2025	Corporate Services	R0

			regulations by 30 June 2025				
MTID3.1	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Develop & Adopt Employment Equity Plan	Develop and Adopt Employment Equity Plan by 30 September 2024	Date Employment Equity Plan developed and Adopted	Develop and Adopt Employment Equity Plan by 30 September 2024	Corporate Services	R0
MTID3.2	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Establishment of Employment Equity Committee	Established Employment Equity Committee by 30 September 2024	Date Employment Equity Committee Established	Establish Employment Equity Committee by 30 September 2024	Corporate Services	R0
MTID3.3	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Employment Equity Committee meetings	Convened 3 Employment Equity Committee Meetings by 30 June 2025	Number of Employment Equity Committee Meetings convened	Convened 3 Employment Equity Committee Meetings by 30 June 2025	Corporate Services	R0
MTID3.4	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Develop and Adopt Staff Retention Policy	Developed and Adopted Staff Retention Policy by 30 September 2024	Date Staff Retention Policy Developed and Adopted	Develop and Adopt Staff Retention Policy by 30 September 2024	Corporate Services	R0
MTID3.5	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Develop & Adopt Succession Plan	Developed and Adopted Succession Plan by 30 September 2024	Date Succession Plan Developed and Adopted	Develop and Adopt Succession Plan by 30 September 2024	Corporate Services	R0
MTID3.6	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Work Place Skills Plan	Spent 100% of WSP Allocation by 30 June 2025	Percentage of WSP Allocation spent	Spend 100% of WSP Allocation by 30 June 2025	Corporate Services	TBC
MTID3.7	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Staff Regulations Compliance Register	Developed Staff Regulations Compliance Register to monitor compliance and implementation of Staff Regulations by 30 July 2024	Date Staff Regulations Compliance Register developed to monitor compliance and implementation of Staff Regulations	Develop Staff Regulations Compliance Register to monitor compliance and implementation of Staff Regulations by 30 July 2024	Corporate Services	R0
MTID3.8	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Convening of LFF Meetings	Convene 12 Local Labour Forum meetings by 30 June 2025	Number of Local Labour Forum meetings convened	Convene 12 Local Labour Forum Meetings by 30 June 2025	Corporate Services	R0
MTID3.9	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment	Updating of Disciplinary Cases and Suspensions	Submit 10 progress reports to Portfolio Committee on	Number of progress reports submitted to Portfolio Committee on	Submit 10 progress reports to Portfolio Committee on	Corporate Services	R0

	of Organizational skills with the Organogram		Disciplinary & Suspension Cases by 30 June 2025	Disciplinary & Suspension Cases	Disciplinary & Suspension Cases by 30 June 2025		
MTID3.10	To improve HR Policy Framework that is in line with the IDP and legislation and to ensure alignment of Organizational skills with the Organogram	Workshop Middle Management on Disciplinary Procedures	Convened 1 Workshops for Middle Management on Disciplinary Procedures by 30 June 2024	Number of Workshops for Middle Management on disciplinary procedure	Convene 1 Workshops for Middle Management on Disciplinary Procedures by 30 June 2024	Corporate Services	R0
MTID4.1	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	Fleet Management Policy & Procedures	Review and Adopt Fleet Management Policy by 30 September 2024	Date Fleet Management Policy reviewed and adopted	Review and Adopt Fleet Management Policy by 30 September 2024	Corporate Services	R0
MTID4.2	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	Workshop Fleet Management Policy to Staff	Convene 2 Workshops on Fleet Management Policy to Staff by 30 March 2025	Number of Fleet Management Policy workshops convened for Staff	Convene 2 Workshops on Fleet Management Policy to Staff by 30 March 2025	Corporate Services	R0
MTID4.3	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	Fleet Replacement Plan	Develop and Submit Fleet Replacement Plan to Manco & Council for Adoption by 30 July 2024	Date Fleet Replacement Plan developed and Submitted to Manco & Council for Adoption	Develop and Submit Fleet Replacement Plan to Manco & Council for Adoption by 30 July 2024	Corporate Services	R0
MTID4.4	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	Reports on Management of Fleet	Submitted 10 Reports on Management of Municipal Fleet to Portfolio Committee by 30 June 2025	Number of reports on management of municipal Fleet submitted to Portfolio Committee	Submit 10 Reports on Management of municipal Fleet to portfolio committee by 30 June 2025	Corporate Services	R0
MTID4.5	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	SOP on Reporting of Vehicle Accidents & Incidents	Developed Standard Operating Procedure on reporting of Incidents & Accidents on Municipal Fleet by 30 September 2024	Develop Standard Operating Procedures on the Reporting of Incidents/accidents on Municipal Fleet	Developed Standard Operating Procedure on reporting of Incidents & Accidents on Municipal Fleet by 30 September 2024	Corporate Services	R0
MTID4.6	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	Fleet Management Committee Meetings	Convened 4 Fleet Management Committee Meetings by 30 June 2025	Number of Fleet Management Committee Meetings convened	Convened 4 Fleet Management Committee Meetings by 30 June 2025	Corporate Services	R0
MTID4.7	To ensure effective and efficient management of Municipal Fleet that is in line with service delivery objectives of the municipality	Implement Fleet Replacement Plan	Procured xxx Fleet Vehicles in line with Fleet Replacement Plan by 30 June 2025	Number of Fleet Vehicles procured in line with Fleet Replacement Plan	Procure xxx Fleet Vehicles in line with Fleet Replacement Plan by 30 June 2025	Corporate Services	TBC
MTID5.1	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Functionality of Council & Council Committees	Convened 12 Council meetings by 30 June 2025	Number of Council Meetings convened	Convene 12 Council meetings by 30 June 2025	Corporate Services	R0
MTID5.2	To ensure effective and efficient administrative processes that	Functionality of Council Committees	Convened 45 Council Portfolio Committees by 30 June 2025	Number of Council Committees convened	Convene 45 Council Portfolio Committees by 30 June 2025	Corporate Services	R0

	enable delivery of services to our communities						
MTID5.3	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Functionality of Council Committees	Convened 9 MPAC Meetings by 30 June 2025	Number of MPAC meetings convened	Convene 9 MPAC meetings by 30 June 2025	Corporate Services	R0
MTID6.1	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Compliance Register Management	Updated and Submitted 10 Reports progress reports on the Organizational Compliance Register to Portfolio Committee by 30 June 2025	Number of progress Reports on Organizational Compliance Register updates submitted to Portfolio Committee	Update and Submit 10 Reports progress reports on the Organizational Compliance Register to Portfolio Committee by 30 June 2025	Corporate Services	R0
MTID6.2	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Vetting of Municipal Policies	Vetted 12 Municipal Policies by 30 June 2025	Number of Municipal Policies vetted	Vet 12 Municipal Policies by 30 June 2025	Office of Municipal Manager	R0
MTID6.3	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Vetting of Municipal By-Laws	Vetted 5 Municipal By-Laws by 30 June 2025	Number of Municipal By-Laws vetted	Vet 5 Municipal By-Laws by 30 June 2025	Office of Municipal Manager	R0
MTID6.4	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Policy on Management & Disposal of Immovable Properties	Reviewed and Adopted Policy on Management & Disposal of Immovable Property by 30 September 2024	Date Policy on Management & Disposal of Immovable Properties reviewed and adopted	Review and Adopt Policy on Management & Disposal of Immovable Property by 30 September 2024	Office of Municipal Manager	R0
MTID6.5	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Quarterly Site Inspections on Council Owned Leased Properties	Conducted 4 Inspections of Council Owned Leased properties by 30 June 2025	Number of Inspections conducted on Council Owned Leased properties	Conduct 4 Inspections of Council Owned Leased properties by 30 June 2025	Office of Municipal Manager	R0
MTID6.6	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Quarterly Progress Reports on Contingent Liability Register	Submitted 4 Progress Reports on Contingent Liability Register to MPAC by 30 June 2025	Number of progress reports submitted to MPAC on Contingent Liability Register	Submit 4 Progress Reports on Contingent Liability Register to MPAC by 30 June 2025	Office of Municipal Manager	R0
MTID6.7	To ensure effective and efficient administrative processes that enable delivery of services to our communities	Contingent Liability Register	Submitted updated Contingent Liability Register to CFO for inclusion in the AFS by 30 July 2024	Date Updated contingent liability register submitted to CFO for inclusion in the AFS	Submit updated Contingent Liability Register to CFO for inclusion in the AFS by 30 July 2024	Office of Municipal Manager	R0

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority 1& 2: Roads, Maintenance and Sustainable Housing

