

UMKHANYAKUDE DISTRICT MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN [Final] 2010/2011 FINANCIAL YEAR

“To meet the basic needs & improve quality of the community in a democratic and sustainable manner”

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FOREWORD:

Umkhanyakude District Municipality's 2010/2011 Reviewed Integrated Development Plan (IDP) - is the product of an intensive and challenging consultation with all principal stakeholders (community), various institutions and stakeholder organizations of the District Municipality. This document has been developed to guide socio-economic development in the District. It is an overarching plan that defines the synergy between various priority needs and the sector plans that addresses these needs in a manner that allows government in three spheres to participate.

The 2010/2011 IDP review process assisted the District municipality to appraise the developmental situation in its area of jurisdiction. It has also assisted in determining community and stakeholder needs, prioritizing developmental objectives and seeking better ways to implement programmes to achieve key objectives and measuring municipal performance. The municipality has set its focus on addressing the needs of, particularly, the rural poor, in order to graduate them from the prejudices and legacy of apartheid into "an improved life for the citizens of Umkhanyakude. It has identified its key priority issues, objectives, strategies, programmes and projects to respond to the institutional and socio-economic challenges facing the district.

This IDP has a clear and quantified budget, and implementation plans as well as the Organizational Performance Management System. And to that effect, there have been ongoing processes to review the communication arrangements, for better and improve communication between the municipality and community. The ultra-condensed isiZulu version of the District's IDP is one way of ensuring that community understands the IDP. Council is also improving its communication, participatory and decision-making mechanisms to ensure that the IDP remains a popular roadmap to a better life for all.

On behalf of Umkhanyakude District Municipality I hereby present to you, your developmental plan for all government and clear strategic reference to every activity carried out within the District, by the municipality, private sector as well as other organs of the state.

This is the living document that captures aspirations of our communities and it is in no way intended to be static, rather dynamic. This requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental players in the District align their plans to government-wide priorities.

On behalf of Council, I would once more, like to appreciate and thank all role players for their commitment, contribution and patience during the review, and amendment of this document.

Let us all remember that **"UKUSEBENZA NGOKUZIKHANDLA KUYAKUSEBENZELA- (HARD WORK BRINGS PROSPERITY)"**

Thank you.

Cllr. Mthombeni

Mayor, Umkhanyakude District Municipality

This document is a result of dedication by Umkhanyakude District Municipality in its effort to produce a reader-friendly IDP document. Such dedication has also resulted in the compilation of an ultra-condensed Isizulu version of 2010/2011 IDP. Through such document the intention is to enhance access and comprehensiveness of the IDP.

EXECUTIVE SUMMARY

The Umkhanyakude District Municipality has embarked upon a process of integrating its IDP, budget and Performance Management System. The issues highlighted will be discussed in more detail in each of the relevant phases of this IDP document.

The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase.

During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Umkhanyakude District Municipality. Due to the fact that Statistical information was a constraint in that it was outdated and still based on the 2001 Census, the most recent being the 2007 Community Survey was also utilized. It has been a challenge to identify the current developmental status of Umkhanyakude District.

Due to the challenge of baseline information in most developmental focus areas, internal analysis processes took place, namely the determination of impact made by projects implementation in the past and current years¹, reports that indicates gaps in various development needs and other recent researches from national, provincial and internal initiatives. This was followed by identifying relevant Stakeholders and the voice that they echo to the municipalities as well as the influence which they have on decision-making.

Finally, an analysis was done to determine the internal strengths and weaknesses of the municipality as well as the external opportunities and threats which may have an impact on service delivery². The analysis was clearly outlined to indicate areas that need the most and urgent attention, for all role players to allocate resources accordingly. These processes, coupled with data from Statistics South Africa provide baseline for our planning projections.

In the strategic phase, Key Performance Indicators were reviewed, indicating clearly what the municipality intends to achieve. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intend of the municipality.

A crucial element of this phase was to ensure that the budget was aligned and integrated through allocation and provision of funds for the programmes/ projects and initiatives identified. The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act would be the integral tool for monitoring the implementation of the IDP, as reviewed.

In the end the IDP process and the Performance Management System has been seamlessly integrated; IDP fulfilled the planning stage of Performance Management; and it is believed that the Performance Management System would fulfill the implementation, management, monitoring and evaluation of the IDP. Therefore the IDP Review, Performance Management System and Budget processes had to roll out concurrently so that the final plan is authentic, measurable and realistic. The plan ensures that accountabilities of employees are integrated and sound.

¹ SWOT analysis presented at the DC 27 Bosberaad.

² Same as above.

1. INTRODUCTORY SECTION

1.1. OVERVIEW OF THE DISTRICT

“UMkhanyakude” refers to the greenish tree with some thorns (Acacia Xanthophloea Fever Tree) that mainly grows in the Umkhanyakude District. Literally it means “that shows light from afar.” The name of the District reflects both the uniqueness of its people and their hospitality, as well as the biodiversity and conservation history that the region is very proud of.

Umkhanyakude District Municipality comprises an area from the Mfolozi River north to the Mozambique border and east to Indian Ocean. The Greater St Lucia Wetland Park encompasses the entire coastline. Part of the Lubombo Mountains and the N2 highway form physical divide within the district.

Umkhanyakude District Municipality is composed of five local municipalities (refer to the map below), namely:

- Umhlabuyalingana Municipality - KZ 271
- Jozini Municipality - KZ 272
- The Big 5 False Bay Municipality - KZ 273
- Hlabisa Municipality - KZ 274
- Mtubatuba Municipality - KZ 275

There is also a District Management Area – ZDMA 27 which encompasses conservation areas and the wetlands.

Umkhanyakude District's family of municipalities



The District is largely rural, Mtubatuba in the south being the only substantial town. Several towns are growing rapidly, such as Manguzi, Jozini, Mkuze and, to a lesser extent, Mbazwana. Better east-west access routes need to be established to improved accessibility to tourism and LED opportunities along the coast and the hinterland. The encroachment of residential and commercial land uses onto the reserves of major roads is creating traffic hazards in certain localities.

The total population is estimated at 614 046, spread unevenly among the five municipalities; the most populated municipalities are Hlabisa and Jozini, with most population growth having occurred in Jozini. The population is exceptionally young, with 70% of residents under 34 years of age; the school age group of five to 14 years old makes up 30% of the population. This suggests high dependency rates and substantial pressure to provide employment opportunities for school leavers; focus planning on the needs of the youth and promote Aids awareness. HIV/Aids affects the district negatively in many ways and has led to an orphan crisis.

Because 50% of the population is female, future planning should give consideration to the needs of women in all aspects of development, but specifically the provision of health and welfare services, economic development and job creation strategies.

Low education levels (26% of the people have none or only a primary level of education) together with a youthful population profile emphasize the need for a greater focus on education and related activities. There is limited access to information, particularly in the deep rural areas.

Current land use:

- A high proportion of the District is under thicket, grassland and wetland;
- Remaining areas are disturbed cultivation land and settlement;
- Large areas of land are under communal tenure in the District – located in the traditional authority areas under the jurisdiction of the Ingonyama Trust;
- The remaining areas are under state conservation, private ownership with limited formal urban areas;
- Land reform is in the process of being implemented in the District and comprises around 20% of the total area at the time of survey (2007 by the Department of Land Affairs);
- Additional land has been identified for redistribution and restitution purposes.

Umkhanyakude District Municipality is one of four district municipalities in KwaZulu-Natal that were selected as presidential nodes to redirect public funding to priority areas for poverty alleviation. Besides being identified as one of the poorest municipalities in South Africa, the District Municipality has not benefited from being identified as such.

The uncontrolled sprawl of residential settlements has resulted in costly and inefficient provision of services. There are large backlogs in the provision of infrastructure, services and institutional capacity throughout the district itself and its family of local municipalities.

Poverty is the primary issue in the district and is evident in a range of social and economic deficiencies, including unemployment, illiteracy, and lack of access to land and services and lack of decent shelter. Unemployment is at a high level; the economically active labour force comprises just over half the population, but only 6.6% of the total population has employment. The District Municipality has created a number of jobs through its labour-intensive, community-based public works programme. Although the number cannot be established, there has been a drop in the number of unemployed.

Free basic services for water, sanitation and electricity are currently being piloted. Two water tankers have been bought and a substantial amount in support for drought relief has been given. Although progress has been made in the provision electricity, the majority of households still have no access to electricity and uses candles for lighting, wood and paraffin for cooking.

A number of projects are currently being undertake, both grid and non-grid, to address the backlog, including grid connections at Nyalazi (610 connections prioritized), Somkhele (560 connections completed), Dukuduku (280

connections being constructed) and Gunjaneni (600 connections being finalized). Non-grid connections totaling 1186 will be distributed among Mbazwana, Hluhluwe, Ingwavuma, Manguzi and Jozini.

The sanitation backlog is one of the major infrastructural challenges facing the municipality, with Jozini and UMhlabuyalinga the most affected local authorities. A healthy and hygiene programme aimed at reducing the incidence of waterborne diseases such as cholera has been implemented. Progress is being made: more than 60 water schemes have been completed, 23 non-functional schemes rehabilitated and more than 10 villages have benefited from sanitation projects.

One of the key objectives and strategies regarding infrastructure and Services is to:

- Regulate water issues, which include among others, improve metering efficiency, rehabilitate water schemes;
- Improve road conditions and storm water control on new urban projects.

Umkhanyakude is well positioned to reap the benefits of South African-Mozambique business relations and infrastructural development like the Durban N2 Corridor to Maputo. The construction and operation of the Mkuze Regional Airport is an investment that will trigger business opportunities in the area. There is opportunity for investment around the airport which is to be upgraded to accommodate Boeing 737s. Upgrading includes the runway, beacons and eventually the terminal building.

1.1. Opportunities

Key projects include but are not limited to:

- Mkuze Regional Airport;
- Jozini Hydro-electric Scheme;
- Makhathini Flats Development (Sugarcane, fruit and vegetables production and processing)
- Expanded timber production;
- Fishing industry based on natural resource harvest supplemented by aquaculture;
- Expanded ha under cashew and coconut production for processing of oils and nuts for export
- Establishment of high value – up market anchor tourism sites to ‘trigger’ further structured investment in the sector
- Production of starch from cassava
- High end hotel resort development
- Game lodge

Umhlosinga Development Agency has been entrusted by Umkhanyakude District Municipality to plan and implement a program of sustainable economic growth and development for the District.

The Agency aims to foster local action to remove barriers and blockages to equitable and sustainable growth and development of the local economy. This includes creating investment opportunities for the District.

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There is opportunity for investment around the airport which is to be upgraded to accommodate Boeing 737s. Upgrading includes the runway, beacons and eventually the terminal building.

From a biodiversity and cultural heritage perspective, Umkhanyakude District Municipality is unique and valuable. Natural resources are used extensively for food, crafts, construction and traditional healing purposes, but requires managing in a sustainable way. Poor crop selection and agricultural practices are prevalent, water resources have been contaminated by agricultural chemicals and polluted by poor sanitation and the district is characterized by over-utilization of natural resources. Alien plant invasion is of a growing concern.

The biological communities on 439 479 ha of publicly owned game and nature reserves and 62 595 ha of privately owned game farms and reserves, form the basis of present eco-tourism developments, as well as hunting, game farming and fishing.

2. PREPARATORY PHASE

This section outlines the process plan i.e. a brief overview of (1) legislative context within which the 2010/2011 IDP review process took place, (2) the basis for IDP review process, (3) institutional arrangements that are in place to drive the IDP process, (4) process overview in terms of steps and events, (6) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programs in the district.

2.1. FRAMING THE 2010/2011 IDP REVIEW

The 2010/2011 IDP Review was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national contexts. In the essence an IDP Framework/Process Plan upon which the 2010/2011 IDP Review was framed.

2.1.1. BACKGROUND TO INTEGRATED DEVELOPMENT PLANNING

Local municipalities in South Africa have to use "integrated development planning" as a method to plan future development in their areas. As a result of apartheid planning, rural areas were left underdeveloped and largely not serviced. The new approach to local government has to be developmental and aims to overcome the poor planning of the past.

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development. Integrated Development Plan is a super plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area.

It should take into account the existing conditions and problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected

All municipalities have to produce an Integrated Development Plan (IDP). The municipality is responsible for the co-ordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area.

Once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The IDP should however not only inform the Municipal Management it should also supposed to guide the activities of any agency, spheres of government, corporate services providers, NGO's private Sector and other interested entity within and outside the Municipal area.

The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into account when making their own plans. It should take 6 to 9 months to develop an IDP. During this period service delivery and development continues. The IDP is reviewed every year and necessary changes can be made. The IDP has to be drawn up in consultation with forums and stakeholders. The final IDP document has to be approved by the council.

In a nutshell, the IDP process entails an assessment of the existing levels of development and the identification of key development priorities. Municipalities are required in terms of the Municipal Systems Act, 2000 to undertake developmental planning to ensure that they will achieve the goals set out in the Constitution Act, give effect to their developmental duties, and contribute to the realization of particular fundamental rights contained in the Bill of Rights.

IDP is required, inter alia, to:

- Promote democratic and accountable local government;

- Ensure that services are rendered effectively and efficiently to local communities;
- Obtain social and economic development for marginalized and formerly disadvantaged communities;
- Create a safe and healthy environment;
- Involve communities in identifying their own needs and contributing to finding solutions for challenges faced by them; and
- Ensure financial sustainability for development projects.

2.1.2. THE AGENDA

“One can already predict that not all South Africans are likely to benefit equally from the new social dispensation which is coming into being. They can be divided into ‘winners’ and ‘losers’.

.... On the other hand major social groups are likely to be marginalized by the new South Africa.... The black rural poor are likely, for the most part, to continue to suffer extreme poverty. Limited land redistribution is unlikely to solve their problems...” (Webster, p.344: 1994)³

Against the dire situation people of Umkhanyakude find themselves in due to the rural character of the District; through Integrated Development Planning Umkhanyakude has made definite progress in enabling the people of this region to enjoy the fruits of liberation and democracy. We have seen substantial improvements made in providing basic services and infrastructure such as providing water, electricity and sanitation and construction of road infrastructure. We have laid a solid foundation and are on course to improve the lives of our communities. As we celebrate the change in our communities, we are also aware of the many challenges we still face. Our fight against poverty and underdevelopment needs to be further intensified.

Our responsibility as a sphere of government is to ensure that the quality of life of all who live and work in Umkhanyakude District is improved. We will continue to engage in both progressive and meaningful discussions with our communities to shape a clear path from which governance and development will draw guidance and direction. The Council will continue to pursue and encourage community participation programmes to ensure our plans are in line with community needs.

We have a responsibility to contribute to the process of transforming the lives of our people from conditions of abject poverty and underdevelopment. In our fight against poverty and underdevelopment, we are committed to ensuring that equitable service delivery becomes the norm in Umkhanyakude District.

In line with the legislative mandate Umkhanyakude District Municipality together with its family of municipalities commit themselves into working together with the communities they serve towards improving the lives of the people of this region.

2.1.3. LEGISLATIVE DIRECTIVES FOR INTEGRATED DEVELOPMENT PLANNING

Municipal government is acknowledged as part and parcel of the country's system of government. Chapter 7 of the South African Constitution emphasizes the integrated nature of the 3 spheres of government. Developmental duties of the municipalities are indicated in section 153 of Act 108 of 1996.

The Municipal Systems Act, 2000 provides for the goals, processes, role-players and requirements for integrated development planning. The act obligates all municipalities to undertake developmental planning to ensure that it will achieve the goals set out in the Constitution Act, give effect to its developmental duties and contribute towards the realization of particular fundamental rights contained in the Bill of rights.

In terms of Section 34 of the Municipal Systems Act, a municipal council:

- a) *Must review its integrated development plan (IDP)*
 - i) *annually in accordance with an assessment of its performance measurements in terms of section 4⁴ and*

³ Hyslop, J. South Africa in the Era of Globalization. In Webster, E et al, (1994) Work and Industrialization in South Africa: An Introductory Reader. Ravan Press.

ii) *to the extent that changing circumstances so demand; and*

b) *May amend its integrated development plan in accordance with a prescribed process*

A) The National Planning Context

The UMkhanyakude District Municipality is aware of the critical challenges facing the country as a whole, as well as the national strategies and Programme of Action to meet them. The national government's targets for 2014, which were key components in preparing this IDP, are as follows:

- The reduction of unemployment by half;
- The reduction of poverty by half;
- The provision of skills required by the economy;
- Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- The provision of a caring government service to the people;
- Reducing the number of serious and priority crimes and cases awaiting trial,
- Improving services to achieve a better national health profile and reduction of preventable causes of death; and
- Positioning South Africa strategically as an effective force in global relations.