Outcome 9: Improved Access to Basic Services

Goal: To Improve access to Basic Services for all communities

IDP REF	Strategic Objective	Strategies	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible Department	Annual Budget
BSD1.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Roads Maintenance Plan	Develop and Submit to Portfolio Committee Roads Maintenance Plan by 30 July 2024	Date Roads Maintenance Plan developed and submitted to Portfolio Committee	Develop and submit to Portfolio Committee Roads Maintenance Plan by 30 July 2024	Technical Services	R0
BSD1.2	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Roads Maintenance Plan Implementation	Repaired xxx m ² of roads surface by 30 June 2025	Number of m ² of Road surface repaired	Repaired xxx m ² of roads surface by 30 June 2025	Technical Services	TBC
BSD1.3	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Roads Rehabilitation	Rehabilitated xxx KMs of Roads by 30 June 2025	Number of KMs of Roads Rehabilitated	Rehabilitate xx KMs of Roads by 30 June 2025	Technical Services	TBC
BSD1.4	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Roads Maintenance Plan Implementation	Graded xxxx KMs of Rural Roads by 30 June 2025	Number of KMs of Rural Roads Graded	Grade xxx KMs of Rural Roads by 30 June 2025	Technical Services	TBC
BSD1.5	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Roads Upgrading Programme	Upgraded xxx m ² of Steep Hills from Gravel to Concrete by 30 June 2025	Number of m ² of Steep Hills upgraded from Gravel to Concrete	Upgrade xxx m ² of Steep Hills from Gravel to Concrete by 30 June 2025	Technical Services	TBC

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority 1& 2: Roads, Maintenance and Sustainable Housing

Outcome 9: Improved Access to Basic Services

Goal: To Improve access to Basic Services for all communities

IDP REF	Strategic Objective	Strategies	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible Department	Annual Budget
BSD1.6	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Maintenance of Stormwater Management Systems	Maintained xxx meters of Stormwater Systems by 30 June 2025	Number of meters of Stormwater systems maintained	Maintained xxx meters of Stormwater Systems by 30 June 2025	Technical Services	R0
BSD1.7	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Upgrading of Nsongeni Road from Gravel to Asphalt	Upgraded 50% of Nsongeni Road from Gravel to Asphalt by 30 June 2025	Percentage of Nsongeni Road upgraded from Gravel to Asphalt	Upgrade 50% of Nsongeni Road from Gravel to Asphalt by 30 June 2025	Technical Services	TBC
BSD2.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Refurbishment of Dumisa Community Hall and Skills Centre	Refurbished 50% of Dumisa Community Hall and Skills Centre by 30 June 2025	Percentage of Dumisa Community Halls and Skills Centre Refurbished	Refurbish 50% of Dumisa Community Hall and Skills Centre by 30 June 2025	Technical Services	TBC
BSD2.2	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Construction of Oswanini Community Hall	Constructed and Completed 50% of Oswanini Community Hall by 30 June 2025	Percentage of Oswanini Community Hall constructed and completed	Construct and Complete 50% of Oswanini Community Hall by 30 June 2025	Technical Services	TBC
BSD2.3	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Construction of Umzinto Sportfield Phase 2	Constructed and Completed 100% of Additions and Repairs to Umzinto Sportfield Phase 2 by 30 June 2025	Percentage of additions and repairs to Umzinto Sportfield constructed and completed	Construct and Complete 100% of Additions and Repairs to Umzinto Sportfield by 30 June 2025	Technical Services	R3 000 000
BSD3.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Electrification of Households	Electrified 68 Households in Kiss Kiss Settlement by 30 June 2025	Number of Households Electrified in Kiss Kiss Settlement	Electrify 68 Households in Kiss Kiss Settlement by 30 June 2025	Technical Services	R2 903 000

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority 1& 2: Roads, Maintenance and Sustainable Housing

Outcome 9: Improved Access to Basic Services

Goal: To Improve access to Basic Services for all communities

IDP REF	Strategic Objective	Strategies	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible Department	Annual Budget
BSD3.2	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Electrification of Households	Electrified 201 Households in Mbetheni Settlement by 30 June 2025	Number of Households electrified in Mbetheni Settlement	Electrify 201 Households in Mbetheni Settlement by 30 June 2025	Technical Services	R8 854 000
BSD4.1	To ensure that the Housing Backlog is eliminated	Amandawe Rural Housing Project (Ward 14, 16 & 17)	Constructed 50 RDP houses on the Amandawe Rural Housing Project by 30 June 2025	Number of houses constructed on the Amandawe Rural Housing Project	Construct 50 RDP houses on the Amandawe Rural Housing Project by 30 June 2025	Technical Services	DHS
BSD4.2	To ensure that the Housing Backlog is eliminated	Amahlongwa Rural Housing Project	Constructed 50 Houses on the Amahlongwa Rural Housing Project by 30 June 2025	Number of Houses Constructed on Amahlongwa Rural Housing Project	Construct 50 Houses on Amahlongwa Rural Housing Project by 30 June 2025	Technical Services	DHS
BSD4.3	To ensure that the Housing Backlog is eliminated	Malangeni Rural Housing Project (Ward 7,8,9 & 11)	Constructed 50 RDP houses on the Malangeni Rural Housing Project by 30 June 2025	Number of houses constructed on the Malangeni Rural Housing Project	Construct 50 RDP Houses on the Malangeni Rural Housing Project by 30 June 2025	Technical Services	DHS
BSD4.4	To ensure that the Housing Backlog is eliminated	Vulamehlo Rural Housing Project (Ward 5 & 7)	Constructed 50 RDP Houses on the Vulamehlo Rural Housing project (Ward 5 & 7) by 30 June 2025	Number of RDP Houses constructed on the Vulamehlo Rural Housing Project (Ward 5 & 7)	Construct 50 Houses on the Vulamehlo Rural Housing Project (Ward 5 & 7) by 30 June 2025	Technical Services	DHS
BSD4.5	To ensure that the Housing Backlog is eliminated	Vulamehlo Housing Project – Mistake Farm (Ward 6)	Constructed 50 RDP Houses on the Vulamehlo Rural Housing Project – Mistake Farm (Ward 6) by 30 June 2025	Number of Houses constructed on the Vulamehlo Rural Housing Project – Mistake Farm (Ward 6)	Construct 50 RDP Houses on the Vulamehlo Rural Housing Project – Mistake Farm (Ward 6) by 30 June 2025	Technical Services	DHS
BSD4.6	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Conversion of Temporary Housing to Permanent Structures	Converted 66 Temporary Housing Units to Permanent Structures in Ward 18 by 30 June 2025	Number of temporary Housing units converted to Permanent structures	Convert 66 Temporary Housing Units to Permanent Structures in Ward 18 by 30 June 2025	Technical Services	DHS
BSD4.7	To ensure that the Housing Backlog is eliminated	Ifafa Glebe Rectification Project	Rectify 50 Units in the Ifafa Glebe Rectification project by 30 June 2025	Number of units rectified through the Ifafa Glebe Rectification project	Rectify 50 Units through the Ifafa Glebe Rectification Project by 30 June 2025	Technical Services	DHS

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority 1& 2: Roads, Maintenance and Sustainable Housing

Outcome 9: Improved Access to Basic Services

Goal: To Improve access to Basic Services for all communities

IDP REF	Strategic Objective	Strategies	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible Department	Annual Budget
BSD4.8	To ensure that the Housing Backlog is eliminated	Riverside Park Title Deed Programme (Ward 13)	Opened Township Register for the Riverside Park Title Deed programme by 30 June 2025	Date Township Register opened for the Riverside Park Title Deed Restoration Programme	Open Township Register for the Riverside Park Title Deed Programme by 30 June 2025	Technical Services	DHS
BSD4.9	To ensure that the Housing Backlog is eliminated	Registration of Restructuring Zones	Registered Restructuring Zones by 30 June 2025	Date Restructuring Zones registered	Register Restructuring Zones by 30 June 2025	Technical Services	DHS
BSD4.10	To ensure that the Housing Backlog is eliminated	Housing Customer Education Workshops	Convened 4 Housing Customer Education workshops with effected communities by 30 June 2025	Number of Housing Customer Education workshops with effected communities convened	Convene 4 Housing Customer Education Workshops with effected communities by 30 June 2025	Technical Services	R0
BSD4.11	To ensure that the Housing Backlog is eliminated	Housing Sector Plan Review	Review and Adopt Housing Sector Plan by 30 June 2025	Date Housing Sector Plan reviewed and Adopted	Review and Adopt Housing Sector Plan by 30 June 2025	Technical Services	R0
BSD5.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Submission of Reports to COGTA regarding claims and Implementation Plan	Submitted 12 Reports to COGTA regarding Claims and Implementation plan by 30 June 2025	Number of Reports submitted to COGTA regarding Claims and Implementation Plan	Submit 12 reports to COGTA regarding claims and implementation plan by 30 June 2025	Technical Services	R0
BSD5.2	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	MIG Expenditure	Spent 100% of Capital Funding (Grants) on Infrastructure Capital Programmes by 30 June 2025	Percentage of Capital Funding (Grants) spent on Infrastructure Capital Programmes	Spend 100% of Capital Funding (Grants) on Infrastructure Capital Programmes by 30 June 2025	Technical Services	TBC
BSD6.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Community Facilities Maintenance Plan	Develop and Submit to Portfolio Committee Community Facilities maintenance plan by 30 July 2024	Date Community Facilities Maintenance plan developed and submitted to Portfolio Committee	Develop and submit Community Facilities maintenance Plan to Portfolio Committee by 30 July 2024	Community Services	R0
BSD6.2	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Maintenance of Community Facilities	Maintained xxx of Community Facilities by 30 June 2025	Number of Community Facilities Maintained	Maintain xxx Community Facilities by 30 June 2025	Community Services	TBC

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority 1& 2: Roads, Maintenance and Sustainable Housing

Outcome 9: Improved Access to Basic Services

Goal: To Improve access to Basic Services for all communities

IDP REF	Strategic Objective	Strategies	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible Department	Annual Budget
BSD6.3	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Maintenance of Tidal Pools	Maintain 5 Tidal Pools by 30 June 2025	Number of Tidal Pools Maintained	Maintain 5 Tidal Pools by 30 June 2025	Community Services	TBC
BSD6.4	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Maintenance of Municipal Libraries	Maintained 4 Municipal Libraries by 30 June 2025	Number of Municipal Libraries maintained	Maintain 4 Municipal Libraries by 30 June 2025	Community Services	TBC
BSD7.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Verge Maintenance Plan	Developed and Submitted to Portfolio Committee Verge Maintenance Plan by 30 July 2024	Date Verge Maintenance Plan developed and Submitted to Portfolio Committee	Develop and Submit to Portfolio Committee Verge Maintenance Plan by 30 July 2024	Community Services	R0
BSD7.2	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Verge Maintenance Plan Implementation	Conducted verge maintenance in 13 Areas and Public Open Spaces by 30 June 2024	Number of Areas & Public Open Spaces verge maintenance conducted	Conduct Verge maintenance in 13 Areas and Public Open Spaces by 30 June 2025	Community Services	TBC
BSD8.1	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Waste Removal Services	Collected refuse in 11 300 once per week in residential households by 30 June 2025	Number of Households refuse collected once a week in residential areas	Collect refuse in 11 300 households once a week by 30 June 2025	Technical Services	TBC
BSD8.2	To ensure provision, upgrading, and maintenance of infrastructure and services	Waste Removal Services	Collected Refuse x365 days in businesses and CBDs	Number of times refuse collected in businesses & CBDs	Collect refuse x365 in businesses and CBDs by 30 June 2025	Technical Services	TBC

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Priority 1& 2: Roads, Maintenance and Sustainable Housing

Outcome 9:Improved Access to Basic Services

Goal: To Improve access to Basic Services for all communities

IDP REF	Strategic Objective	Strategies	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible Department	Annual Budget
	that enhances economic development						
BSD8.3	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Street Sweeping	Conducted Street Sweeping 365 times in Umzinto & Scottburgh CBD by 30 June 2025	Number of times street sweeping conducted in Umzinto & Scottburgh CBD	Conduct Street sweeping 365 times in Umzinto & Scottburgh CBD by 30 June 2025	Technical Services	R0
BSD8.4	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Educational Campaigns	Conducted 4 Community Educational Campaigns on good waste management practices by 30 June 2025	Number of Community Educational Campaigns on good waste management practices conducted	Conducted 4 Community Educational Campaigns on good waste management practices by 30 June 2025	Technical Services	R0
BSD8.5	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Landfill site Management	Conducted 2 Audits (Internal & External) of landfill site to ensure compliance with landfill site permit by 30 June 2025	Number of Audits (Internal & external) conducted to ensure compliance with Landfill site permit	Conduct 2 Audits (Internal & External) of landfill site to ensure compliance with landfill site permit by 30 June 2025	Technical Services	R0
BSD8.6	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Landfill Site Conditional Assessment Phase 2	Conducted Conditional Assessment for Landfill Site Phase 2 by 30 September 2024	Date Conditional Assessment for Landfill site conducted for Phase 2	Conduct Conditional Assessment for Landfill Site Phase 2 by 30 September 2024	Technical Services	R0
BSD8.6	To ensure provision, upgrading, and maintenance of infrastructure and services that enhances economic development	Integrated Waste Management Plan	Developed and Adopted Waste Management plan by 30 June 2025	Date Waste Management Plan developed and adopted	Develop and Adopt Integrated Waste Management Plan by 30 June 2025	Technical Services	R0
BSD5.9							

KPA 3: LOCAL ECONOMIC DEVELOPMENT							
Priorities: Local Economic Development, Job creation and Tourism development							
Goal:	Vibrant Economic Development And Quality Services						
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible department	Budget
LED1.1	To promote economic development in order to reduce poverty, inequality and unemployment	Implementation of EPWP Programme	Created 230 Job Opportunities through the EPWP Programme by 30 June 2025	Number of Job opportunities created through the EPWP Programme	Create 230 Job Opportunities through the EPWP Programme by 30 June 202	Planning & Development	R1 200 000
LED1.2	To promote economic development in order to reduce poverty, inequality and unemployment	SMME & Cooperative Support Plan	Developed and Submitted to Portfolio Committee the SMME & Co-Operative Support Plan by 30 July 2025	Date SMME & Cooperative Support plan developed and submitted to Portfolio Committee	Develop and Submit to Portfolio Committee the SMME & Co-Operative Support Plan by 30 July 2025	Planning & Development	R0
LED1.3	To promote economic development in order to reduce poverty, inequality and unemployment	SMME & Co-Operatives Support	Provided Entrepreneurial Support to 19 SMMEs & Co-Operatives by 30 June 2025	Number of SMMEs & Co-Operatives provided with Entrepreneurial support	Provide Entrepreneurial Support to 19 SMMEs & Co-Operatives by 30 June 2025	Planning & Development	TBC
LED2.1	To promote economic development in order to reduce poverty, inequality and unemployment	Agricultural Support & Communal Gardens	Developed and submitted to Portfolio Committee the Communal gardens Support Database/Plan by 30 July 2025	Date Communal gardens Support Plan/Database developed and submitted to Portfolio Committee	Develop and submit to Portfolio Committee the Communal gardens Support Database/Plan by 30 July 2025	Planning & Development	R0
LED2.4	To promote economic development in order to reduce poverty, inequality and unemployment	Agricultural Support & Communal Gardens	Engaged with Department of Agriculture to source support (seedlings, Chicks & Communal gardening materials) for Communal Gardens and Agricultural Programmes by 30 June 2025	Date Engaged Dept. of Agriculture to source support (seedlings, Chicks & Communal gardening materials)	Engaged with Department of Agriculture to source support (seedlings, Chicks & Communal gardening materials) for Communal Gardens and Agricultural Programmes by 30 June 2025	Planning and Development	R0
LED3.1	To promote economic development in order to reduce poverty, inequality and unemployment	Improving Access to Market and Network Opportunities	Convened 1 SMMEs & Co-Operatives Mayoral Fair by 30 June 2025	Date SMME & Co-Operatives Mayoral Fair conducted	Convene 1 SMMEs & Co-Operatives Mayoral Fair by 30 June 2025	Planning & Development	R0
LED3.2	To promote economic development in order to reduce poverty, inequality and unemployment	Business Licensing	Issued Business Licenses within 21 days of receipt of application by 30 June 2025	Number of days Business License issued after receipt of application	Issue Business Licenses within 21 days of receipt of application by 30 June 2025	Planning & Development	R0
LED3.3	To promote economic development in order to reduce poverty, inequality and unemployment	Trading Licenses	Issued Trading Licenses within 14 days after receipt of application by 30 June 2025	Number of days Trading License issued after receipt of application	Issue Trading Licenses within 14 days of receipt of application by 30 June 2025	Planning & Development	
LED3.4	To promote economic development in order to reduce poverty, inequality and unemployment	Signage	100% of signage applications processed within 10 days of receipt of application by 30 June 2025	Percentage of signage applications processed within 10 days of receipt of applications	Process 100% of signage applications within 10 days of receipt of signage application by 30 June 2025	Planning & Development	R0
LED3.5	To promote economic development in order to	LED Strategy	Reviewed & Adopted LED Strategy by 30 June 2025	Date LED Strategy Reviewed and Adopted	Review & Adopt LED Strategy by 30 June 2025	Planning & Development	R0