In order to achieve these objectives the performance and developmental impact of the State will have to be vastly improved. While capacity building, better systems, a greater focus on implementation, and improved performance management will play a key part in this endeavour, greater integration, alignment and synergy between the actions of the three spheres of government is crucial.

As suggested by Cabinet around aligning the NSDP, PGDS and district IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1) "need/ poverty" and (2) "development potential" as espoused in the NSDP to analyse the space economy of their areas of jurisdiction. In addition to this the proposal calls for the role of the IDPs of district and metropolitan municipalities in determining and structuring public investment and development spending to be drastically strengthened.

This entails that district municipalities should, in collaboration with the local municipalities play a far greater role in the determination of district priorities and the allocation of resources. The district IDP has to become far more informative and decisive on the areas of need and development potential in the district and play a far greater role in decisions on infrastructure investment and development spending by all three spheres of government.

B) The Provincial Planning Context

The Provincial Growth and Development Strategy (PGDS)

The Provincial Growth and Development Strategy (PGDS) is currently under revision. The essence of the existing PGDS is based on 7 broad programmes:

Programme 1: Building a winning Province

This aims at making KZN the gateway province and focuses attention on four elements: tourism, the ports of Durban and Richards Bay, the promotion of KZN as a gateway province and, the creation of an enabling environment for SMMEs.

Programme 2: Enabling Local Economic Development

This programme aims to stimulate economic growth in specific localities and facilitate the delivery of basic services.

Programme 3: Fuelling the Powerhouse

The aim is to stimulate the province's manufacturing, agriculture and housing sectors by taking the province into an investment-driven stage of competitive advantage.

⁴ See Chapter 2(4) of Act No. 32 of 2000.

Programme 4: Addressing the needs of the Poor

The aim is to eradicate poverty by promoting the transfer and use of assets to the poor, promoting livelihoods in the non-farming sector, supporting small-scale farmers and through the provision of welfare services.

Programme 5: The Development and Utilisation of the Human Resource

This programme aims to redress the effect of poor educational standards, and envisages the use of work-based training, vocational training and adult education to fully realise the province's human potential.

Programme 6: The Formulation of an Appropriate Spatial Framework

The programme aims to provide a coherent spatial framework for the economic and developmental growth of the province.

Programme 7: The Development of Institutions and Implementation Capacity

The aim is to ensure that all three spheres of government, in partnership with the private sector and communities, utilize the implementation of the growth and development strategy.

The Provincial Spatial Economic Development Strategy (PSEDS)

The PSEDS requires mentioning with respect to its relevance for Umkhanyakude District Municipality.

This strategy is generally derived from the following principles:

- Principle 1: Rapid economic growth that is sustained and inclusive, is prerequisite for the achievement of poverty alleviation;
- Principle 2: Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities;
- Principle 3: Where low economic potential exists, investments should be directed at projects and programs to address poverty and the provision of basic services in order to address past and current social inequalities;
- Principle 4: In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateway to the global economy.

With respect to Umkhanyakude District Municipality, the following nodes were identified as priority from a provincial perspective.

CORRIDOR	CATEGORY OF POTENTIAL
Pongola SDI-Maputo	2 & 5
Manguzi-Swaziland	2 & 5
Makhathini Flats	2
Mtubatuba-Nongoma	2;4 & 5

Category Legend:

- 2 stands for production of labour intensive, mass produced goods i.e. agriculture;
- 4 stands for retail and private sector services; and
- 5 stands for tourism.

A total of seven nodes were also identified in the geographic locations of Mtubatuba, Hlabisa, Hluhluwe, Mkhuze, Jozini, Mbazwane and Manguzi.

The PSEDS emphasizes the importance that these corridors and nodes are to be supported by an adequate and appropriate network of services including transport, electricity, water, housing, health etc.

C) The Local Planning Context

At the local level, a number of fundamental issues impact on the planning processes of the Umkhanyakude District Municipality. Firstly, as with all other district municipalities, UDM does not have a distinct area of its own, but shares the same operational area with the Jozini, Big Five False Bay, Hlabisa, Mtubatuba and Umhlabuyalingana local municipalities.

These local municipalities are also engaged in integrated development planning in their own respective municipal areas. However UDM has a District Management Area – ZDMA 27⁵ which encompasses conservation areas and the wetlands.

Secondly, the UDM has distinct roles, powers and functions to those of the local municipalities. Amongst these is the role of coordinating and supporting service across the three spheres of government. The District Municipality is compelled to involve various stakeholders in its quest to integrate planning, align programmes and projects and ensure coordinated service delivery.

In order to realise this objective the District Municipality strives (and is yet) to play its role more effectively and strategically to ensure that various governmental actors, developmental agencies, private sector and parastatals harmonize their developmental work through consensus-seeking dialogue during the IDP-preparation, implementation and review processes.

The District Municipality is currently expected to play a pro-active coordination and support functions to the local municipalities and sector departments. Thirdly, UDM neighbours a range of other districts that impact on delivery within its area of jurisdiction. This is, in some cases, due to overlapping service delivery areas which do not correspond with district boundaries and which thus require inter-district alignment. The IDP process is useful in this regard, as it provides an arena to forge greater inter-district planning and implementation. As such, it will also ensure integrated, cost effective and qualitative delivery of public services (see Ss. 2.4.3: Cross Municipal Boundary Planning).

The 2010/2011 Umkhanyakude IDP is a continuation of the drive towards the alleviation of poverty over the short term and the elimination of endemic poverty over the longer term. It takes forward the charge for upliftment as espoused in the previous IDPs. As such it retains the commitment to being (1) easily accessible to all members of the community and (2) the strategic, developmentally orientated plan as envisaged in the legislation, policy framework and guidelines, without becoming a futile exercise focused primarily on ensuring compliance.

At the core of the 2010/2011 IDP is the challenge and commitment to (1) deepen local democracy, (2) enhance political and economic leadership, (3) accelerate service delivery, (4) build a developmental local government and (5) ensure that municipal planning and implementation are done in an integrated manner. All of which can only be attended to in an environment of cooperative governance between UDM and (1) the Local Municipalities in its area of jurisdiction and (2) provincial and national line departments.

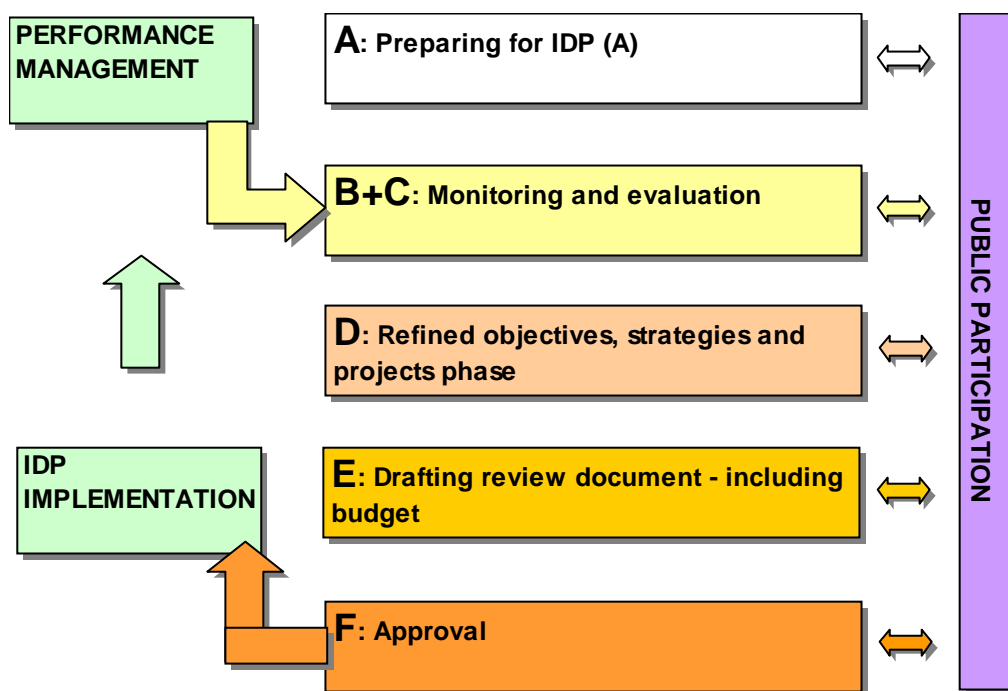
⁵ In 2011, the DMA will fall under the Local Municipalities' administration.

2.1.4. WHAT INFORMED THE IDP REVIEW PROCESS

The preparation and review of the IDP is a continuous process providing a framework for development planning activities in the district. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The issues discussed above (Framing the IDP) formed basis for the Umkhanyakude District Municipality as we review the 2010/2011 IDP.

After adoption of the revised IDP, implementation as well as situational changes will continue to occur as illustrated in Figure 1 below. This is again monitored throughout the financial year and evaluated for consideration in the next IDP review.

Figure 2.1: The IDP and the Review Process



In addition the review of Umkhanyakude District's 2010/2011 IDP was informed by:

- Comments from the MEC of the Department of Local Government, Housing and Traditional Affairs.
- Review of needs of communities through various forms of participation institutionalized by the Umkhanyakude District Municipality;
- The Municipal Turn-Around Strategy; and also
- A review of departmental operational strategies.

A). Comments from the MEC on 2009/2010 integrated development plan

Umkhanyakude District Municipality is encouraged by critical yet constructive comments (on the 2009/10 IDP) by Ms. N. Dube (MEC for Co-operative Governance and Traditional Affairs (formerly known as Department of Local Government, Housing and Traditional Affairs. In her letter to His Worship, the Mayor (Cllr Mthombeni), the Minister commended the municipality on the analysis and proposals relating to the organizational structure and the recognition of the IGR structures and support agencies such as Umhlosinga Development Agency.

She also commended Umkhanyakude Municipality for its clearly identified responses to the auditor-General Report comments. The following was quoted from her letter:

"I wish to congratulate you on the quality of your process plan provided at the outset of the document, and specifically the clear responses provided to the comments on your 2009/10 IDP."

However Umkhanyakude District Municipality takes notes of the shortcomings as addressed in the letter to His Worship, the Mayor Cllr. Mthombeni. It is therefore against that backdrop that UDM dedicates itself towards addressing those comments.

Comments by MEC are based on the following National Key Performance Areas:

- Municipal Transformation and Institutional Development;
- Local Economic Development;
- Basic Service Delivery and Infrastructure Investment;
- Financial Viability and Financial Management;
- Good Governance and Community Participation; and
- Spatial Development Framework.

The following table deals with all the comments raised by the MEC for Co-operative Governance and Traditional Affairs.

MEC's COMMENT	UMKHANYAKUDE DISTRICT MUNICIPALITY's RESPONSE
KPA 1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
<p>A comprehensive structure for OPMS, including KPIs and outputs pre KPAs is included in the IDP. DC27 is therefore requested to report on actual monitoring results and achievements emanating from this system.</p> <p>DC27 is requested to provide details regarding a staff recruitment and retention strategy. It is further requested to include key components of its HIV/AIDS plan in the main document.</p> <p>Regarding DC27's responses to the Auditor-General Report; the municipality should report on the outcome of the identified corrective steps in its 2010/2011 IDP Review.</p>	<p>Noted</p> <p>The comment regarding staff recruitment and retention strategy is noted. With regard to HIV/AIDS plan see 6.1. Sector Plans (page: 100)</p> <p>See Annexure 7.3 & 7.3.1</p>

MEC's COMMENT	UMKHANYAKUDE DISTRICT MUNICIPALITY's RESPONSE
KPA 2. LOCAL ECONOMIC DEVELOPMENT	
It is recommended that the LED strategies be aligned with the PGDS and PSEDS, and the attention be given to the spatial location and implications of the identified LED Strategies and Projects. The LED Plan and the proposed projects emanating from the plan are spatially reflected and aligned with your SDF	Umhlosinga Development Agency is in a process to finalize the LED Strategy for the district. MEC's recommendations have been noted and addressed in the process.
KPA 3. BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	
The status of the WSDP needs to be clarified. The status of the Indigent Policy also needs clarification. The services and backlog data provided in the situational analysis is very limited, therefore need to be supplemented in 2010/2011 IDP Review. There is no clear reference to the housing sector plans of the constituent local municipalities in IDP to support the identification of regional infrastructure and other implications of housing delivery.	WSDP has been reviewed. The services and backlog data have been supplemented.

MEC's COMMENT	UMKHANYAKUDE DISTRICT MUNICIPALITY's RESPONSE
KPA 4. FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	
DC 27 is requested to include a detailed three-year capital investment programme in its 2010/2011 IDP Review. It is critical that your IDP places greater emphasis on the link between the budgeting process, key development issues, strategies, projects and the OPMS. This needs to be addressed and reflected in 2010/2011 IDP Review.	Noted
KPA 5. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	
No clear evidence of strategies and programmes aimed at designated groups such as youth, women and disabled could be found. DC 27 is therefore requested to include these aspects during its 2010/2011 IDP Review.	See section 5. (Projects Phase)

MEC's COMMENT	UMKHANYAKUDE DISTRICT MUNICIPALITY'S RESPONSE
KPA 6. SPATIAL DEVELOPMENT FRAMEWORK	
<p>It is noted with regret that a spatial expression of the Capital Investment Framework was not submitted as part of the SDF.</p> <p>EMF is identified as an important plan required by the municipality and not yet in place, and that it is being prepared. DC 27 is therefore requested to include the result of these initiatives in its 2010/2011 IDP Review</p>	<p>The SDF has been submitted as a separate accompanying document to 2010/2011 IDP</p> <p>SED Portfolio Committee has made recommendations to the Executive Committee to approve for Management to procure the services of a suitably qualified person(s)/service provider to assist with the development of a District EMF. An amount not exceeding R250 000.00 will be made available for this purpose.</p>
GENERAL COMMENTS	
<p>DC27 IDP provides a clear set of overall development objectives. It is however recommended that it also consider longer term (10-15 years) goals and objectives for growth and development.</p> <p>The link between the development priorities and target areas on the other hand, and the project implementation plan on the other is not always clear and should be aligned for clarity purposes.</p> <p>The section dealing with Sector involvement generally only provides information for the current financial year, and there appears to be limited integration of this information with other sections of the IDP document.</p>	<p>Noted</p> <p>Noted</p> <p>Refer to Section 6.2 (page 101 of this document)</p>

B). Local Government Turn Around Strategy (LGTAS)

On 2 December 2009 Cabinet approved this strategy that aims to address the service delivery challenges experienced by local government in the country. In terms of the strategy, municipalities would be supported to prepare and implement their own tailor-made turnaround strategies that must be incorporated into their IDP.

The development and formulation of the Umkhanyakude District Municipality's Turn Around Strategy (TAS) had major implications on the Umkhanyakude District Municipal's 2010/2011 IDP. Such implications included among others the review of the Municipal Development strategies (**See section 4.2 of this document**) and total revamp of the Organizational Performance Management System (OPMS) (**See section 7 of this document**).

Five strategic objectives have been identified as the key drivers of the LGTAS in order to ***rebuild and improve the basic requirements for a functional, responsive, effective, efficient, and accountable developmental local government.***

The five strategic objectives of the LGTAS are to:

- *Ensure that municipalities meet basic needs of communities.* This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;

- *Build clean, responsive and accountable local government.* Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- *Improve functionality, performance and professionalism in municipalities.* Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- *Improve national and provincial policy, support and oversight to local government.;* and
- *Strengthen partnerships between local government, communities and civil society.* Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

The strategy has been further distilled into a **local government 10 point plan:**

- Improve the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management
- Enhance the municipal contribution to job creation and sustainable livelihoods through local economic development (LEDs) utilising cooperatives in every ward
- Deepening democracy through a refined ward committee system that will be based on the will of the people
- Municipalities that have reliable and credible integrated development plans (IDPs) that are used as a guide for every development, programmes and projects within that municipality
- Build and strengthen the administrative, institutional and financial capabilities of municipalities
- The creation of a single window of coordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandates
- Uprooting of corruption, nepotism, maladministration in our system of local government
- Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system
- Develop and strengthen a politically and administratively stable system of municipalities and
- Restore the institutional integrity of municipalities.

Some of the immediate implementation priorities of the LGTAS are to:

- Address the immediate financial and administrative problems in municipalities;
- Promulgate regulations to stem indiscriminate hiring and firing in municipalities;
- Tighten & implement a transparent municipal supply chain management system;
- Ensure that the programmes of national and provincial government and SOEs are reflected in municipal Integrated Development Plans (IDPs); and
- Overcome "one size fits all" approach by differentiating responsibilities and simplifying IDPs.

In terms of Umkhanyakude District Municipality's Turn-Around Strategy; the following are the main expected outcomes:

- Basic Service Delivery;
- Public Participation;
- Governance; and
- Financial Management.