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Priorities: Local Economic Development, Job creation and Tourism development

Goal:	Vibrant Economic Development And Quality Services						
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible department	Budget
	reduce poverty, inequality and unemployment						

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

UMDONI Priorities: Institutional Development: Accountability and Management tools and Frameworks

Goal	To support individuals infected and affected with HIV/AIDS, Disabled, Youth, effective Internal Audit and Communication						
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible department	Budget
GG1.2	To ensure effective and efficient internal and external communication	Mayoral Radio Slots	Conducted 4 Mayoral Radio Slots by 30 June 2025	Number of Mayoral Radio Slots conducted	Conduct 4 Mayoral Radio Slots by 30 June 2025	Office of Municipal Manager	TBC
GG1.2	To ensure effective and efficient internal and external communication	External Newsletters	Developed and Published 4 External Newsletters by 30 June 2025	Number of external newsletters developed and published	Develop and Publish 4 External Newsletters by 30 June 2025	Office of the Municipal Manager	
GG1.3	To ensure effective and efficient internal and external communication	Media Briefings	Conducted 4 Media Briefings on service delivery projects by 30 June 2025	Number of Media briefings conducted on service delivery projects	Conduct 4 Media Briefings on service delivery projects by 30 June 2025	Office of the Municipal Manager	
GG1.4	To ensure effective and efficient internal and external communication	Mayoral Izimbizo	Convened 8 mayoral Izimbizo by 30 December 2024	Number of Mayoral Izimbizo convened	Convene 8 Mayoral Izimbizo by 30 December 2024	Office of Municipal Manager	TBC
GG1.5	To ensure effective and efficient internal and external communication	IDP/Budget Roadshows	Convened 8 IDP/Budget Roadshows by 30 April 2025	Number of IDP/Budget Roadshows convened	Convene 8 IDP/Budget Roadshows by 30 April 2025	Office of Municipal Manager	TBC
GG2.1	To promote human rights and social upliftment of vulnerable groups	Elderly Citizens Support	Provided support to elderly citizens by 30 June 2025	Date support provided to elderly citizens	Provide support to elderly citizens by 30 June 2025	Office of the Municipal Manager	TBC
GG2.2	To promote human rights and social upliftment of vulnerable groups	People with Disabilities support	Provided support to people with Disabilities by 30 June 2025	Date support provided to people with disabilities	Provide support to people with disabilities by 30 June 2025	Office of the Municipal Manager	TBC
GG2.3	To promote human rights and social upliftment of vulnerable groups	People infected and affected by HIV/AIDS	Provided support to people infected and affected by HIV/AIDS by 30 June 2025	Date support provided to people infected and affected by HIV/AIDS	Provide support to people infected and affected by HIV/AIDS by 30 June 2025	Office of the Municipal Manager	TBC
GG2.4	To promote human rights and social upliftment of vulnerable groups	Children	Provided support to children through the implementation of	Date support provided to Children through	Provide support to children through implementation of	Office of the Municipal Manager	TBC

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION							
UMDONI Priorities: Institutional Development: Accountability and Management tools and Frameworks							
Goal	To support individuals infected and affected with HIV/AIDS, Disabled, Youth, effective Internal Audit and Communication						
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible department	Budget
			Children's programmes by 30 June 2025	implementation of Children's programmes	children's programmes by 30 June 2025		
GG2.4	To promote human rights and social upliftment of vulnerable groups	Youth Development	Provided support to Umdoni Youth through the implementation of Youth Programmes by 30 June 2024	Date support provided to Umdoni Youth through implementation of Youth Programmes	Provide Support to Umdoni Youth through implementation of Youth Programmes by 30 June 2024	Office of the Municipal Manager	TBC
GG2.5	To promote human rights and social upliftment of vulnerable groups	Sports & Recreation	Provided support to Umdoni Youth through the implementation of Sports & Recreation Programmes by 30 June 2025	Date support provided to Umdoni Youth through implementation of Sports & Recreation programmes	Provide support to Umdoni Youth through the implementation of Sport & Recreation Programmes by 30 June 2025	Office of the Municipal Manager	
GG2.6	To promote human rights and social upliftment of vulnerable groups	Gender Programmes	Implemented Gender Programmes by 30 June 2025	Date Gender Programmes implemented	Implement Gender Programmes by 30 June 2025	Office of Municipal Manager	TBC
GG2.8	To promote human rights and social upliftment of vulnerable groups	Umkhosi Womhlanga (Reed Dance)	Support 300 young girls and women through the participation of Reed Dance by 30 September 2024	Number of young girls or women supported through participation in the Reed dance	Support 300 young girls or women in the participation of reed dance by 30 September 2024	Office of Municipal Manager	R700 000
GG2.9	To promote human rights and social upliftment of vulnerable groups	Operation Sukuma Sakhe	Implemented Operation Sukuma Sakhe Programmes (Golden Games) by 30 June 2025	Date Operation Sukuma Sakhe Programmes implemented (Golden Games)	Implement Operation Sukuma Sakhe Programmes (Golden Games) by 30 June 2025	Office of Municipal Manager	TBC
GG3.1	Effective Internal Audit and External Communication	Functional Internal Audit	Reviewed and adopted Internal Audit Charter by 31 August 2024	Date Internal Audit Charter reviewed and adopted	Review and Adopt Internal Audit Charter by 31 August 2024	Office of Municipal Manager	R0
GG3.2	Effective Internal Audit and External Communication	Audit Committee Charter	Review Audit Committee Charter by 31 August 2024	Date Audit Committee Charter reviewed	Review Audit Committee Charter by 30 August 2024	Office of the Municipal Manager	R0
GG3.3	Effective Internal Audit and External Communication	Functional Audit Committee	Convene 4 Audit & Performance Committee meetings by 30 June 2025	Number of Audit & performance committee meetings convened	Convene 4 Audit & Performance Committee meetings by 30 June 2025	Office of the Municipal Manager	R206 052,26
GG3.3	Effective Internal Audit and External Communication	Risk Management	Review and Update Umdoni Risk Register by 30 September 2024	Date Umdoni Risk Register reviewed and updated	Review and Update Umdoni Risk Register by 30 June 2024	Office of Municipal Manager	R0
GG3.4	Effective Internal Audit and External Communication	Internal Audit Plan	Develop and Adopt Internal Audit Plan by 30 August 2024	Date Internal Audit Plan developed and adopted	Develop and Adopt Internal Audit Plan by 31 August 2024	Office of Municipal Manager	R0
GG4.1	To ensure effective and efficient internal and external communication	Annual Report	Developed and Adopted 2022/2023 Annual Report by 31 March 2025	Date Annual Report for 2022/2023 Developed and adopted	Develop and Adopt Annual Report for 2022/2023 by 31 March 2025	Office of Municipal Manager	R0

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION							
UMDONI Priorities: Institutional Development: Accountability and Management tools and Frameworks							
Goal	To support individuals infected and affected with HIV/AIDS, Disabled, Youth, effective Internal Audit and Communication						
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Performance Indicator	Annual Target	Responsible department	Budget
GG5.1	To ensure effective and efficient internal and external communication	SDBIP	Develop and Adopt SDBIP by 30 June 2025	Date SDBIP Developed and adopted	Develop and Adopt Umdoni SDBIP by 30 June 2025	Office of Municipal Manager	R0
GG5.2	To ensure effective and efficient internal and external communication	Mid-Year Performance Report	Developed Mid-Year Performance report by 31 January 2025	Date Mid-Year Performance report developed and adopted	Develop and Adopt Mid-Year Performance Report by 31 January 2025	Office of Municipal Manager	R0
GG5.3	To ensure effective and efficient internal and external communication	Umdoni IDP	Reviewed and Adopted 2025/2026 IDP by 30 June 2025	Date reviewed and adopted 2024/2025 IDP	Review and Adopt 2025/2026 IDP by 30 June 2025	Office of Municipal Manager	R0
GG6.1	To ensure the safety of our communities in an effective and efficient manner	Disaster Management Plan	Reviewed and Adopted Disaster Management Plan by 30 June 2025	Date Disaster Management Plan reviewed and adopted	Reviewed and Adopted Disaster Management Plan by 30 June 2025	Community Services	R0
GG6.2	To ensure the safety of our communities in an effective and efficient manner	Disaster Advisory Forum	Participated in 4 Disaster Advisory Forum meetings by 30 June 2025	Number of Disaster Advisory Forums Participated in	Participate in 4 Disaster Advisory Forum meetings by 30 June 2025	Community Services	R0
GG6.3	To ensure the safety of our communities in an effective and efficient manner	Disaster Risk Assessment Profile	Conducted Disaster Risk Assessment Profiles for 19 Wards by 30 June 2025	Number of wards Disaster Risk Assessment profile conducted in	Conducted Disaster Risk Assessment Profiles for 19 Wards by 30 June 2025	Community Services	R0
GG6.4	To ensure the safety of our communities in an effective and efficient manner	Business Inspections	Conducted Inspections in 40 Businesses by 30 June 2025	Number of Business inspected	Conduct Inspections in 40 Businesses by 30 June 2025	Community Services	R0
GG6.5	To ensure the safety of our communities in an effective and efficient manner	Vehicle Inspections	Inspected 200 Vehicles on roadblocks by 30 June 2025	Number of Vehicles inspected on Roadblocks by 30 June 2025	Inspect 200 Vehicles on Roadblocks by 30 June 2025	Community Services	R0
GG6.7	To ensure the safety of our communities in an effective and efficient manner	Establishment of Crematoria	Advertised calling for public interests in the Establishment of Crematoria within Umdoni Municipality by 30 September 2024	Date advertised calling for interests for the establishment of Crematoria within Umdoni Municipality	Advertised calling for public interests in the Establishment of Crematoria within Umdoni Municipality by 30 September 2024	Community Services	R0