These expected outcomes informed the strategic focus of the Umkhanyakude District Municipality, i.e. the Development Strategies.

FOR FURTHER EMPHASIS ON THE TURN AROUND STRATEGY REFER TO SECTION 4: STRATEGIC PHASE

Institutional Arrangements to Drive the IDP Process

It is the primary responsibility of Council, its Councilors, officials and staff to ensure that integrated planning is undertaken. The Umkhanyakude District Council is responsible for the approval of the IDP for the district and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the municipality and thus, should be owned and controlled by the municipality. Councillors, senior officials, local municipalities, sector departments and parastatals, and civil society amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process. He provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager who consistently chairs the IDP Steering committee. The IDP Manager deals with coordination of the day-to-day issues relating to the IDP. These include adherence to IDP Framework/Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP.

The IDP Manager further chairs the District Development Planning Forum which forms the link between District and Local municipalities in terms of IDP. The District Development Planning Forum comprises of IDP Managers/ Coordinators, development/town planners, Performance management officers of all five municipalities in the district. Sector Departments are sometimes invited to attend District Development Planning Forums and to make presentations.

One of the major challenges that faced the Municipality was failure of a section of senior management to attend the IDP steering Committee meetings. The IDP Steering Committee is a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP. To ensure full participation, IDP Steering Committee meetings have been aligned with the Management Committee meeting (MANCO).

The IDP Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support throughout the planning process.

2.2. PROCESS OVERVIEW: STEPS AND EVENTS

Through the UMkhanyakude 2010/2011 IDP Review Framework/Process Plan, a district-wide events calendar with all important dates, such as dates for IDP Representative Forums meetings was prepared, but broadly, Municipalities (including the District) have not fully adhered to the IDP Review Framework and process plans due to the broad challenges of inter-municipal relations among others.

The activities that transpired during the UMkhanyakude District Municipality IDP review process are presented in a table below:

ACTIVITY	PURPOSE	DATE
IDP Steering Committee	Discussion and drafting of the Draft 2010/2011 Reviewed IDP Framework/Process plan	20 July 2009
Development Planning Forum	Presentation of LMs and District Draft 2010/2011 Reviewed IDP Process Plans	05 August 2009
Sector Departmental Sessions	Presentation of (2010/2011) Sector Departmental plan for DC 27	24 & 25 August 2009
EXCO Meeting	Presentation and discussion of the Draft 2010/2011 Reviewed IDP Framework/Process plan	27 August 2009
IDP Representative Forum	Presentation and Discussion on Draft 2010/2011 Reviewed IDP Framework/Process plan	23 September 2009
IDP Representative Forum	Presentation & Alignment of Local Municipalities situation analysis to formulate a district-wide status quo analysis.	25 November 2009
IDP Steering Committee Meeting	IDP Working Session: confirmation of the data, structure and projects	01 March 2010
IDP Steering Committee Meeting	Final Working Session	10 March 2010
IDP Representative Forum	Presentation of the final 2010/2011 Budget/IDP	09 July 2010

2.3. INTER-GOVERNMENTAL RELATIONS

UDM is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, UDM has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guides public, private and donor investment in the district.

The District Municipality is the convenor of the District Manager's Forum "a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts.

The relationship between the District Municipality, the local municipalities and sector departments in UMkhanyakude is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve on issues cutting across all municipalities.

There are, however, grey areas on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, UDM cannot hold

any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

The following are political and non-political inter-governmental structures that facilitate inter-governmental relations among the district, province and local municipalities:

The key Inter-governmental structures within Umkhanyakude District Municipality are as follows:

- Mayors' Forum, which is responsible for co-ordination of inter-municipal relations (District and Local Municipalities). This body is composed of Executive Mayors and Municipal Managers from five local Municipalities and Umkhanyakude District's Executive Mayor and Municipal Manager.
- Municipal Managers' Forum, co-ordinating inter-governmental relations at district level between municipalities and sector departments.
- District Development Planning Forum responsible for the alignment of IDP process;
- LED Forum, which is responsible for co-ordination and promotion of the District's local economy.

In addition to the above-mentioned structures, there are also:

- Liaison & Conservation Forum
- Umkhanyakude Inter-municipal Forums; and
- Chief Financial Officers' (CFO) Forum.

These forums are fully functional.

2.4. CROSS MUNICIPAL BOUNDARY PLANNING

Umkhanyakude District Municipality recognizes its interrelatedness with its neighbouring district municipalities; hence it formally engages itself with such municipalities on cross border issues, i.e. issues that can have impact on more than one municipality and that need to be attended into by a collective of municipalities.

Umkhanyakude District Municipality has been involved in a series of cross border alignment meetings with the following districts municipalities:

- Umzinyathi District Municipality;
- Ilembe District Municipality;
- Uthungulu District Municipality; and
- Zululand District Municipality.

As such, neighbouring municipalities as well as provincial sectors are invited to cross border meetings, whereby issues of cross border development nature are discussed such as projects that have a service delivery or developmental impact across municipal boundaries, e.g. water networks, transportation systems, tourism etc.

Some of the issues dealt with at the meetings include water related issues and disaster management issues, which are a main challenge for Umkhanyakude District Municipality. Regarding water related issues the focus has been on one hand, the possibility of Umkhanyakude District Municipality to utilize water from Pongala-Port dam (Zululand District Municipality) as its source for potable water supply and on the other hand, Uthungulu District Municipality allowing Umkhanyakude District Municipality to utilize Umsunduzi River as a source of water, supplying water to Umkhanyakude areas that in close proximity such as Mtubatuba.

With regard to Disaster management the discussion has been on whether disaster management should be border-lined or not. There is a concern that disaster management in some municipalities is poor or non-existent. This then requires the neighbouring municipality to take responsibility for its counterpart's disaster management needs.

A. Intergovernmental Priorities for Action

The following issues require joint attention by all spheres of Government:

ISSUE (1): Strategic actions required by the three spheres of government to ensure the success of the strategies (i.e. address the needs, harness the potential and mediate the risks) and in so doing ensuring (1) sustainable, shared and inclusive growth and (2) quality of life for all in the District		
PRIORITY ACTIONS	RESPONSIBILITY	PROGRESS MADE
1. The persisting drought requires swift action on securing water from the Pongolapoort/Jozini Dam	District Municipality and DWAF	Bulk Water Master Plan is being prepared.
2. Set up appropriate structures and manage their performance to ensure greater intergovernmental coordination and integration in utilization, resource allocation and implementation. The required outcome is that provincial plans, strategies and budgets reflect the priorities and proposals as captured in the local and District municipal IDPs.	District and local municipal managers, the Premier's Office and COGTA	
3. Develop a long-term settlement development plan that will have a hierarchy of interlinked urban and rural settlements and associated service levels and standards . This plan will identify the various levels of municipal services that will be provided in nodes throughout the District, as well as indicate what kind of economic activities will be supported where in the District. The implementation of this plan will ensure a decent quality of life in both the more rural and urban areas.	District and Local Municipalities, in collaboration with the Premier's Office and relevant provincial sector departments	DBSA and UMDA are currently addressing the priority.
4. Develop and implement a land use management system that is suitable for rural conditions in the province of KZN.	The national Department of Land Affairs and COGTA	Implementation of PDA in KZN is in progress
5. Explore the prospects of the "Swaziland and Mozambique markets" for the export of products from the Umkhanyakude District, as well as for capturing a larger slice of the movement on the roads through the District for local retail sales and the provision of business, personal and health services.	District Municipality, the Department of Transport and Economic Affairs and the Department of Foreign Affairs	UMDA is addressing high level LED issues
6. Explore the possibilities of importing raw and semi-manufactured products, processing them and exporting them via Richards Bay and/or Ethekwini.	Umhlosinga Development Agency and DC 27	UMDA is addressing high level LED issues

...ISSUE (1): Strategic actions required by the three spheres of government to ensure the success of the strategies (i.e. address the needs, harness the potential and mediate the risks) and in so doing ensuring (1) sustainable, shared and inclusive growth and (2) quality of life for all in the District

PRIORITY ACTIONS	RESPONSIBILITY	PROGRESS MADE
7. Ensure that the Provincial Roads Department prioritises the upgrading and maintenance of the key roads in the District, notably the N2, the Jozini to Kwangwanase road (R22), and the new SDI Route (MR439), running from Hluhluwe to Phelandaba, Mkuze to Nongoma, Jozini to Mbazwana, Hluhluwe to Mdletsheni and extends the system of local access routes to improve public transport and mobility .	District and Local Municipalities and the Departments of Transport and Economic Affairs	Budget constrains hampering the pace of the progress
8. Attract and retain qualified professional persons in the scarce skills categories , i.e. engineering, town planning, financial planning and project management, to assist in the planning and implementation of municipal services. Lack of skilled people as in most rural areas is a major problem, which both frustrates the provision of government services and the development and establishment of novel industries that utilize local products, knowledge and wisdom.	District and Local Municipalities	A shared service has been implemented to focus on development issues with the view of extending it to other categories.
9. Urgently implement environmental management measures to protect the trees and plants used in the crafting and multi-industries from over-exploitation	The Department of Environmental Affairs and Tourism	Pending
10. Ensure integration between social and economic development programmes and investments to ensure integrated spatial and holistic human development.	District and Local Municipalities, the Premier's Office and the Presidency	Implementation of SDF that was adopted in 2008.
11. Ensure the construction of medium to high class housing to fill a growing need in the District, but also assist in attracting and retaining skilled persons. Should the key roads in the District be adequately upgraded and maintained, the District could increasingly also provide housing for this segment, as well as higher income earners that could travel on a daily and weekly base to the Richards Bay/Empangeni economic hub.	District and Local Municipalities in partnerships with property developers	UMDA, Jozini Municipality and DBSA have been engaging private property developers. As a result, plan to construct medium to high income class housing is at the advance stage.
12. The development of a true/real rural development vision and programme , that provides for quality living space in rural South Africa.	The Presidency, COGTA, the national Department of Agriculture and Land Affairs, The Department of Trade and Industry	Rural Development is the main focus of the Presidency and the District Municipality.
13. Equitable share and MIG allocations need to be reconsidered to factor in the long distances in a District like this one that drive up costs and even render certain areas unserviceable.	The Presidency, DPLG and the national Treasury	Pending

ISSUE (2):High-level Issues to be attended to in the domain of (1) national and provincial policy and legislation and (2) compliance with existing legal and policy provisions and intergovernmental agreements

PRIORITY ACTIONS	RESPONSIBILITY	PROGRESS MADE
14. Stronger guidance “from the centre” as to spatial development on a national level, together with measures to ensure that proposals for development in IDPs are given the serious treatment they deserve by provincial governments, should these be in line with (such) national guidance.	The Presidency and DPLG	The introduction of a municipal-based Turn Around Strategy
15. Stronger guidance and a system of rewards and penalties are required to ensure “joint planning” in the planning for and development of settlements.	The Presidency and DPLG	Pending
16. Blanket decisions by national and provincial government departments (e.g. programmes) that treat municipalities as if they were all the same is not fair, and is frustrating the developmental actions of these entities	The Presidency and the Department of Provincial and Local Government	The introduction of a municipal-based Turn Around Strategy

3. ANALYSIS PHASE

This section provides an overview of important demographic indicators of the Umkhanyakude District Municipality. It also covers an overview and critique of the important demographic indicators of the Umkhanyakude District, focusing on population size, age distribution, unemployment, income generation, educational levels and services backlogs in the district. The socio-economic profile of the district provides an indication of poverty levels and development prospects in the district.

The Analysis phase of the IDP reflects the status quo of socio-economic institutional situation and environmental situation within the geographical area of the Umkhanyakude District Municipality, defined in terms of the Municipal Demarcation Act. The purpose of undertaking a district status quo analysis is to ensure that planning decisions are based on people's priority needs and problems, knowledge on available and accessible resources; as well as proper information and a profound understanding of the dynamics influencing development in the district.

Umkhanyakude District Municipality like most municipalities in the country is not immune from the challenges of baseline information that address the current service levels in different development categories, as IDP gets reviewed annually. As it has been explained in the introductory section of this document; information from Statistics South Africa (Census 2001 and Community survey 2007) has been the main source, coupled with empirical data from communities.

3.1.2. DEMOGRAPHICS

Population Characteristics

The initial total population of Umkhanyakude as per Statistics South Africa (Census 2001) is 573 341 people. That figure has been reconciled through Community Survey (2007) to 614 046.

The table below presents the population for each municipality, including the DMA within Umkhanyakude District Municipality.

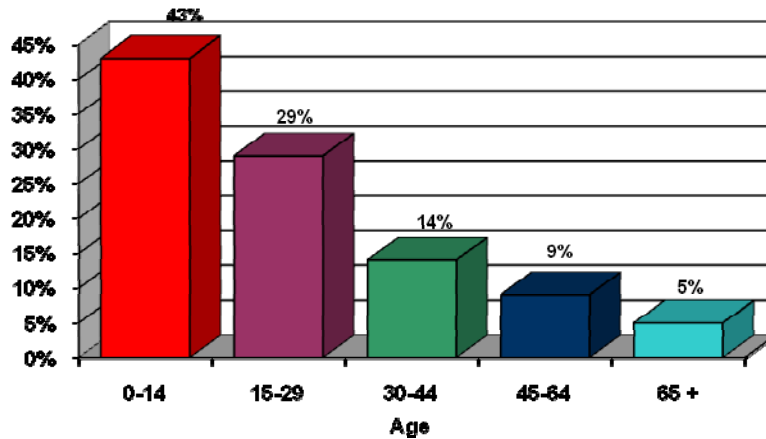
Figure 3.1: Population Characteristics (Source: STATSA)

<i>MUNICIPALITY</i>	<i>PERSONS</i>		<i>HOUSEHOLDS</i>	
	<i>CS 2001</i>	<i>CS 2007</i>	<i>CS 2001</i>	<i>CS 2007</i>
<i>Umkhanyakude</i>	<i>573 341</i>	<i>614 046</i>	<i>101 563</i>	<i>114 973</i>
<i>Umhlabuyalingana</i>	<i>140 958</i>	<i>163 694</i>	<i>25 959</i>	<i>27 006</i>
<i>Jozini Municipality</i>	<i>184 052</i>	<i>207 250</i>	<i>33 534</i>	<i>38 530</i>
<i>The Big Five False Bay</i>	<i>31 291</i>	<i>34 991</i>	<i>6 183</i>	<i>6 657</i>
<i>Hlabisa Municipality</i>	<i>176 890</i>	<i>150 557</i>	<i>26 876</i>	<i>27 260</i>
<i>Mtubatuba Municipality</i>	<i>33 612</i>	<i>46 596</i>	<i>7 472</i>	<i>11 339</i>
<i>DMA</i>	<i>6 538</i>	<i>10 958</i>	<i>1 539</i>	<i>2 181</i>

An analysis of the demographics of the district indicates that about 70% of the population comprises of youth. More than 70% of the total population is less than 29 years of age, whereas 35% are aged 19 or under. There is also a slight imbalance regarding male to female ratio, with females outnumbering males. Females account for about 55% whereas males are about 45% of the District's population. Despite the fact that this is indicative of the provincial and national trends; such an imbalance could be attributed migration of most males to the urban areas in search for employment.

Therefore a high proportion of young people and high number of females imply that programmes geared at developing all people will special emphasis to women and youth, hence a need for greater emphasis on schools, skills training, recreational facilities, and most of all, job creation.

Figure 3.2: DC 27 Population Characteristics by Age (CS- 2007 Stats SA)



It is also notable that population size of Umkhanyakude has been growing steadily at an increasing rate if statistical data from the Community Survey of 2007 is anything to go by. Surprisingly in terms of the survey there has been a decline in population figures at Hlabisa municipality. Following the Municipal Demarcation Board's decision to restructure the municipal boundaries in the District, in 2011 Hlabisa's population figures will sharply decline, since its most populated wards could be lost to Mtubatuba Municipality (See section 3.14).

In general the main source of population growth is birth rate. Emigration, especially illegal immigration has become one of the major sources of population growth. Sharing its borders with Swaziland and Mozambique, Umkhanyakude is prone to illegal emigration of people from these countries who perceive the region as gateway to the urban centres of South Africa, such as Johannesburg and Durban).

To control birth rate among young women requires a need for programmes geared at combating children pregnancies, especially school going children. Coordination and alignment between the Umkhanyakude District Municipality and relevant departments such as health and education is crucial in that regard. Regarding illegal emigration, the District Municipality should work closely with the Department of safety and Security in formulating programmes geared at combating illegal emigration.

3.1.3. POPULATION NUMBERS BY RACE

The social demography of the UDM reveals an imbalance mix of races. This trend is similar to the national demography, whereby most of the population is black. There are no more than 3000 whites in the District as a whole, less than a thousand coloureds and about 390 Indians/Asians.