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Priority: Financial Management

Goal:	Financial sustainability and sound financial principles							
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Indicator	Performance	Annual Target	Responsible department	Budget
FVM1.1	To ensure financial sustainability and sound financial principles	Revenue Collection	Collect 95% of revenue by 30 June 2025	Percentage of revenue collected		Collect 95% of revenue by 30 June 2025	Financial Services	R0
FVM1.2	To ensure financial sustainability and sound financial principles	Financial Reporting	Prepared 4 Quarterly statutory reports within 30 days after the end of the quarter by 30 June 2025	Number of statutory reports prepared within 30 days after the end of the quarter		Prepare 4 Quarterly statutory reports within 30 days after the end of the quarter by 30 June 2025	Financial Services	R0
FVM1.3	To ensure financial sustainability and sound financial principles	Financial Reporting	Prepared and submitted monthly Statutory Reports (Sec 71 Returns, C-Schedule & Grants) within 10 working days of the following month by 30 June 2025	Number of Monthly statutory reports (Sec 71 Returns, C-Schedule & Grants) prepared		Prepare and submit monthly Statutory Reports (Sec 71 Returns, C-Schedule & Grants) within 10 working days of the following month by 30 June 2025	Financial Services	R0
FVM1.4	To ensure financial sustainability and sound financial principles	Rates Policy Review	Reviewed and Adopted rates Policy by 30 May 2024	Date Rates Policy reviewed and adopted		Review and Adopt rates Policy by 30 May 2024	Financial Services	R0
FVM1.5	To ensure financial sustainability and sound financial principles	Cash Coverage Ratio	Maintained financial viability through cash/cost coverage ratio by 30 June 2025	Maintain cost/cash coverage ratio of 3:1		Maintain Financial Viability through cash/cost coverage ratio by 30 June 2025	Financial Services	R0
FVM1.6	To ensure financial sustainability and sound financial principles	Payment of Creditors	Ensured payment of creditors within 30 Days of receipt of invoice by 30 June 2025	Number of days creditors paid		Ensure payment of creditors within 30 Days of receipt of invoice by 30 June 2025	Financial Services	R0
FVM1.7	To ensure financial sustainability and sound financial principles	Procurement Plan	Implemented 80% of procurement Plan by 30 June 2025	Percentage of Procurement Plan implemented by deadline		Implement 80% of Procurement Plan by 30 June 2025	Financial services	R0
FVM1.8	To ensure financial sustainability and sound financial principles	Tender Awards	Finalized Tender awards within 120 days of advertisement by 30 June 2025	Number of Days tender awards finalized after advertisement		Finalise tender awards within 120 days of advertisement by 30 June 2025	Financial services	R0
FVM1.9	To ensure financial sustainability and sound financial principles	Annual Financial Statements	Submitted Annual Financial Statements (AFS) to AG by 31 August 2024	Date Annual Financial Statements (AFS) submitted to AG		Submit Annual Financial Statements (AFS) to AG by 31 August 2024	Financial Services	R0
FVM1.10	To ensure financial sustainability and sound financial principles	Audit Queries	Resolve 80% of Audit Queries for Finance Department by 30 June 2025	Percentage of Audit Queries for finance department resolved by deadline		Resolve 80% of Audit Queries for Finance Department by 30 June 2025	Financial services	R0
FVM1.11	To ensure financial sustainability and sound financial principles	Asset Management	Conduct 1 Movable assets verifications by 30 June 2025	Number of movable assets verifications conducted by deadline		Conduct 1 movable assets verifications by 30 June 2025	Financial services	R0
FVM1.12	To ensure financial sustainability and sound financial principles	Asset Management	Conducted 1 immovable asset verification by 30 June 2025	Number of immovable asset verifications conducted by deadline		Conduct 1 Immovable Asset verification by 30 June 2025	Financial Services	R0

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Priority: Financial Management

Goal:	Financial sustainability and sound financial principles							
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Indicator	Performance	Annual Target	Responsible department	Budget
FVM1.13	To ensure financial sustainability and sound financial principles	Indigent Support	100% of households earning less than R4000 per month have access to Free Basic Services by 30 June 2025	Percentage of households earning less than R4000 per month with access to free basic services		100% of households earning less than R4000 per month have access to Free Basic Services by 30 June 2025	Financial Services	TBC

KPA 6: CROSS CUTTING INTERVENTIONS

UMDONI Priorities: Sustainable Housing: Human Settlement, Broader Economic Development (SDF, LUMS, SEA)

Goal:	Integrated approach towards planning for urban and rural communities							
IDP REF	Strategic Objective	Strategies/Input	Measurable Objectives/Output	Key Indicator	Performance	Annual Target	Responsible department	Budget
CC1.1	Integrated approach towards planning for urban and rural communities	Spatial Development Framework	Reviewed and Adopted the Spatial Development Framework (SDF) by 30 May 2025	Date Spatial Development Framework (SDF) reviewed and adopted		Review and Adopt Spatial Development Framework (SDF) by 30 May 2025	Planning & Development	TBC
CC1.2	Integrated approach towards planning for urban and rural communities	Municipal Planning Tribunal	Approve Development/Land Use applications within 90 days of receipt by 30 June 2025	Number of Days development/land use applications approved from date of receipt		Approve Development/Land Use applications within 90 days of Receipts by 30 June 2025	Planning & Development	TBC
CC1.3	Integrated approach towards planning for urban and rural communities	Illegal/Dilapidated buildings demolition	Demolished 5illegal/dilapidated buildings by 30 June 2025	Number of illegal/dilapidated buildings demolished		Demolish 5 illegal/dilapidated buildings by 30 June 2024	Planning & Development	TBC
CC1.4	Integrated approach towards planning for urban and rural communities	Vacant Plots Clearing	Cleared 13000m² of privately owned vacant sites of bushes & weeds by 30 June 2025	Number of M² of privately owned vacant plots/sites cleared of weeds/bushed by deadline		Clear 13000m² of privately owned vacant sites of bushes & weeds by 30 June 2025	Planning & Development	TBC
CC1.5	Integrated approach towards planning for urban and rural communities	Building Inspections	Conducted 250 Building Inspections by 30 June 2025	Number of Building Inspections conducted		Conducted 250 Building Inspections by 30 June 2025	Planning & Development	R0