Figure 3.3: Population numbers by Race (CS- 2007 Stats SA)

Municipality	Blacks	Whites	Coloureds	Indian/Asians	Total
KZ271	163 828	48	85	03	163 964
KZ272	206 375	510	239	126	207 250
KZ273	34 103	673	128	87	34 991
KZ274	150 276	88	172	19	150 552
KZ275	44 680	1941	629	345	46 595
DMA	10 919	39	-	-	10 958
DC27	599 256	3258	1 253	580	603 657

There is severe discrepancy between living standards in the urban centers and the rural communities. Although there are relatively high levels of unemployment in the major nodes (towns); the situation is far worse in the remote areas where there are extremely limited employment options. Illiteracy is highest in Jozini Municipality particularly in areas such as Manyiseni (Ngwavuma), while relatively high levels of literacy are to be found in Mtubatuba Municipality in areas such as St. Lucia.

3.1.4. GEOGRAPHIC CONCENTRATION

A District-wide social demography is also characterized by an imbalanced geographic concentration of these races, whereby whites are predominantly located in the urban centers, especially in the coastal towns such as St. Lucia. Those whites that are located inland (in the rural centers) are either farmers or owners of businesses mostly tourism-related businesses. The majority of the black population is concentrated in rural areas and in the outskirts of the major towns within the UDM.

While Mtubatuba is the 4th most populated municipality in the District (as indicated in table 3.2), it also has the largest concentration of whites, coloureds and Indian/Asian population. White population at Mtubatuba is predominantly concentrated around St. Lucia, whereas Indian/Asian population around Mtubatuba town.

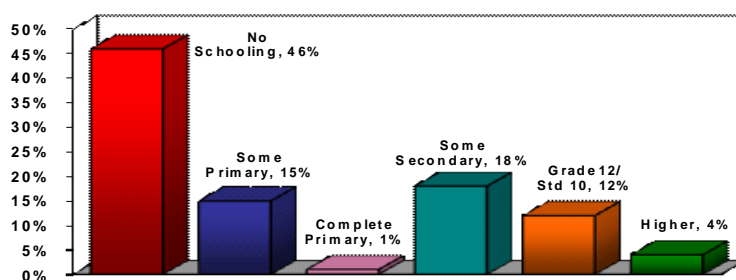
3.2. SOCIO-ECONOMIC ANALYSIS

3.2.1. SOCIAL ANALYSIS

(a) Levels of Education

Umkhanyakude District Municipality is characterized by low literacy levels. At present, about 46% of the population has never been to school⁶ In terms of functional illiteracy rate, about 20% of the total population is functionally illiterate, while only a fraction (about 37, 870) have some primary education. There is also a high drop-out rate of school going children.

Figure 3.4: DC 27 Education Level (CS- 2007 Stats SA)



Financial constraints compounded by poverty rate could be some of the factors that contribute to high illiteracy rate. The high drop-out rate could be attributed to long distances majority of children have to walk for schooling. About 90% of school children walk long distance to attend schooling, with about 50% has to walk as far as 30 km daily for schooling.

The level of education provides an indication of the degree to which the population is employable in specific sectors of the economy. Umkhanyakude District Municipality has a very low, but improving, level of education with 41.9% of the population older than 20 years having no education in 1996, improving to only 37.8% in 2001. This paints a gloomy picture that many people in the district have a poor level of education and therefore lack proper skills and knowledge needed in the formal labour market. This has a bearing on their employability, the general economy and their ability to pay for services, etc.

(b) Female-Headed Households

“Female headed household” is two-fold. On one hand, it implies that male person has passed on (died) and on the other, the male person has been forced to seek employment outside his area of origin. That can be attributed to absence of sustainable economic opportunities in his area of origin.

In South Africa as a whole only 41.9% of households are female headed, yet in Umkhanyakude in terms of Census 2001 more than half (50.6%) of households were female headed. This is higher than the average for the Province, which stands at 45.5%. The main source of employment for these households is agriculture sector.

⁶ The national figure stands at 15%

(c) Health Related Issues

Umkhanyakude is made up of five health wards. Each health ward has one hospital with a number of clinics and mobile stopping points:

Hospital	Number of Clinics	Number of Mobile Stopping Points
Bethesda Hospital	8	25
Hlabisa Hospital	15	35
Manguzi Hospital	9	30
Mosvold Hospital	10	34
Mseleni Hospital	8	18

The table below provides an indication of the number of households in the region that have access to clinics and hospitals, as well as an indication of the number of households which do not have access to health facilities. These figures were calculated by applying a buffer area of 10 000m around clinics, and 50 000m around hospitals. All households which fell within these buffer zones are assumed to have access to the health facilities, whilst all those falling outside of the buffer are assumed not to have access to the health facility.

Figure 3.5: Level of Access to Health Facilities in the Umkhanyakude District Municipality (CS- 2007 Stats SA)

Municipality	Not Served		Total	%	Served		Total	%	Total
	Clinics	Hospital			clinics	Hospital			
Hlabisa Municipality	656	958	1614	1	26404	26102	52506	26	54120
Jozini Municipality	2750	0	2750	1	27561	30311	57872	29	60622
Mtubatuba Local Municipality	334	2217	2551	1	5126	3243	8369	4	10920
The Big Five False Bay Local Municipality	1120	761	1881	1	2853	3212	6065	3	7946
Umhlabuyalingana Local Municipality	5054	0	5054	3	25379	30433	55812	28	60866
Protected	615	642	1257	1	1454	1427	2881	1	4138
Total			15107	8			183505	92	198612

The provision of health facilities in the district demonstrates that the district is no worse served than other rural areas of the country. The people of Umkhanyakude have access to a reasonable number of clinics and hospitals as well as a number of mobile clinics. However, provision of adequate health care in the District is hampered by minimal/lack of water or electricity. Shortage of doctors is another major problem affecting the quality of care in the district.

HIV/AIDS

Umkhanyakude District Municipality is faced with high levels of HIV infection. The increasing prevalence of HIV/AIDS across the province, which is the highest prevalence rates when compared with the other eight provinces, is contributing to the challenges facing the District.

High prevalence rates could well have a disastrous impact on attempts to alleviate poverty in the District, not only from the perspective of decreasing the life expectancy rate in the District but also in decreasing an already small economically active population in the District.

(d) Crime

The District is characterized by criminal activities such as, stock theft, robbery, and housebreaking. Gender-related crimes such as rape, attempted rape, are also prevalent in the District. There has been an increase in the number of car highjackings along the N2 freeway, particularly between Mtubatuba and Hluhluwe.

The South African Police Service (SAPS) is responsible for the safety and security in the district. The number of Police Stations in the District is ten, in other words roughly 1.7 police stations per 100 000 (of the population). This is about average for the rural parts of the country, and with four courts in the District it would seem the District is adequately provided in terms of safety and security.

Granted, Umkhanyakude District Municipality is one of the main tourism nodes in South Africa. Therefore, in order for the District to enhance its status, thereby achieving its economic growth through tourism, the District must address the negative perception associated with it being an unsafe destination due to high levels of crime. The promotion of safety and security translates to attraction of investments and thus poverty alleviation through job creation.

In response Umkhanyakude District Municipality is in a process of developing a Social Crime Prevention Strategy that responds to the crime in the District.

3.2.2. ECONOMIC ANALYSIS

(a) A brief Background

To undertake a proper analysis of the political economy of the district, it becomes important to consider the background of the South African economy in general. Thus, the district economy needs to be viewed as an integral part of the provincial economy that is linked to the national economy.

(b) South Africa's Economic Overview

South Africa is a middle-income developing country with an abundant supply of natural resources, well-developed financial, legal, communication, energy and transport sectors, a modern infrastructure, and a stock exchange which rank among the 10 largest in the world. Its economic policy over the past nine years has been shaped by the government's development strategy in areas of education, health, social development, security, land reform and poverty alleviation. The government's policy decisions have been designed to promote sustainable economic growth, and to ensure that the benefits of growth are shared across an increasingly greater spectrum of society.

The country's economic policy is based on the macro-economic policy called Growth, employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. Gear combines the goals of deficit reduction, reprioritization of government expenditure to enhance poverty reduction, and embarking on macro-economic reforms to promote job creation.

The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by the rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and a predominantly subsistence oriented sector in the traditionally settled rural areas, of which Umkhanyakude district is constituted.

This is probably one of the glaring factors that provides for the South African economy as consisting, on one hand, of the 1st economy and the 2nd economy on the other. These two economies are separated from each other by a structural fault. The second economy emerged during the long period of colonialism and apartheid as a result of the deliberate imposition of social, political and economic exclusion of the African majority by a racist state.

Whilst exacerbated by the imperatives of globalization, the restructuring of the economy also reflect, to some degree the response of capital to the extension of citizenship and economic rights to the previously disenfranchised. This restructuring has segmented the labour market into three overlapping zones, namely core workforce, non-core workforce and the peripheral workforce.

The core workforce consist of workers that benefit directly from global integration, advances in worker rights and other forms of inclusion in social, economic and political institutions. Formal sector workers are generally highly organized in the trade union movement, although new jobs created in the formal sector tend to be associated with lower levels of worker organization.

Though the size of the formal sector workforce has diminished, it still constitutes more than half of the economically active population. While they enjoy higher salaries, secure employment and good working conditions, growing numbers of people depend on their wages. Men rather than women are more easily absorbed into this core of labour market.

The restructuring of the workforce is increasing the levels of a typical employment. This includes casualisation, fixed term contracts and working from home. Those pushed into these more precarious and intensive working conditions become part of non-core workforce. Because of the temporary nature of their work, union organization is much harder amongst the non-core workforce. The rights won by workers in the core of the economy are difficult to realize in an environment of poorly organized temporary workers, where women are more likely to find work.

The peripheral zone consists of those who have been excluded from the formal economy and engage in informal income generating activities on the margins, or depend on the support of friends and family and/or social grants. This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers. While some of those operating in the urban economy are able to secure relatively stable niches in markets created by formal sector economic activity, others find themselves excluded from such markets altogether and hence survival through dependence on welfare grants and the barter of goods and services.

(c) Locating UDM Economy within the Provincial Economy

UMkhanyakude District has a relatively small economy, which contributes only 0,6% to the economy of the province while the population of the district is only 4% of the provincial population. The economic activities of the district are concentrated in two main economic sectors, namely agriculture and tourism (trade) sectors. These two sectors together contribute 55% to the total economy of the district. Agriculture is responsible for 32% and trade contributes a further 23%.

The structure of the economy of the district differs considerably from that of the rest of the province. The average contribution of the provincial agriculture sector to the economy for the province is in the order of 5%. The 32% contribution of the agriculture sector in the district is therefore about 6 times greater than in the case of the province. Likewise, the average contribution of the trade sector to the economy of the province is in the order of 15%. The 32% contribution of the trade sector in the district is significantly higher than that of the province average.

Figure 3.6: UMkhanyakude GDP as percentage of National GDP, 1996-2005 (Quantec 2007)

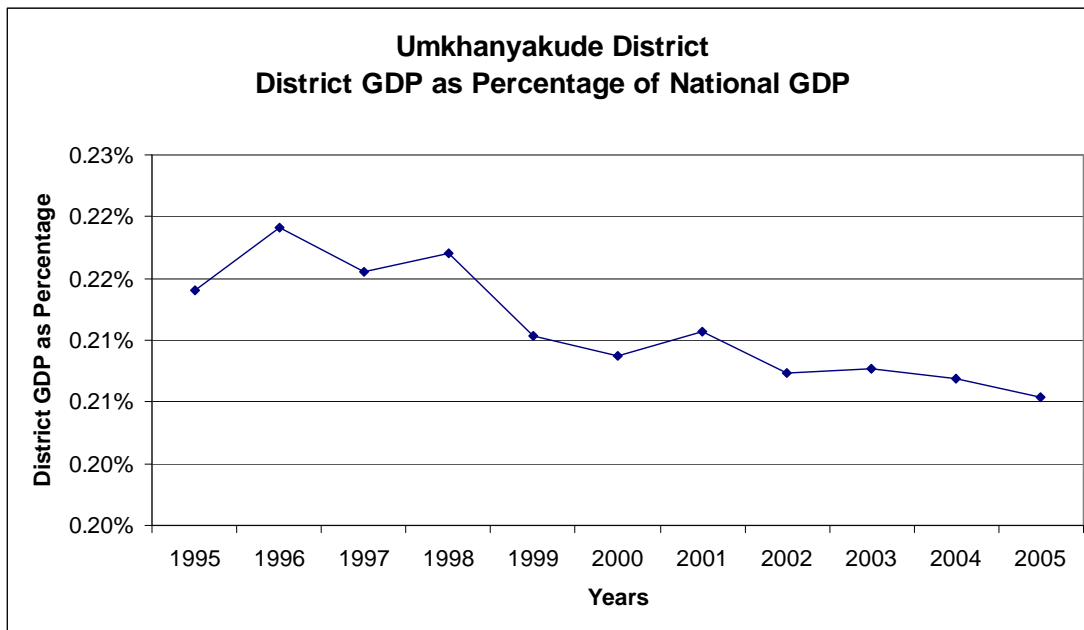
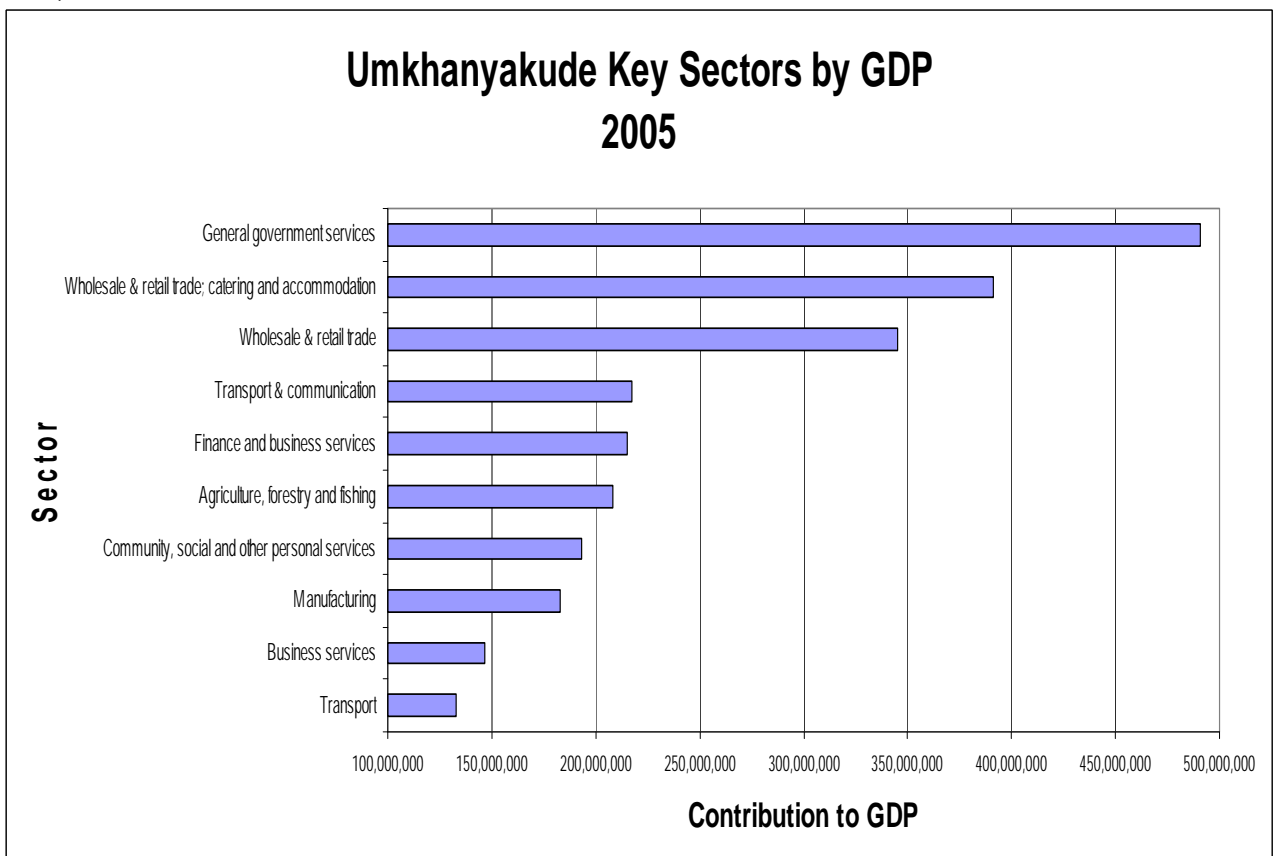


Figure 3.7: UMkhanyakude Contribution to GDP, 1996-2005 (Quantec 2007):



The District offers a special variety of cultural and environmental assets to the tourists, which have been discussed in a previous section of the report. These features provide the basis for uMkhanyakude to become an international tourist destination. Hence, the tourism contribution to GDP is in the main attributed to the above mentioned District facilities and assets.

It is interesting to note that all local municipalities seem to be dependent on services, retail and tourism sectors. However, there are still a limited number of District-wide projects aimed at taking advantage of the District latent economic potential

(d) TOURISM AND AGRICULTURE AT UMKHANYAKUDE DISTRICT MUNICIPALITY

Tourism

Umkhanyakude District Municipality, branded as the Elephant Coast, is a unique Safari destination that combines the best of both land and Marine natural ecosystems. The natural attractions are underpinned by the Hluhluwe-Imfolozi Park and the Isimangaliso Wetland Park, World Heritage Site which have been under formal conservation since 1895 and 1999 respectively. Coupled with these are magnificent public and private Game Reserves such as Tembe Elephant Park, Ndumo Game Reserve, Mkuze Game Reserve, Thanda and Phinda private game reserves. Different communities within uMkhanyakude are tapping into the lucrative conservation business by establishing Community Conservation Areas (CCAs). Some established CCAs include Tshanini, Usuthu Gorge, Mabaso, Makhasa, Mpembeni and Bartlow Combine Community Conservation Areas.

Key cultural sites such as Border Caves, Ghost Mountain, Dingane's Grave, Usuthu Gorge, and the 700 year-old fish traps at Kosi Bay, point to a rich history of uMkhanyakude. The mixture of the Zulus, Swazis and Thonga tribes presents a myriad of significant opportunities for further exploration of cultural and community-based tourism initiatives.

There are numerous major tourism initiatives currently underway within uMkhanyakude District Municipality. These include, inter alia, the Lubombo Spatial Development Initiative, Pongolapoort Dam Tourism Development, and the Lubombo Transfrontier Conservation Area (TFCA), the development of Mkhuze Regional Airport and Development of PVAs for 2010 soccer world cup and beyond.

The Lubombo Transfrontier Conservation Area, branded as The Lubombo Route, was launched at the Tourism Indaba 2006 by the Ministers from Mozambique, South Africa and Swaziland. The TFCA links tourism development initiatives of South Africa, Swaziland and Mozambique and highlights a joint commitment by each of the three countries to ensure that tourism helps to further stimulate the economic strength of the region. The extraordinary biodiversity of this TFCA, coupled with its magnificent scenery, makes the area of uMkhanyakude yet another significant new Southern Africa destination. Plenty of opportunities exist for infrastructure development and for private sector investment in the tourism industry.

Umkhanyakude District Municipality is also engaged in a number of programmes and projects aimed at stimulating tourism entrepreneurship among the previously disadvantaged local communities. These include, among others, Tourism Awareness Programme, Tourism Business workshops, SMME development, product development, promotion of cultural tourism, Craft Enterprise Development Programme, establishment of CTAs and CTOs and various marketing initiatives.

Tourism is considered the most important growth sector in the district's economy. It constitutes a larger part of the trade sector in the district than it does in the province. While it is particularly strong in the coastal sides (Sodwana Bay and St. Lucia); it is also very strong inland whereby it is associated with the Game Reserves.

Although tourism can create employment and bring investment in the District; the following issues are problematic:

- Lack of involvement and benefit from tourism by local communities;
- Limited access by communities to tourism opportunities and craft markets;
- Constraints on development due to poor infrastructure;
- The perception that the district is a low-income, cheap holiday destination;
- Perceptions of high crime rate;
- Malaria, which is under control; and
- High leakage of tourism revenue from the district.

Agriculture

Various other sectors contribute to the district's economy. Agriculture, which is along with tourism are considered the key economic drivers in the District mostly informal and seasonal employment in the UDM.

The most northern part of Umkhanyakude District is almost without exception an area in which traditional agricultural methods are practiced. Traditional agriculture is mostly based on livestock and small scale sugarcane and cotton farming. In the southern areas agricultural activities are more commercial which include sugarcane, pineapples, forestry, livestock, game, and to a lesser extent, citrus and vegetable farming.

The agricultural potential of the district is high but limited by, amongst other, its inability to compete effectively with other parts of the country due to its relative isolation and high cost of maintaining sustainable marketing channels.

The importance of both tourism and agriculture as economic drivers of the District's economy has brought about the development of Makhathini Integrated Master Development Plan as part of a multi billion rand Lebombo SDI. An overview of all the activities around Makhathini is dealt with in this document (See section 3.11).

(e) Employment and Income Distribution

Overview

About 12, 7% of the total population is formally employed. At the same instance, more than 70% of the population lives at less than R800-00 per month. Over 80% of the population lives below poverty line.

Sources of employment for most of the people in the Umkhanyakude District Municipality include:

- Farming;
- Trade;
- Government;
- Transport; and
- Tourism

The majority of people in the district live in rural areas and the majority of these rural residents are poor. Income in rural areas is constrained by the rural economy that is unable to provide people with decent jobs or self-employment opportunities. It seems the majority of people in the district have no income, and therefore indigent.

Figure 3.8: DC27 Employment levels (CS- 2007 Stats SA)

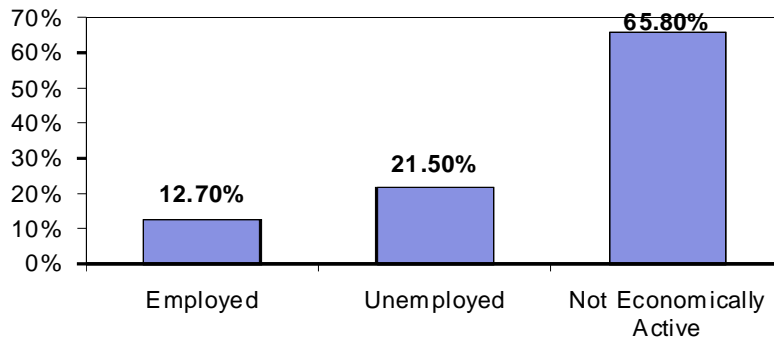
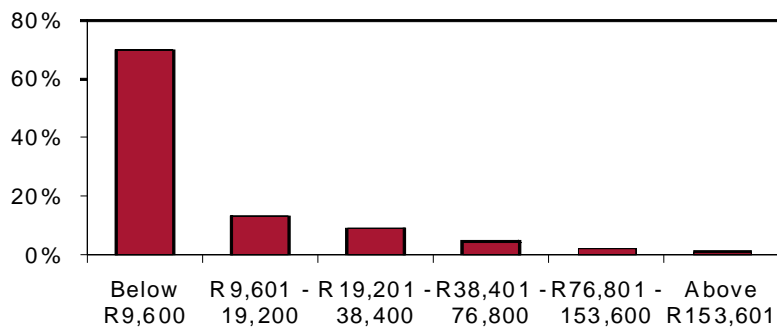


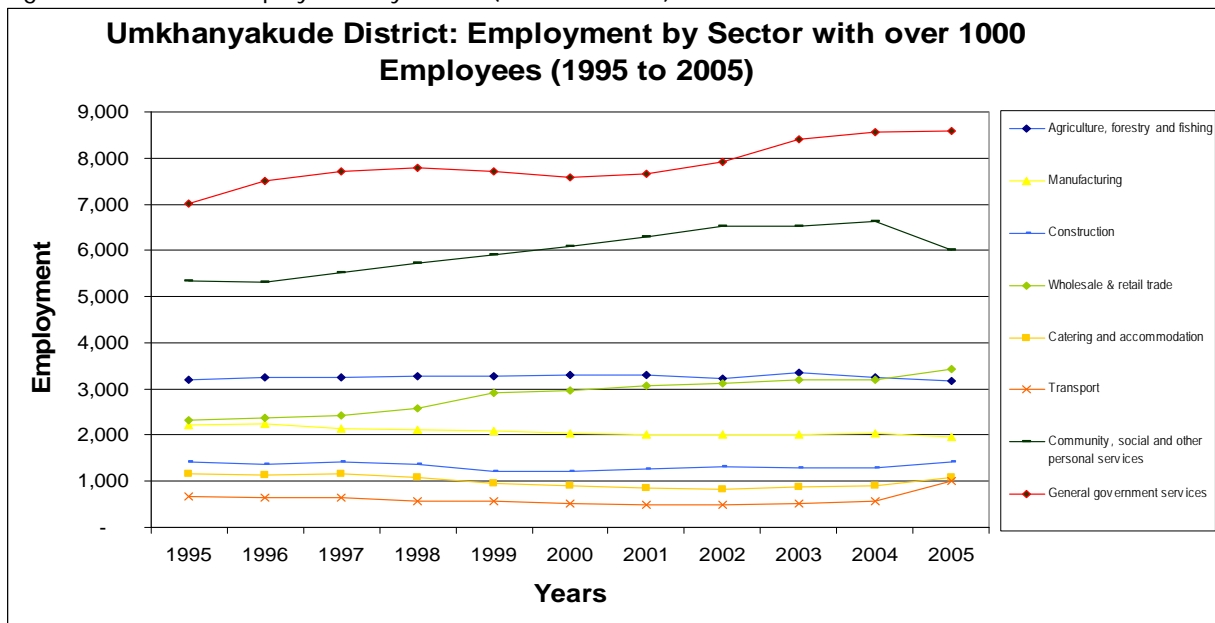
Figure 3.9: Annual Household Income (CS- 2007 Stats SA)



District Employment Distribution

It is evident that the District economy is experiencing negative formal employment growth. The services sector as a major contributor to the GDP has created a number of employment opportunities in the District. This clearly exhibits high dependency of the economy on government services. The community services and retail sectors have also experienced increased level of labour absorption within the District. Low representation of the agricultural and manufacturing sectors indicates a low level of development and economic diversification.

Figure 3.10: DC27 Employment by sector (Quantec 2007)



It is worth noting that tourism has experienced significant growth in terms of GDP, nevertheless the contribution of this sector towards eradicating prevalent unemployment is still very minimal. It therefore stands to reason that the District has a challenge to devise strategies that would couple the experienced sector based growth with the desired employment rate.

It is reported that 31.5% of the employed are involved in various types of elementary activities or unskilled work which do not require any formal training of skills level. Skilled and technical and professional workers accounts for 3435 (10.7%), 1368 (4.26%) and 4396 (13.7%) respectively. 4381 (13.3%) of the total labour force, works in the craft and trade related industries. This clearly indicates general lack of appropriate skills for economic diversification. It also highlights a need for skills training in order to position the labour force to exploit the emerging economic opportunities.

Figure 3.11 : Formal Employment Distribution 1995-2005 (Business Trust Report 2006)

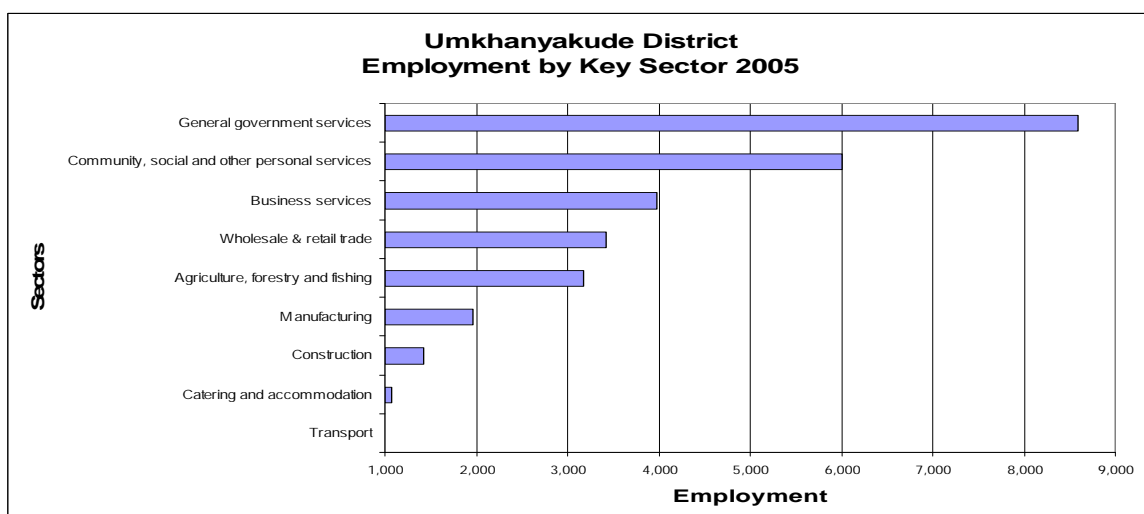
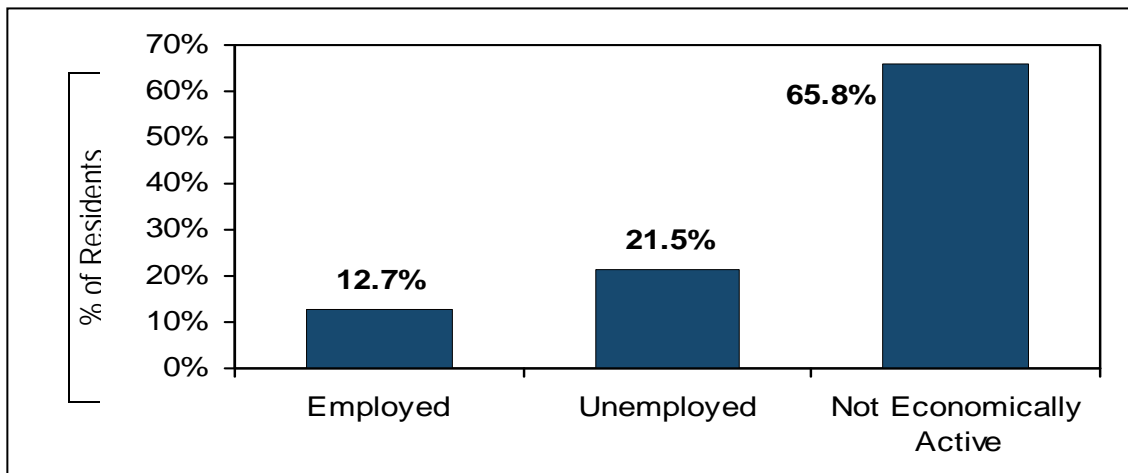


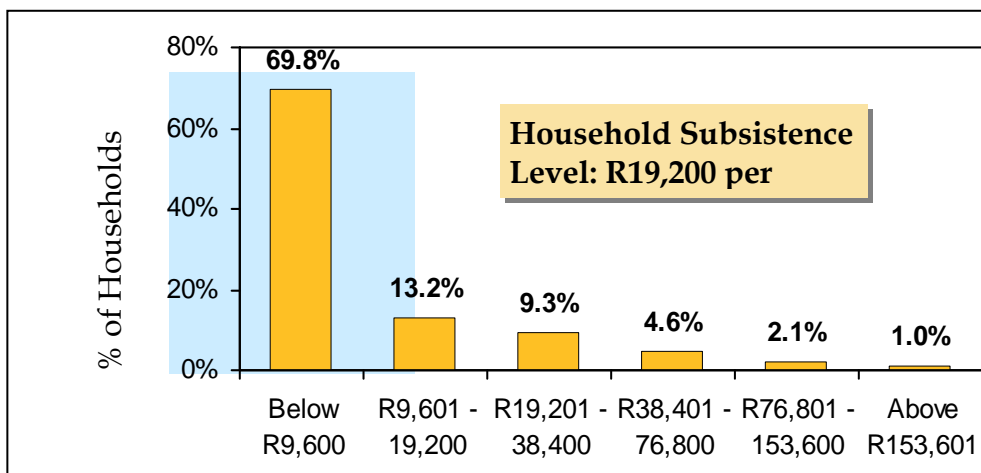
Figure 3.12: District Employment Figures (2001): (Business Trust Report 2006)



District Income Distribution

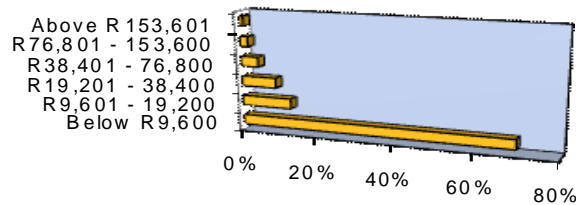
An analysis of the income profile of the population suggests that poor low income communities dominate UMkhanyakude District. The largest percentage of households earns less than R1 500 a month. 25.7% of households have no formal income, which suggest a high dependency on subsistence activities for survival. A key contributor to the low-income levels is the high rate of unemployment and the low wages paid in specifically the agricultural sector. (Source: Stats 2001).

Figure 3.13: Annual Household Income (Business Trust Report 2006)



The majority of households live below the poverty line. Approximately 42% of the households have family members of between 4 and 7, while 24, 7% have more than 8 members in the household.