SECTION E: STRATEGIC MAPPING

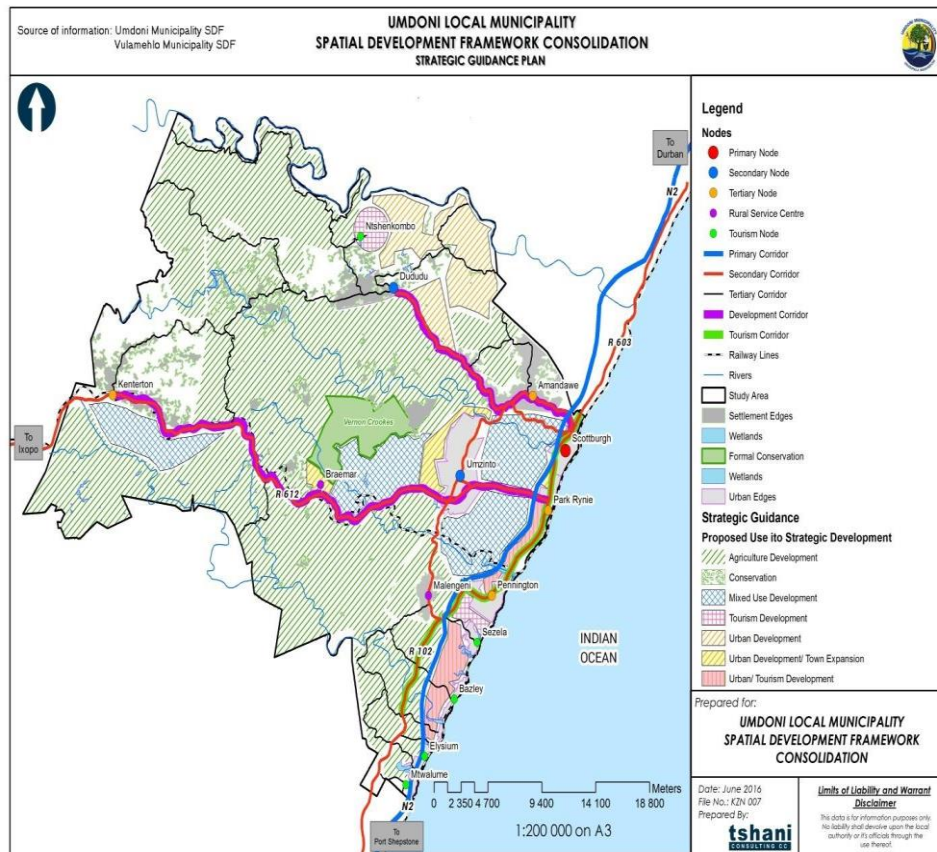
1 Spatial Development

This section of the IDP indicates the desired growth and development of Umdoni Local Municipality and is presented by maps that specifically reflect the following:

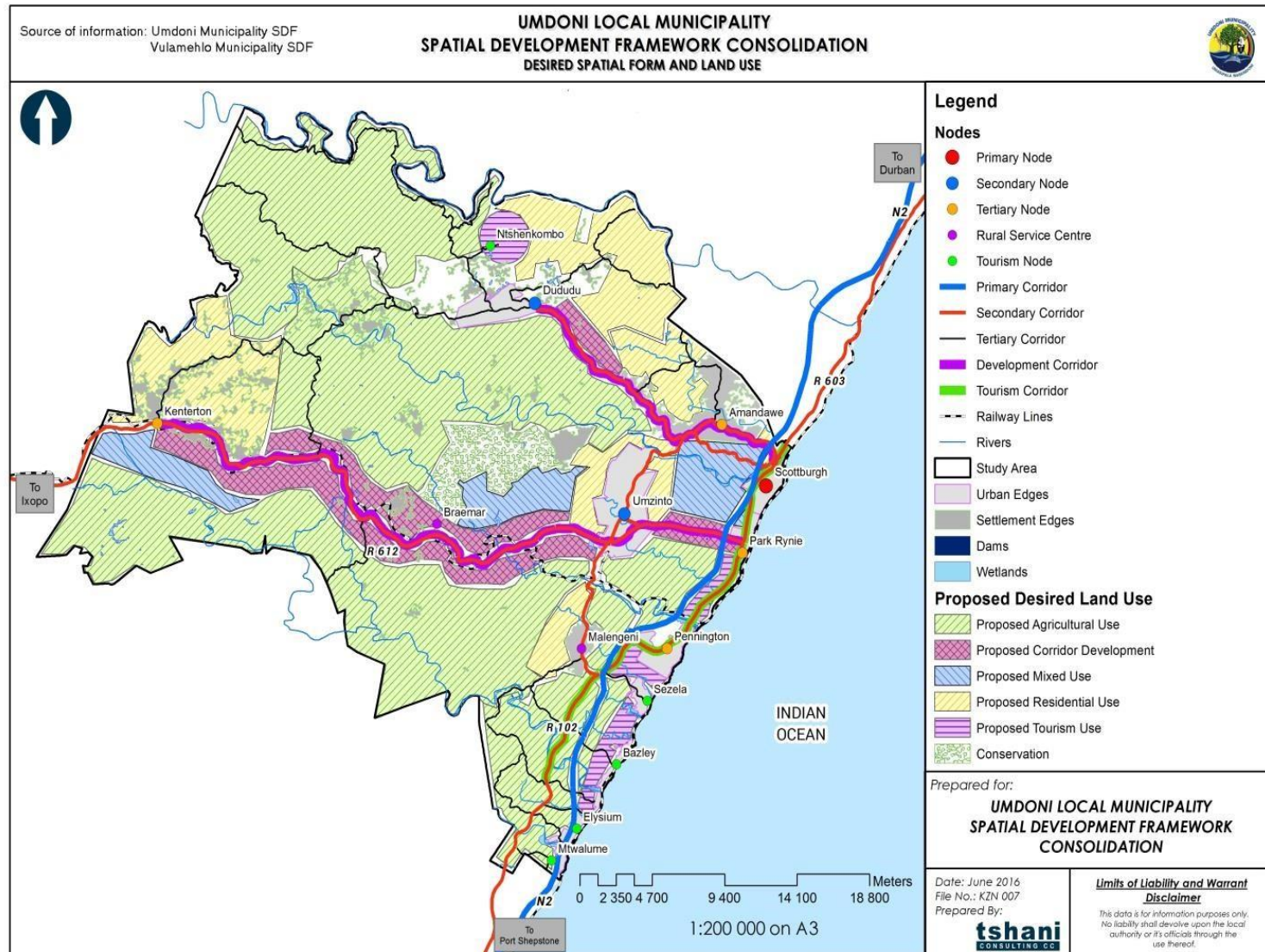
- Environmentally Sensitive Areas;
- Strategic Guide Plan;
- Municipal desired spatial form and land use;

- Spatial reconstruction of the Municipality;
- Spatial alignment with neighbouring municipalities;
- Priority Spending Areas
- Indication on where public and private land development and infrastructure investment should take place