Figure 3.14: Percentage households within various income levels (CS- 2007 Stats SA)



On the other hand, it is reported that 69% of the households earn an income of below R9600 per annum. This clearly explains why the District is among the Presidential nodes which call for immediate attention in terms of socio-economic interventions.

3.3. SPATIAL ANALYSIS

The spatial analysis provides a visual picture of the existing spatial pattern (i.e. nodes and networks) that has emerged in the municipal area. It describes the municipal area in spatial terms regarding understanding how space is utilized in the district. It looks at settlement patterns and growth points (nodes), population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, public transport and local economic development. An in-depth spatial analysis is dealt with as a separate chapter in this document (See Section 6.3).

The district enjoys good access at a national and regional level with the N2 and the Lebombo Spatial Development Initiative route being the key access roads. One of the regional routes being developed as part of the Renaissance Programme of the Department of Transport runs through the area linking inland and coastal areas.

The district enjoys the longest coastline, is characterized by pristine environments, the World Heritage Site in the form of the Isimangaliso Wetlands Park and other tourist attractions. The District is impacted upon by the SADC initiatives which include the proposed Lebombo Tourism Route, Tembe, Futhi Transfrontier Park and the Lebombo SDI. The majority of the population lives in rural traditional settlements under the leadership of Amakhosi. The major nodes (towns) are strategically located along the N2, i.e. Mkhuze, Hluhluwe, and Mtubatuba.

Regarding land claim and its socio-economic implication; land ownership remains a contentious issue at Umkhanyakude District. A total of 60 land claims have been lodged in the district. Approximately 16 claims have been settled in a period between 1995 and 2009⁷.

⁷ KwaZulu-Natal Land Claims Commission

The extent of land claims at Umkhanyakude and the impact it has is quite substantial and heavily on the spatial development framework of the District Municipality, and local municipalities affected. On the one hand, land restitution and redistribution processes may result in many people obtaining access to land, resulting in improved living standards and quality of life. On the other hand, it could result in large-scale sterilization of economically productive land (e.g. high potential agricultural land, nature conservation areas, etc) and consequential loss of job opportunities, if not well planned and managed within the context of a spatial development framework that considers all these factors.

3.4. INFRASTRUCTURE AND SERVICES ANALYSIS

Provision of portable water, sanitation and electricity are some of the main functions of the Umkhanyakude District Municipality. With the provision of water and sanitation having been a major hindrance for the district; it would be appropriate for the district's budget to consider such District's main functions. Therefore this calls for a budget that is directed more at addressing infrastructural challenges, which means more infrastructural project need to be identified.

Access to infrastructure and services per LM: (CS- 2007 Stats SA)

Municipalities within the District	Number of Households with access to:			
	Water	Sanitation	Refuse	Electricity
Umhlabuyalingana (KZ271)	17 457	17 883	19 672	19 291
Jozini (KZ272)	20 992	22 761	25 240	24 593
The Big Five False Bay (KZ273)	2 973	3 107	3 458	3445
Hlabisa (KZ274)	13 916	13 995	16 298	12 257
Mtubatuba (KZ275)	1 088	1 867	2 919	1 183
DMA	645	732	792	642
Umkhanyakude (DC27)	57 071	60 345	68 379	61 411

3.4.1. Water and Sanitation

Umkhanyakude District Municipality is characterized by low rainfall. This results in limited water sources culminating in severe water shortages and regular drought conditions. Subsequently, there is stiff competition between the different water users such as agriculture. To this end, water use for domestic purposes becomes critical. Due to drought conditions, the main surface water sources in the District such as rivers, and catchments have all run dry.

Water supply in the District is characterized by borehole water schemes in various stages of full development to all consumer points. Though water supply scheme clusters are well defined and the service area boundaries are well established, major upgrading and refurbishment are needed at most schemes.

In some areas, the supply of water is below the RDP level⁸. The most affected areas include Manyiseni (Ngwavuma) at Jozini Municipality (CGE,2009). The reason why the supply of water is below the RDP level is because there is a shortage of pipeline reticulation within villages. It could also be attributed to the fact that these areas are spatially scattered, resulting in difficult and expensive processes to provide water supply pipelines in the villages.

It is also deduced that the major factor contributing to shortage of water is related to social aspects. These aspects are mainly vandalism of infrastructure, especially water schemes and illegal connections of pipelines by communities. Such problems are mainly observed in rural.

Communities within Umkhanyakude District Municipality hardly pay for water. That can be attributed to various factors, including:

- Most people are indigent;
- bungling billing system; and

⁸ 8 25 litres per person per day.

- Non-existence of meter reading.

To eradicate the water backlog in the District, a Water Service Development Plan (WSDP) is being prepared. Through WSDP Umkhanyakude District prioritize water services as the first service among all the other services. Bulk water supply will be enhanced by the utilization of Jozini Dam as the main water source. In the meantime the optimization and conservation of existing water schemes is the main priority for the district.

(a) Water services levels

Service levels for water supply are provided under the following categories:

- RDP and above;
- Dysfunctional schemes;
- Unreliable source; and
- No scheme.

The definition of "RDP and above" is obvious and refers to that sector of the population that generally receives at least the minimum level of services or above. "Dysfunctional" means that the respective area is covered by a scheme which is dysfunctional to such an extent that the minimum RDP level of service is not achieved. It could be as a result of equipment or infrastructure failure or operational and maintenance issues. The term "unreliable source" refers to those areas which are covered under a scheme but sporadic, seasonal or continuous failure of the raw water source results in below RDP level of service.

The tables below reflect the current estimated service levels associated with water supply.

Figure 3.15: UMkhanyakude District Overall Profile (water service level) (DC 27 IWSMP, 2008)

SERVICE LEVEL		LOCAL MUNICIPAL AREA					
		KZ271	KZ272	KZ273	KZ274	KZ275	KZDMA
Scheme Areas	RDP & above	45 130	71 398	4 899	63 234	-	10 958
	Dysfunctional scheme	7 890	14 362	-	13 550	-	-
	Unreliable source	37 437	20 518	-	1 506	16 187	-
No Scheme	Below RDP	73 237	100 972	30 092	72 267	30 409	-
TOTAL		163 694	207 250	34 991	150 557	46 596	10 958

The status of UMkhanyakude District Municipality in summary is as follows (DC 27 IWSMP, 2008):

SERVICE LEVEL		TOTAL	%
Scheme Areas	RDP & above	195 619	31.9%
	Dysfunctional scheme	35 803	5.8%
	Unreliable source	75 648	12.3%
No Scheme	Below RDP	306 977	50%
TOTAL		614 046	100%

b) Sanitation services

Sanitation is one of the major challenges facing Umkhanyakude District Municipality. On one hand, the situation is worse in the rural areas, and on the other, it is not up to standard in the urban centres.

Based on DC27 Integrated Water Services Master Plan (November, 2008); figures demonstrated below are an illustration of known coverage of sanitation services in urban areas and communities in rural areas where VIP projects were implemented.

Local Municipality	% of population below RDP
KZ271	61%
KZ272	66%
KZ273	55%
KZ274	73%
KZ275	74

* DMA statistics not available.

Various methodologies are applied in the urban areas which in some cases presents a combination of VIP structures septic tanks and conventional water borne system with treatment. In terms of PSEDS, identified growth centres/nodes would require appropriate effluent treatment as determined by legislation. Therefore the existing facilities at Mtubatuba, Hluhluwe, Mkuze, Jozini and Mbazwane would need to be upgraded to facilitate appropriate treatment technologies, such as activated sludge and/or biofiltration.

3.4.2. Electricity

The supply of electricity remains one of the biggest challenges for the Umkhanyakude District Municipality. The area is vast and is one of the biggest districts in the province. The majority of the population is rural and households are scattered across the countryside adding to the complexities and cost of service delivery. There are currently large areas that do not have any form of electricity supply and other areas that experience intermittent supply. Progress in the alleviation of the backlog has been hampered in recent times by the countrywide supply crisis that has struck Eskom.

There are currently three suppliers of electricity within the uMkhanyakude boundaries; Local Government, Eskom and Nuon RAPS Utility (Pty) Ltd (NuRa). Local Government and Eskom are supply authorities licensed by the National Electricity Regulator (NER) to distribute grid electricity to customers. NuRa is one of the five national consortia which have been given a concession by National Government through its Department of Minerals and Energy to supply off-grid customers.

Generally the areas supplied are:

- Jozini Municipality - Ingwavuma area
- Mtubatuba Municipality - KwaMsane area
- Eskom — Rural areas outside the above two supply areas and the urban areas of Mtubatuba, Riverview, St Lucia, Hluhluwe, Mkuze, Jozini and Manguzi.
- Nuon RAPS Utility (Pty) Ltd (NuRa).

Ingwavuma takes a 1,2 MVA bulk supply point from Eskom off their Makhathini NB43 network while Kwamsane takes 2.1 MVA.

Current supply sources

Eskom supply the bulk of electricity in uMkhanyakude. A 132kV sub-transmission network has been developed through uMkhanyakude along a route which generally follows the N2 national road. The sub-transmission network comprises a single 132kV line which in turn supplies four 132/22kV substations, Mtubatuba, Hluhluwe, Mkuze and Makhathini. These 4 sub-stations supply a total of 19 000 electrification, small and large power user customers, through a total of 22 distribution (11kV and 22kV) networks made up of both overhead line and cable with a combined network length in excess of 2400 kilometres.

Figure 3.16: Electrification Backlog at Umkhanyakude District (Stats SA, 2001)

LOCAL Municipality	Total no. of Households	Household electrified	Households not electrified
KZ271	25 966	1 659	24 307
KZ272	33 534	3 490	30 044
KZ273	6 154	2 069	4 085
KZ274	26 877	9 022	17 855
KZ275	7 837	7 433	404

3.4.3. Transport and Road Networks

Transport and road networks vary enormously across the district. The majority of citizens rely on foot for daily transport needs (89.1%-Stat SA: 2001). Although some national roads (such as N2 freeway) do bisect the district; the road network is made up of primarily provincial, district and access roads, the majority of which are in poor condition. Such has been a concern for the District.

Public transport is relatively underdeveloped because the number of people traveling from the outer parts of the municipality is so low. The district is characterized by poor transportation linkages and therefore poor mobility with the road infrastructure essentially limited to the N2 which passes through the District and some smaller roads. Even though the N2 is a national route, in the District it is a single lane road that in some segments not in a good shape.

Movement on this and the few others in the District is perceived to be dangerous, due to (1) the bad state of the roads, (2) free-roaming animals, (3) the weak state of roadworthiness of many of the vehicles in the area and (4) opportunistic criminal activities. Public transport is poor and dangerous. As many of the roads are inaccessible for buses and taxis, "bakkies" are illegally used for public transport.

3.5. MIGRATION ANALYSIS

3.5.1. Migration Patterns

A thorough research on migration patterns was conducted during the preparation of 2008 SDF for Umkhanyakude District Municipality. The Demographic Report looks at key research undertaken in recent times to unpack migratory patterns and the various impacts of migration and the ways in which geographical areas are affected. It is understood that the movement of people into and out of various areas plays a significant role in determining the level and type of services that are provided to an area. In the case of the uMkhanyakude District, it is imperative to understand where people are settling and why is this so? This will directly impact on the future planning for the District.

The complexities of migration make this a term that cannot take on a single definition that can be applied in all contexts. When “migration is referred with respect to the human population, reference is usually made to a range of patterns of movement”⁹. There are two broad types of migration: involuntary migration, where individuals or households are forced to move, for example forced removals; and voluntary migration, where individuals or households choose to migrate although it takes place within a constrained set of options. In the contemporary South African context the term is used to reflect major social changes like the movement of people from rural to urban areas. This dynamic is widely believed to drive urbanisation. In SA migration is also associated with labour migration i.e. the oscillation of workers between their homes and distant employment opportunities.

3.5.2. Geographic proximity

The fact that Umkhanyakude District shares its borders with Swaziland and Mozambique makes the district a gateway for immigrants, both legal and illegal. Normally illegal immigrants retain a certain loyalty to their country of origin. Hence they may wish to visit their loved ones now and again. Therefore, South Africa as a neighbouring country provides the best destination and allows illegal immigrants to go back to their countries when they wish.

3.5.3. Economic reasons

While geographic proximity may play a role in the influx of immigrants to the region. Economic variables also play a role in the migration of people from Mozambique to Umkhanyakude. Even though in a South African context, Umkhanyakude District is one of the poorest regions in South Africa¹⁰; such sentiments are non-existent to someone from outside the country. Besides, Umkhanyakude is seen by many as the gateway to South Africa. South Africa, particularly, serves as a magnet to those seeking employment, a higher living standard and brighter economic prospects. The size of the South African economy makes the allure of the country almost overwhelming to many.

3.5.4. The Impact of Illegal Migration

The general characteristics of illegal immigrants in South Africa are:

- that the migrants in South Africa are a young and growing population;
- the dependency ratio (that is, the number of people under the age of 15 and over the age of 64 relative to all others in the population) is very high;
- a greater percentage of them are women of a child-bearing age;
- most do not have more than three years of formal education; and
- most do not have other work skills than those of subsistence agriculture.

From the above it can be deduced that the costs of hosting an illegal population with such a demographic profile are prohibitively high.

This is made clear by the strain illegal immigrants place on the health services. For example, clinics and hospitals in which have been established to serve the needs of South African citizens are overstretched due to the demands placed on them by illegal Mozambicans residing in the area, including those who come here merely for health purposes. Due to the fact that these illegal immigrants are mostly destitute, they usually need much more attention than local people. This care comes at the expense of South Africa's own citizens.

A functional relationship also exists between illegal aliens and the crime rate. It is expected that in South Africa for every crime committed, an illegal immigrant is involved. These include serious crimes such as rape, murder, theft,

⁹ Kok, Donovan, Bouare and Van Zyl (2004). Post-Apartheid Patterns of Internal Migration in South Africa, HSRC Publishers, South Africa

¹⁰ Hence was identified as one of the presidential nodes.

burglary, etc. Police note that fourteen per cent of crimes within the borders of South Africa involve illegal immigrants.

While Umkhanyakude has been identified as a gateway to South Africa; in terms of criminal activities, it provides an easy access thus allowing illegal immigrant to highjack cars from South Africa to Mozambique. The coastal beach of Kosi Bay remains the principal route for high-jacked and stolen car from South Africa to Mozambique.

Illegal immigrants also have a negative impact on the domestic labour market. They are generally active in the following sectors of the economy:

- agriculture
- hotel and restaurant
- construction
- domestic
- informal trading

3.5.5. Dealing with the issue

South Africa is clearly being overwhelmed by large numbers of illegal immigrants crossing the country's porous borders to seek better living standards; as a result employment opportunities for South African citizens are lost, the health system is overburdened by demands from illegal foreigners, and soaring crime rates are given an added boost.

Therefore, there is a pressing need to curb this illegal influx, but unilateral control and accommodation measures have already proved to be unsuccessful. What is needed is the adoption of strategic perspectives which combine elements of interventionist and control measures within a bilateral context. The underlying rationale for this is obvious: there can be no reduction in the illegal influx of people unless the socio-economic and political conditions in neighbouring states are stabilised. However, these are necessarily long term interventionist measures. The question which must be raised is what could be done in the short term. Here, the attention must be turned to control measures, such as increased border patrols and enforced repatriation. Once more, in order to make these control measures more effective, and to minimise any diplomatic fall-out which could sour regional relations, this should be undertaken in a bilateral context.

3.6. ENVIRONMENTAL ANALYSIS

Umkhanyakude District has a good climate and is well endowed with natural resources whose comparative advantages are: Mean annual rainfall decreases from an average 1200 - 1400mm along the coastal region to an average of 650mm inland. Similarly mean annual temperatures decrease varies from 21 degrees Celsius along the coast to 18 degrees Celsius inland. Relative humidity is high, and for much of the year it exceeds 90%.

This coupled with the hot summer temperatures which results in a relatively high discomfort index during the summer months, especially from January to March. Evaporation rates are high, especially during the drier winter and early spring periods. The annual average evaporation in the coastal zone is approximately 1,300 mm, ranging from 160 mm in January to 60 mm in June. In the drier interior, the annual average is 1,660 mm, ranging from 190 mm in January to about 80 mm in June.

Umkhanyakude District has a unique biodiversity and cultural heritage. There is a world heritage site, the Isimangaliso Wetland Park, with a scenic pristine environment and the coastal atmosphere thus creating more opportunities for tourism development which attracts a number of tourists internally and internationally.

Umkhanyakude District environmental needs are:

- Economic Growth
- Protection of the natural environment
- Ensure sustainability in meeting the basic needs for people
- Incorporate environmental aspects into the strategic planning and development.

3.6.1. Environmental management

Local municipalities are required in terms of the National Environmental Management: Biodiversity Act, No. 10 of 2004, to protect biodiversity within their municipal areas through the implementation of environmental management plans, sustainable development policies and Spatial Development Frameworks (SDF). This includes the protection of specific ecosystems and species, with an emphasis on the bio-prospecting, equitable sharing and the sustainable use of indigenous biological resources.

Sustainable development principles are precedence at Umkhanyakude District to ensure the sustainable utilisation and protection of natural resources. All project planning and implementation in the District complies with the Environmental Management Act of 1998. Environmental scoping reports and environmental impact assessments (EIAs) are undertaken when required and approval conditions are adhered to.

3.6.2. Biodiversity

Biodiversity in the District is under pressure because of land conversion, climate change, unsustainable harvesting of natural resources and the wide spread of alien species. Natural resources provide opportunities for economic empowerment through sustained agriculture, ecotourism, indigenous plant use etc.

3.6.3. Nature conservation

Umkhanyakude District has a number of protected areas that are managed by Ezemvelo KZN Wildlife. Also included are community game reserves. The nature conservation in the District is championed by Ezemvelo KZN Wildlife who also participates in the IDP representative forums which promote good intergovernmental relations and stakeholder engagement.

3.6.4. The Wetland

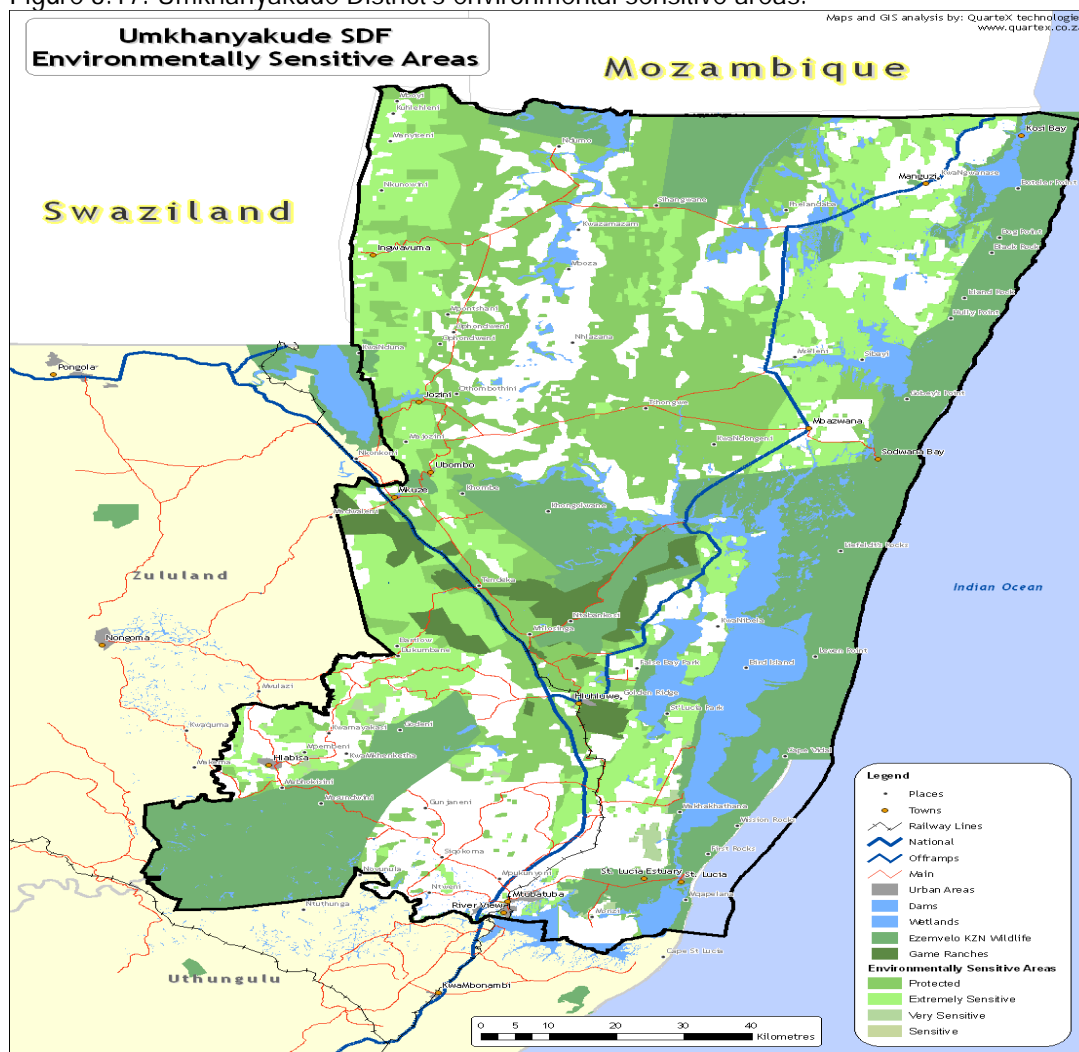
Umkhanyakude District have a number of wetlands, the greatest being the Isimangaliso Wetland Park with a wide variety of habitats such as marshes, peatlands, floodplains, rivers and lakes, and coastal areas such as salt marshes, mangroves that are found in Sodwana Bay. Wetlands are under pressure because of invasive alien species and increasing population growth as well as development, which result in the loss of habitat, ecological and hydrological functions.

A number of river systems or portions occur at Mkhanyakude District Municipality, most of which are part of Lake St Lucia system. The largest, the uMkhuze and iMfolozi Rivers have the major portion of their catchments areas

situated to the west in the hinterland of the Isimangaliso Park, with only a relatively small part of their lower reaches in the Park. Both have large delta swamps. The iMfolozi Swamp was once the largest fluvial plain in South Africa, but has been significantly reduced through agricultural development. The hydrology of the iMfolozi floodplain portion has been severely altered by the establishment and maintenance of several artificial canals.

The District spatial development framework (SDF 2008) clearly articulates environmental sensitive areas. The SDF ensures that sensitive environment are managed and protected. Below is the map showing sensitive environment at Umkhanyakude District Municipality.

Figure 3.17: Umkhanyakude District's environmental sensitive areas.



3.6.5. Alien species

The impacts of invasive alien species are a major problem in the District. They are causing considerable environmental, economic (especially tourism industries) and social impacts.

These are some of the environmental challenges caused by the invasive alien plants at Umkhanyakude District:

- Impacts food security because they compete with crops
- They decreases grazing capacity
- Livestock poisoning: e.g. lantana
- Alien plants Increases intensity of fires

However some works are taking place regarding alien plant control in the District for example programmes by DAEA, Ezemvelo and Isimangaliso. There are a number of activities in the District regarding environmental awareness for example Arbor Day activities and school environmental club where children participate on environmental education and other related programmes.

3.6.6. Waste Management

Waste management is still a challenge at Umkhanyakude District Municipality because of poor solid waste disposal which pose a threat to human's health. However Integrated Waste management Plan (IWMP) was developed in 2004 and the appointment of the service provider for the reviewing of the district IWMP is at the advanced stage.

Figure 3.18: Summary of managed waste quantities and characterisation: *IWMP, 2004*

	Solid Waste Volume Per Month in m3	Solid Waste Tons Per Month in Tons	Monthly Volume of General Waste to Landfill (m3)	Tons Per Month Landfilled (Tons)	Monthly Volumes Recycled (m3)	Tons Per Month Recycled (Tons)	Monthly Volume of Garden Refuse (m3)	Monthly Tons of Medical Waste (Tons)**
Mtubatuba	3890	778	2246	449	1644	329	350*	0
Hlabisa	124	25	72	14	52	10	0	8.37
Big Five	206	41	124	25	82	16	unknown	0
Jozini	1159	232	718	144	441	88	unknown	8.54
uMhlabuyalingana	266	53	156	31	110	22	V.Little	9.6
Total Volume - DC 27	5645	1129	3316	663	2329	466	Unknown	26.51

3.6.7. Responses to Environmental Challenges

The District is working on integrating environmental issues into poverty reduction strategies. The District plans are that of promoting capacity-building activities, including pilot projects on land rehabilitation, wetland restoration and soil conservation in order to strengthen and support the work of community based projects. Some work has been initiated by KZN Wildlife and DAEA on alien plants clearing and the District is part of programme expansion.

3.6.8. Environmental management sector plans

The environmental management sector plans are still a major challenge to most of the municipalities because of the budget constrain. Umkhanyakude District Municipality developed the Integrated Waste management Plan (IWMP) in 2004, the IWMP is in the reviewing process. Umkhanyakude District is rich in biodiversity therefore the District Municipality is at the advanced stage regarding the development of Environmental Management Framework (EMF).

3.6.9. Environmental sustainability principles

Environmental, economic and social goals can be compatible, and are interrelated in such a way that one goal cannot be effectively pursued at the expense of another. In other words, the availability of natural resources and a clean and healthy environment are essential for production capability, and conversely, our ability to address environmental and social issues often depends on a strong and vibrant economy.

3.6.10. Johannesburg Summit on Sustainable Development In 2002

The Umkhanyakude District is rich in biodiversity therefore it is working on achieving significant reduction in the loss of biological diversity. The understanding of sustainable development was broadened and strengthened as a result of the Johannesburg Summit on Sustainable development in 2002, particularly the important linkages between poverty, environment and use of natural resources.

3.6.11. Link with Millennium Development Goals

The Environmental sustainability Goal 7: is that of ensuring environmental sustainability and to ensure environmental sustainability of land and air. The District is determined on ensuring that all the proposed development activities are not harmful to the state of environment.

3.6.12. Disaster Management

Umkhanyakude District Municipality faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms that can trigger widespread hardship and devastation. The District's extensive forestry industry, coupled with the major transportation routes, inside the district as well as those leading to other major centres, presents numerous catastrophic and hazardous materials threats.

In addition to these natural and human-induced threats and despite ongoing process to extend essential services to the poor urban and rural communities; large number of people live in conditions of chronic disaster vulnerability, in underdeveloped, ecologically fragile or marginal areas- where they are faced with recurrent natural and other threats that range from flooding to fires.

A Policy Framework for Disaster Management has been prepared for Umkhanyakude District Municipality to act as a legal instrument, by providing a coherent, transparent and inclusive policy on disaster management appropriate for the District as a whole. Such framework recognizes a diversity of risks and disasters that occur or may occur in the District area of responsibility, and gives priority to developmental measures that reduce the vulnerability of disaster-prone areas, communities and households.

3.7. ORGANISATIONAL STRUCTURE AND INSTITUTIONAL ANALYSIS

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. The UMkhanyakude District Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices of the district are situated in Mkhuze at Jozini Local Municipality.

3.7.1. Powers and Functions of the UMkhanyakude District Municipality

The powers and functions of the UMkhanyakude District Municipality, tabled in terms of sections 83 and 84 of the Municipal Structures Act, are as follows:

- 1) Integrated Development Planning for the District Municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the District Municipality, taking into account the integrated developments plans on those local municipalities,
- 2) Bulk supply of water that affects a significant proportion of municipalities in the district
- 3) Bulk supply of electricity that affects a significant proportion of municipalities in the district.
- 4) Municipal Health Services serving the area of the District Municipality as a whole
- 5) Fire Fighting services serving the area of the District Municipality as a whole

The following functions are shared by both the district and its family of municipalities:

- 1) Promotion of local Tourism;
- 2) Fire fighting services;
- 3) Municipal airports;
- 4) Municipal planning;
- 5) Municipal public transport;
- 6) Cemeteries, funeral parlors and crematoria;
- 7) Refuse removals, refuse dumps and solid waste removals;
- 8) The establishment conducts and control of fresh produce markets and abattoirs; and
- 9) Municipal roads which form integral part of a road transport system for the area of the District Municipality as a whole.

3.7.2. Political Structures of Council

The UMkhanyakude District Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Council is made up of 27 members with the ExCo comprising of six members. The Executive Mayor and the Speaker head the political component of the municipality.

The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the Municipality.

The UMkhanyakude District Council has established Portfolio Committees to discuss and recommend policies to Council. Portfolio Committees, as the engine room of Council, serve as an interface between the political structures of Council with the administrative structures of Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Executive Committee (EXCO) that, in turn, forwards them to Council for adoption.

Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council. The table below highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof. The list of Umkhanyakude District Municipality Councillors is provided in a table below

Figure 3.19: Councillors for Umkhanyakude District Municipality

Initials and Surname	Designation	Initials and Surname	Designation
L M Mthombeni	Mayor	DP Mabika	Council Member
MC Zungu	Deputy Mayor	TMF Ntuli	Council Member
GP Moodley	Speaker	PB Madlopha	Council Member
HP Mayise	Exco Member	MP Mdletshe	Council Member
LM Nhleko	Exco Member	M Madide	Council Member
SS Mhlongo	Exco Member	VF Hlabisa	Council Member
ME Mkhwanazi	Council Member	PJ Mabuyakhulu	Council Member
LV Khumalo	Council Member	TP Mthethwa	Council Member
J Siyaya	Council Member	HS Ngxongo	Council Member
GJ Mthethwa	Council Member	PJ Ntuli	Council Member
MW Nxumalo	Council Member	S P Mthethwa	Council Member
NM Ncube	Council Member	TN Ngema	Council Member
BB Ntombela	Council Member	MA Ntombela	Council Member
TZ Mbatha	Council Member		

Figure 3.20: List of Portfolio Committees in DC 27

Name of the Committee	Chairperson of the Committee	Support Department
Finance Portfolio Committee	Cllr. M. Mthombeni	Finance Services Department
Infrastructure & Services Portfolio Committee	Cllr. M.C. Zungu	Technical Services Department
Social & Economic Development (SED) Portfolio Committee	Cllr. L.M. Nhleko	Social & Economic Development(SED) Department
Community Services Portfolio Committee	Cllr. M. Mthombeni	Community Services Department
Corporate Governance Portfolio Committee	Cllr. H.P. Mayise	Corporate Services Department

3.7.3. Full-Time Councillors

The District Council has designated some Councillors to serve Council on a full-time basis. The deployment of Fulltime Councillors is intended to ensure that Council is "hands-on and politically focused" in influencing and impacting on activities of the administration. This is based on the understanding that the electorate elected public representatives to govern on their behalf and with them.

But at the same time, Councillors would require the technical advice from the appointed officials who are responsible for co-initiating (together with Councillors in the Portfolio Committees) and implementing Council resolutions. Hence there has been identified a need for Councillors to lead from the front.

3.7.4. Management Structure

The Municipal Manager of the District Municipality is responsible for the following departments:

- Corporate Services Department
- Financial Services Department
- Technical Services Department
- Social, Planning and Economic Development (SED) Department
- Community Services Department

The total number of staff is 274 excluding councillors. This number includes 170 community water scheme staff members that were incorporated into the District Municipality's payroll as from.

There has been a delay with regard to the finalization and approval of the Human Resource Strategy that will address issues of skills development, training and staff retention. The approval of the HRD strategy will pave the way for the municipality to develop itself into an organization able to meet its developmental mandate.

Some of the critical posts that had been vacant have been filled. These include the post of The Executive Director: Technical Services Department. Other posts were advertised towards the end of 2009, and due to unforeseen delays, short-listing for those posts is yet to take place. The process of filling these posts will be in line with the institutional transformation and gender equity, including women empowerment.

In order to strengthen coordination with the family of municipalities of Umkhanyakude and to extend all development planning functions across the full area of the jurisdiction of local municipalities; the District Municipality has committed itself into the formation of a Development Planning Shared Services (DPSS) for its area of jurisdiction.

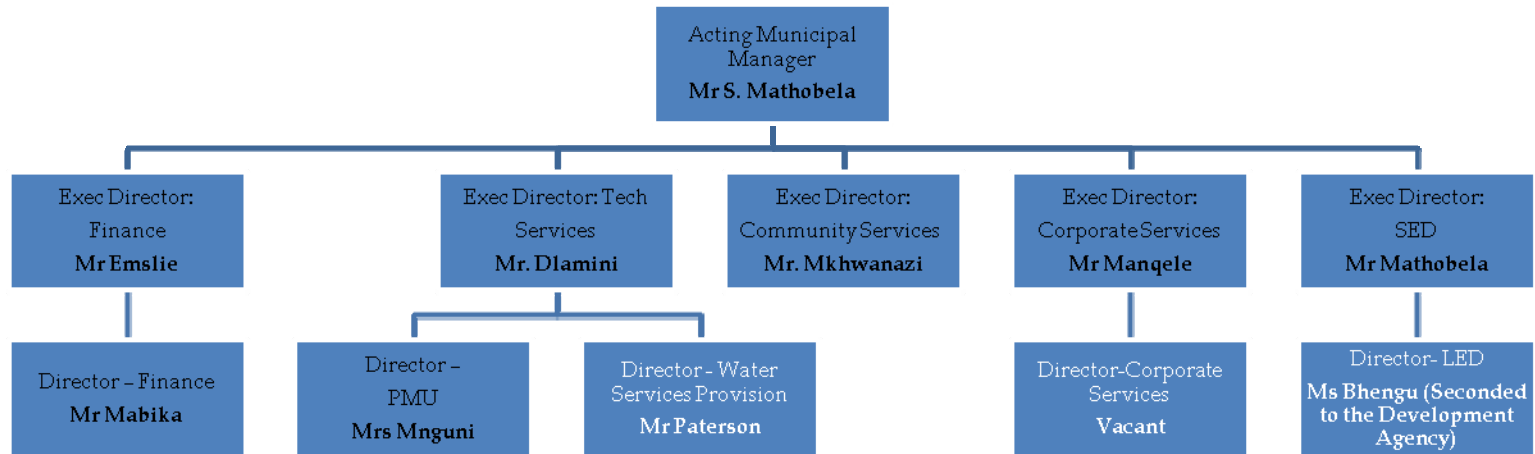
Critical posts within this institutional framework/structure, which include various planners, within the DPSS and other vacancies within the Information Systems Shared Services (ISSS) have also been filled as of the 4th of January 2010.