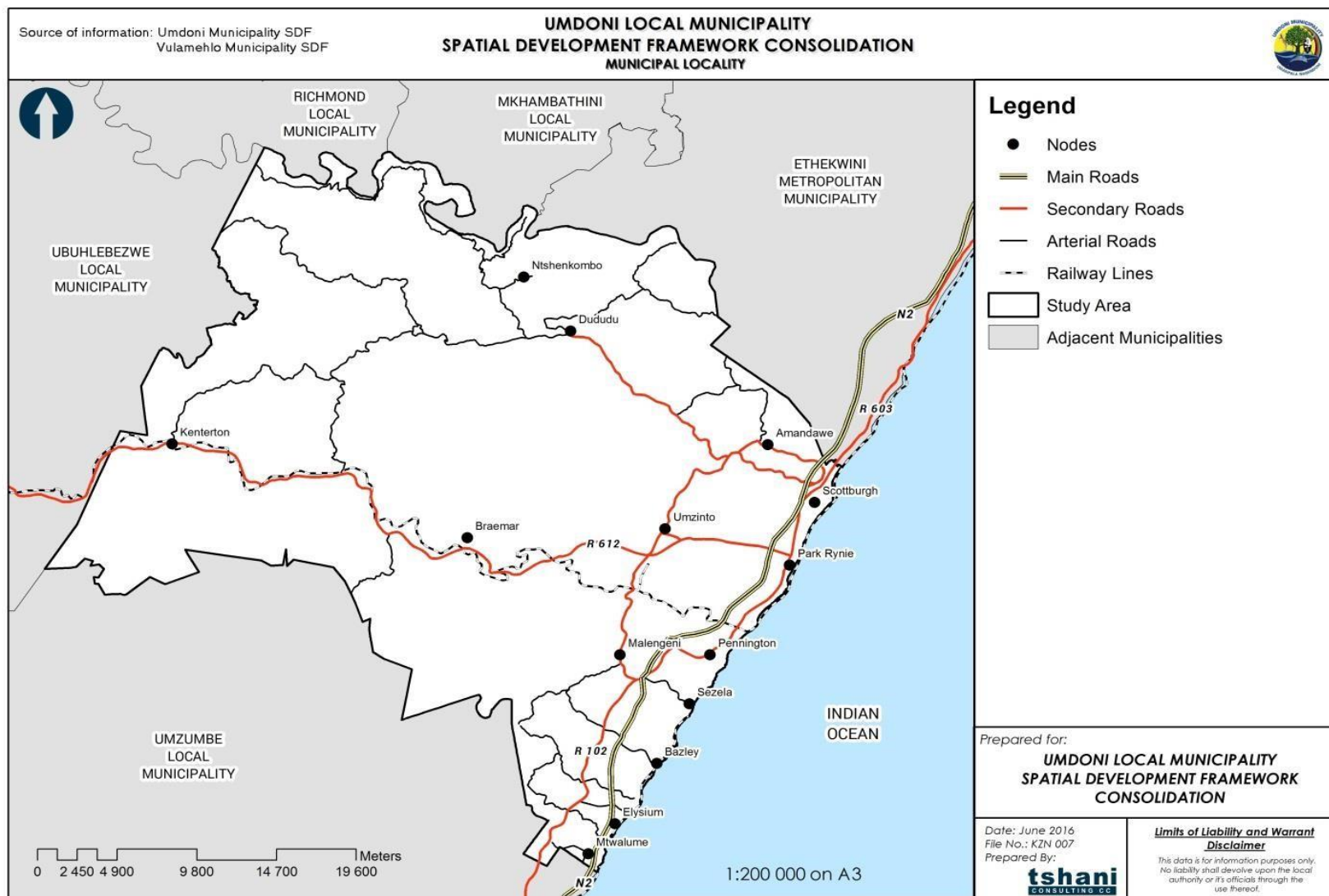
Map 1.1: Strategic Framework Guide



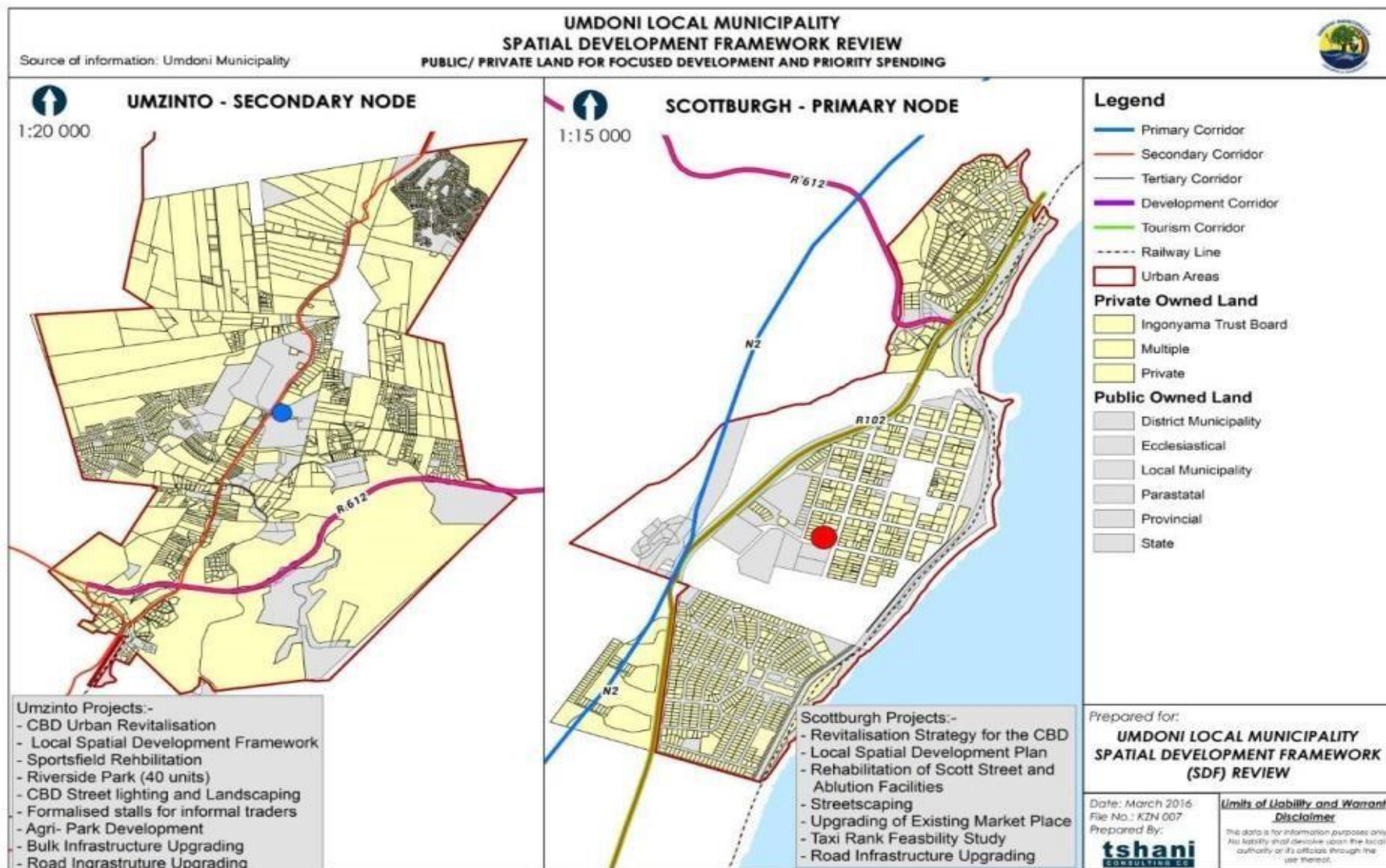
Map 1.2: Desired Spatial Form and land use



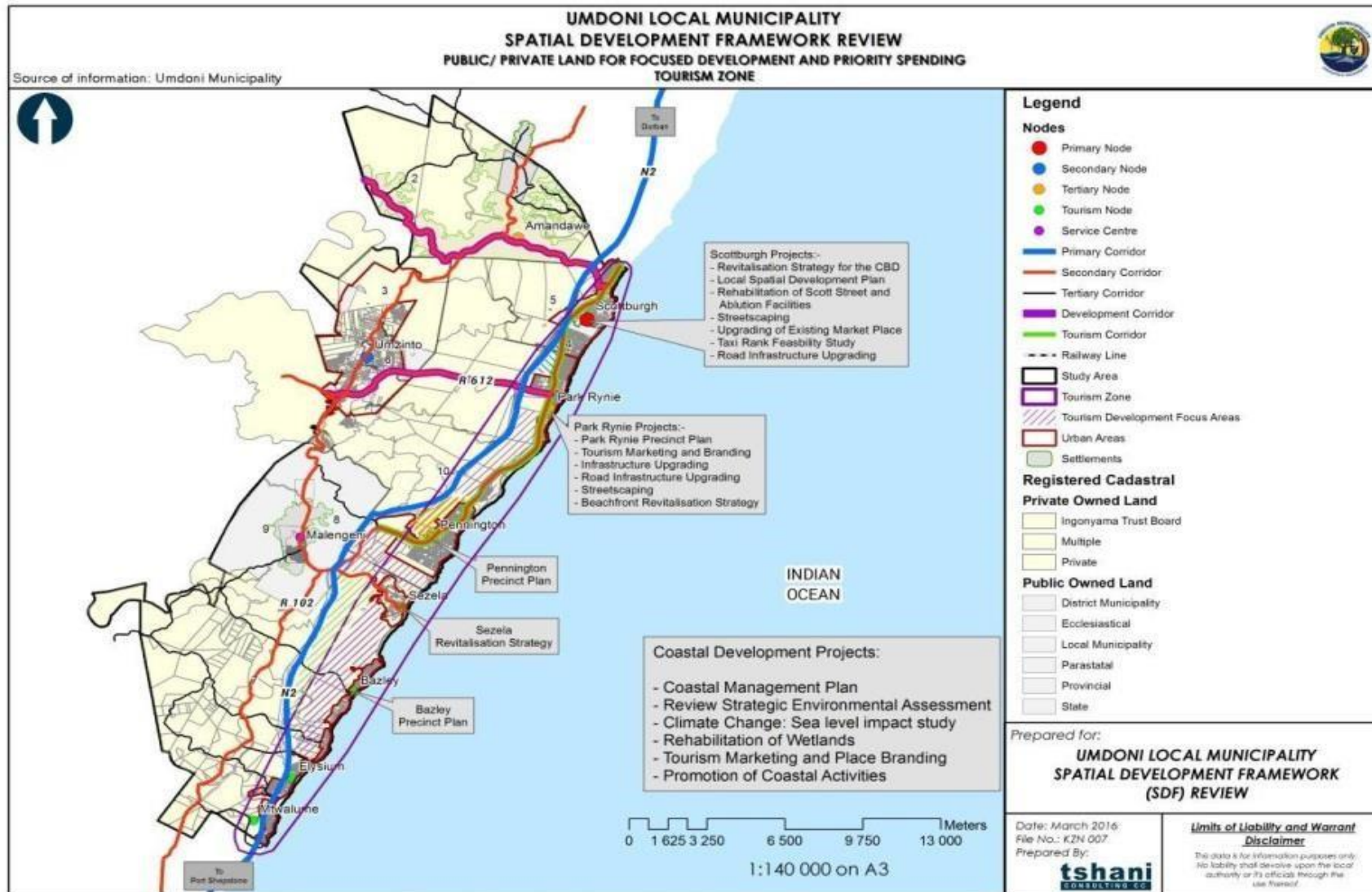
Map 1.3: Spatial Alignment with neighbouring Municipalities



Map 1.4: Public and Private Land Development and infrastructure investment



Map 1.5: Priority Spending Areas



SECTION F: FINANCIAL PLAN

ANNEXURE (BUDGET & BUDGET POLICIES)

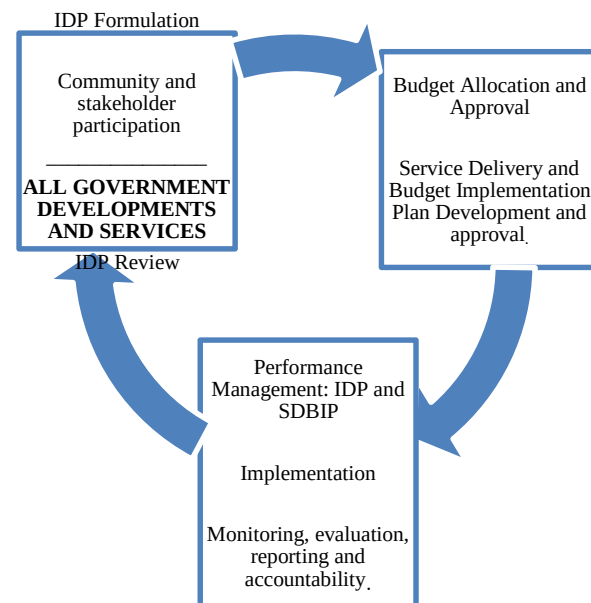
SECTION G- SERVICE DELIVERY BUDGET & IMPLEMENTATION PLAN (ANNEXURE A TO THE IDP)

Section 69(3) (a) of the Municipal Finance Management Act, Act 56 of 2003(MFMA) requires the Accounting Officer to submit a draft Service Delivery and Budget Implementation Plan (SDBIP) to the Mayor no later than 14 days after the approval of the Budget and drafts of the performance agreements as required in terms of Section 57 (1) (b) of the Municipal Systems Act, Act 32 of 2000. The Mayor must subsequently approve the SDBIP no later than 28 days after the approval of the Budget in accordance with section 53(1) (c) (ii) of the MFMA.

This is a one year detailed implementation plan which gives effects to the IDP and Budget and provide measuring performance in service delivery against end year targets and for the purposes of our municipality will be used as an implementation plan.

The final SDBIP for the 2023/2024 financial year will be adopted by June 2023 after the adoption of the budget. The Service Delivery and Budget Implementation Plan (SDBIP) will be serving as our implementation which will be derived from proceedings of the strategic planning session.

Every attempt has been made in this Process Plan to align the IDP and Budget preparation process, and the Performance Management System (PMS) review/SDBIP. The linkages of the three processes are summarised in the following diagram:



In this financial year, the Umdoni municipality in order to address queries raised by the Auditor General in the 2021/2022 Legal Unit has developed the Compliance Checklist to ensure compliance with laws and Regulations with laws and Regulations. Over and above the compliance Checklist, each Department will be developing the Standard Operating procedures, which will be subject to verification by the Internal Audit Activity.

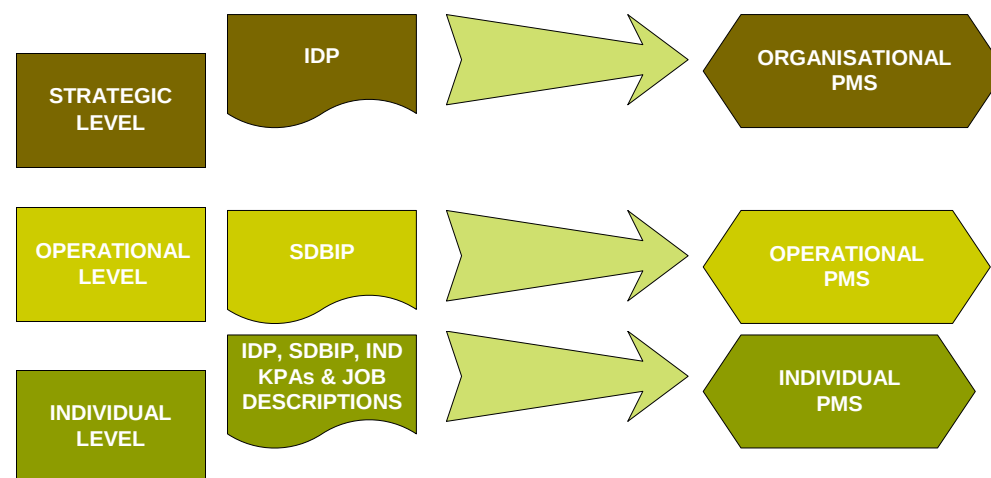
SECTION G- ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management has been developed internally and has since been separated from being a combined SDBIP/PMS into an SDBIP and OPMS as separate documents. This Section details the OPMS framework. The Municipal Systems Act of 2000 requires the establishment of both an IDP and PMS and links the two. Specifically, section 26 of the MSA identifies the core components of the IDP which includes the establishment of performance indicators and performance targets. The Organizational Performance Framework is in place and is currently being reviewed to include the Standard Operating Procedures and the Compliance Checklist.

It identifies core components of the PMS as including:

- An appropriate set of Key Performance Indicators for measuring performance in relation to IDP and
- Setting measurable performance targets for each development priority and objective in the IDP.

Umdoni Council has undergone an intensive strategic planning session where it mapped out its development priorities and came out with clear strategies to deliver on its mandate for the coming year which is in line with Local Government Development agenda and other National and Provincial and provincial programs and priorities. This is in accordance with the five National KPA's with the addition of the sixth KPA on Spatial Rationale and Environment. The table below indicates roles and responsibilities of Umdoni Municipal Structures in Performance Management Systems.



Strategic (Organizational) Performance linked to the integrated development plan (IDP) of a municipality

At this level, the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This is done based on key performance indicators and targets set for each of the IDP objectives of a municipality. Given that an IDP has, a five-year timespan the measures set at this level should be of a strategic and mostly long-term nature with an outcome and impact focus.

The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality.

Below is the diagrammatic illustration of the components of Umdoni Organisational Performance Management Systems, which further illustrate the linkages and reporting cycles.

Table 39: STATUS OF SECTOR PLANS/POLICIES & BYLAWS

SECTION H: STATUS OF SECTOR PLAN

NO	SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N	DATE OF NEXT REVIEW
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT				
	Housing Sector Plan	Yes	Yes	2019/2020
	Capital Investment Plan	Yes	Yes	2019/2020
	Operations and Maintenance Plan	Yes	Draft	N/A
	Energy Sector Plan	Yes	Yes	Adopted 2018/2019
SOCIAL AND LOCAL ECONOMIC DEVELOPMENT				
	Local Economic Development Strategy	Yes	Yes	Adopted 2019/2020
	Tourism Plan	No	No	To be developed in 2020/2021
FINANCIAL VIABILITY AND MANAGEMENT				
	Revenue Enhancement Policy	Yes	Yes	2019/2020



NO	SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N	DATE OF NEXT REVIEW
	Fraud Prevention Strategy	Yes	Yes	N/A
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
	Community Participation Strategy	No	No	Adopted 2019/2020
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT				
	Communication Strategy	No	NO	Adopted 2019/2020
	Organizational PMS Policy	Yes	YES	Adopted 2019/2020
	Workplace Skills plan	Yes	Yes	Adopted 2019/2020
	OHSP	No	Yes	Adopted 2019/2020
	PMS Framework	Yes	Yes	Adopted 2021/2022
SPATIAL AND ENVIRONMENTAL ANALYSIS				
	Spatial Development Framework	Yes	Yes	2019/2020
	Coastal Management Plan	No	No	N/A



NO	SECTOR PLAN	COMPLETED Y/N	ADOPTED Y/N	DATE OF NEXT REVIEW
	LUMS	Yes	2014	N/A
	IWMP	Yes	Yes	2019/2020
	SEA and IEMP	Yes	Yes	Draft 2019/2020
	Disaster Management Plan	Yes	Yes	Adopted 2022/2023