The Location of the Development planning function

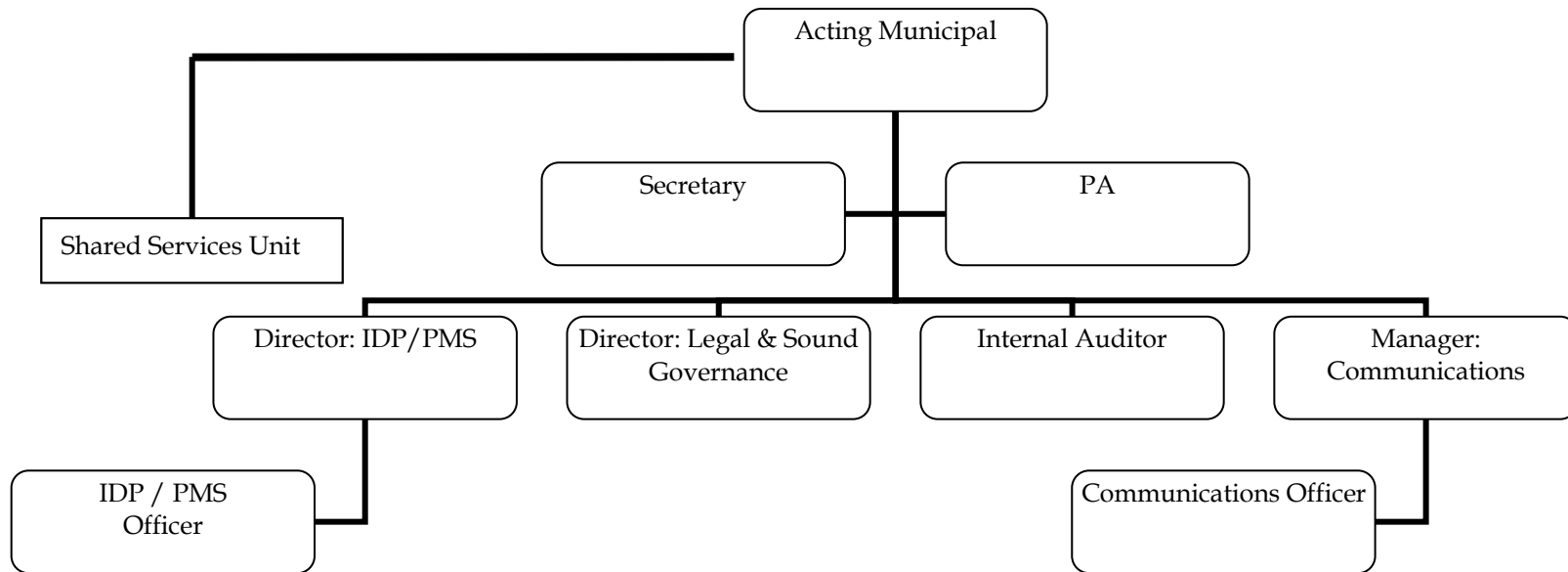
In terms of the UDM's organogram, development planning function is located in the municipal manager's office; but practically this function is combined with Social and Economic Development (SED) department. This allows the IDP function to be closely linked to implementation¹¹, therefore making it easier to monitor the implementation process. The disadvantage is that due to its allocation within the SED department, it cannot draw on the seniority of the municipal manager. Therefore it may not command effective cooperation from other departments

¹¹ SED is one of the output departments responsible for implementation process

Below is the Organogram of the top management structure:



Below is the structure for the Office of the Municipal Manager:



3.8. TRADITIONAL COUNCILS AND THEIR ROLES

The status and role (though not clearly defined) of traditional leaders has been recognised in terms of sections 211 and 212 of Act 108, of 1996. In an Umkhanyakude District Municipality context, The Traditional Authorities own about 50% of the land, whereby further 30% falls within the District Management Area (DMA).

Therefore the traditional authorities play have a major influence in the manner in which land is made available to individuals for settlement, as well as the use thereof for economic purposes (e.g. agriculture, tourism, etc.).

It is therefore against this backdrop that Umkhanyakude District Municipality has sought to implement communication strategy, as an effort towards ensuring and the improvement of public participation in municipal processes. The main focus of the communication strategy is preparation of procedures for community participation processes including direct communication with Traditional Councils. This is based on one of the municipality's Key Performance Objectives, that is, *to build sustainable partnerships with Traditional Authorities to ensure convergence in meeting the developmental needs and challenges in our communities.*

Traditional Authorities are stakeholders and part of the IDP Representative Forums both at a local and District levels. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support.

Traditional Council Areas within Umkhanyakude District

- At KZ 271, Traditional Councils own about 87% of the land:
 - KwaMashabane TC
 - KwaMbila TC
 - KwaTembe TC
 - KwaMabaso TC

- At KZ 272, Traditional Councils own about 70% of the land:
 - KwaNgwenya TC
 - KwaNsinde TC
 - KwaJobe TC
 - Sqakatha TC
 - KwaNyawo TC
 - Manyiseni TC
 - Nkungwini TC

- At KZ 273, Traditional Councils own about 23% of the land:
 - KwaMakhasa TC
 - KwaNibela TC
 - Mnqobokazi TC

Most land at KZ 273 belongs to farmers who grow pineapple and timber.

At KZ 274, Traditional Councils own about 95% of the land:

- Hlabisa TC
- Mpembeni TC
- Mdletsheni TC
- Mpukunyoni TC, which extends to KZ 275

3.9. SWOT ANALYSIS OF THE MUNICIPALITY

The purpose of defining the Strengths, Weakness, Opportunities, and Threats allows us to see, realistically, what factors are likely to work for or against the District Municipality. This information will then help the institution as it identifies the individual steps for achieving its goals/objectives.

How solid are we? (The Strengths):

Tourism

UMkhanyakude District Municipality comprises of various tourist attraction site. No wonder tourism is considered the most important growth sector in the district's economy. Major tourism products include St. Lucia Wetlands Park, game parks such as Hluhluwe-Umfolozi Game Reserve (KZ274), Mkhuze Game Reserve (KZ272) and Tembe Elephant Park (KZ271).

Agriculture

Umkhanyakude District Municipality is characterized by land suitable for farming. Within the District there is commercial which include sugarcane, pineapples, forestry, livestock, game, and to a lesser extent, citrus and vegetable farming.

Governance and Human Resource

Umkhanyakude District Municipality has functional municipal structures rooted in the institutionalized ward committees at a local municipal level. There are other structures such as Mayors' Forum, Municipal Managers' Forum; CFOs' Forum and Development Planning Forum, to mention but the few.

In terms of Human Resource, Umkhanyakude District has enough expertise in-house, such as the suitable qualified Development Planning team, enhanced by the introduction of Development Planning Shared Service personnel.

...But we do lack in some aspects (Weaknesses)

Although there has been an improvement, there is still poor communication within and amongst municipalities. The District is also characterized by shortage or lack of skills base. The district does have skilled staff, but not optimally utilized and in some instance there is a shortage of staff in key positions, due to inability to retain staff. Some departments within the municipality have become "ghost departments".

Uncoordinated/Disintegrated Planning is one of the main weaknesses of the District. Other weaknesses include:

- Small revenue base forcing the municipality to be dependent on grants;
- Closely related to small revenue base is poor collection of rates and taxes.

...Seizing the Opportunities

- N2 Road and LSDI Network/Corridor;
- Presence of Jozini Dam;
- Inter-sectoral collaboration;
- UMkhanyakude District has been declared a Presidential node;
- Revival of Railway line to Golela;
- Development of the Airport in Mkhuze;
- Utilisation of Lake Sibhayi as a tourist attraction;
- Promotion of nature reserves e.g. Transfrontier conservation area;
- Establishment of Waste Management can have an influence in economy by creating additional employment opportunities;
- Tourism development which could be in the form of Bed and Breakfast outlets, Cultural Village and Curio stalls etc.
- Investment opportunities with a view of locals having some ownership in the investment of B&Bs, filling stations, tourism centre;
- Agribusiness development such as:
 - Processing Plant such as *Sclerocarya caffra* Marula fruit jam and vegetables.
 - Establishment of Ilala project -*Hyphaene natalensis*

- The availability of the following medicinal plant but not limited
- African Viagra-Ubangalala
- *Trichilia emetica*-Umkhuhlu
- Establishment of a nursery for flowers, forests and vegetables.

...Impediment we are likely to face as we move forward. (Threats)

- HIV and AIDS;
- Malaria and other diseases such as waterborne diseases;
- Poor safety and security and in general, criminal activities that pose threatened tourism in the District
- Land ownership – most of land are either under the control of Traditional Authorities (Ingonyama Trust) or in private ownership. This hinders the pace of development;
- Land Restitution, lack of strategies for sustainability of successfully claimed land;
- Vulnerability to disasters such as drought, floods, storms, fire, chemical spills);
- Illiteracy, lack of skills amongst community members and poverty;
- Insufficient water sources and bulk supply;
- Influx of illegal immigrants; and
- Lack of infrastructure such as roads, water, sanitation and electricity

3.10. THE FIFA WORLD CUP 2010 LEGACY PROGRAMME

In 2001 FIFA made a historic decision to stage the 2010 Football World Cup on the African continent. Since the very beginning of the process that will ultimately bring the FIFA World Cup to South Africa in 2010, the emphasis has been on making it an African event, one that will help spread confidence and prosperity across the entire continent.

The announcement in 2004 that the 2010 World Cup would be staged in South Africa was followed by massive celebrations throughout the continent. As the host of the 2010 FIFA World Cup, South Africa stands not as a country alone – but rather as a representative of Africa and as part of an African family of nations.

UMkhanyakude District Municipality District Municipality is one of the municipal areas that won't play any direct role insofar as the hosting of the 2010 FIFA World Cup tournament. This being the case, the District Municipality has opted for the idea of affording local communities with an opportunity to share in the tournament's festivities through the development of Public Viewing Spaces at strategically located areas of the District. This will form part of the District Municipality's 2010 FIFA World Cup legacy programme.

As part of the programme, local accommodation establishments and tourism facilities will be rallied behind the programme. This will help in easing out the accommodation pressure faced by the Host Cities such as Durban.

Justification

Umkhanyakude District Municipality is not included in the provincial plans for hosting or serving as base camps for 2010. The district needs to do everything possible to bring the benefits of 2010 to the local communities.

Objectives

The objectives of these programmes are to:

- To create venues within Umkhanyakude District where the general public will have access to watch 2010 soccer activities and quality DSTV programmes, for example educational programmes for the kids from Monday to Friday and sport on weekends.
- A BIG Screen TV in a park within their community.
- Free access to parks
- Most local PSL games will be screened live on these screens on a Saturday and Sunday afternoon. Also Wednesday and Friday night games.
- On Saturday morning the park will also have an area for a soccer pitch where a youth league could be established.
- The area will be branded by the sponsor on a permanent basis.
- Any special tournaments or sporting events would get extra coverage time

Kwa-Msane Public Viewing Space

Umkhanyakude District Municipality has taken a giant step forward in its programme to expose local people to the FIFA Soccer World Cup hype. The District played a crucial role in coordination and implementation of Kwa-Msane PVS. The District Managed to secure financial and technical support from cell-phone giant MTN through SANRAL amounting to R3000000.00 for the development and maintenance of the kwa-Msane PVS for the period of three years. Following an approval by EXCO to outsource an amount not exceeding R15000.00 for material and labour, connection of electricity at the Kwa-Msane Sportfield as part of the Public Viewing Space development programme for the Municipality was conducted.

The Kwa-Msane PVS is at present fully functional. Such viewing space will ensure that the 2010 FIFA World Cup can be enjoyed by as many of the people in the district as possible. The Kwa-Msane PVS also promise to be a hub of 2010 FIFA World Cup activity in as far as Umkhanyakude District is concerned. Entrance will be free and matches will be beamed live on big screen TV. In-between, people can look forward to entertainment to keep spirits high. Entry to the PVS will be monitored to ensure everyone's enjoyment and to keep disaster management and security risks to a minimum.

3.11. UMHLOSINGA DEVELOPMENT AGENCY (UMDA)

In response to the challenges regarding Economic Development the UMkhanyakude District Council decided to establish the Umhlosinga Development Agency. With the financial assistance of the Industrial Development Corporation which is running a Local Economic Development Agency program the UMDA was established in 2006.

The UMDA speaks to 5 major Key objectives of the IDP

1. Poverty
2. Unemployment
3. Local Economic Development
4. Infrastructure Development
5. Capacity Building for SMMEs

The UMDA functions as a Local Economic Development Agency (LEDA) growth and development in the sub region. The District Municipality has formally mandated the agency, to:

- a dedicated entity responsible for the planning and implementation of a program of sustainable economic that acts as an agent, for and on behalf of the Umkhanyakude District Municipality, for the purposes of implementing an integrated and sustainable program of economic development in the area;
- To identify, plan and manage the implementation of economic development projects in the Districts of Umkhanyakude, as agreed to with the district and/or local municipalities of the District;
- To acquire, own and manage land and buildings, and/or rights to land and buildings, on behalf of the Districts and/or local municipalities, to be used for economic development purposes;
- To act as a receiver, manager and/or coordinator of technical assistance and development funding from donor, public and private sector institutions/organizations for the discharge of its mandate; and
- To raise, receive and hold funds, from any lawful source and to manage, administer and disburse those funds in pursuance of the objects of the agency.

The UMDA has an independent Board appointed by EXCO to oversee the mandated as given by the Council. In April 2007 an acting CEO was appointed and the UMDA finalized its Pre Establishment. The full time CEO was appointed in January 2008 and the UMDA moved into Establishment phase in Identifying lead projects to investigate towards Economic Development.

The UMDA moved into 1st Operational phase in 2009 and established five economic intervention Programs that talk to the IDP i.e. 1) Agribusiness, 2) Tourism, 3) Industry, 4) Property Development, and 5) Business Support and Development.

The UMDA was requested by parent body to investigate 2 Lead projects that would have long term benefits to the District Economic growth and Development. Those projects are 1) The Mkuze Regional, and 2) The Jozini Hydro.

3.11.1. Mkhuze Regional Airport:

As tourism is the majority economic Sector in the District it was imperative to look at two main challenges, 1) The transformation of the Sector and 2) the creation of a Catalyst or gateway to tourism development. The Mkuze regional airport was identified as such a project.

In 2008\2009 financial year a feasibility and business plan was initiated with financial support from DBSA and IDC. This project will form the basis of new economic growth and act as catalyst for the expansion of the tourism industry.

The scope of this report, as set out in this feasibility study submitted to, and accepted by, the Umkhanyakude District Municipality, is to form the basis for the construction and operation of a regional airport at Mkuze. The building standards of this airport are to adhere to both the local and international regulations regarding runways, terminal buildings and security. Of overriding importance in this project is that it must be a catalyst for economic and social development in the area, while meeting the environmental criteria. To this end, the project must seek to balance the so-called 'triple bottom line' of economic efficiency, human well-being and environmental integrity.

In terms of economic efficiency, it is important that an investment in this project must meet the fundamental necessities of any economic investment; it must be shown to be a safe and profitable long term investment, generating a sustainable and long-term financial after tax return greater than that offered by general institutional investment opportunities, such as banks and government bonds, commensurate with the level of risk involved. Capital and operational costs incurred in constructing and running the airport must be recoverable through a sustainable market demand for the final product. This demand must be met by a continuous marketing exercise to draw tourists and business people to the region. Although the above-mentioned is of utmost importance, the overall benefits towards the broader communities of the district must be taken into consideration.

The human well-being aspect of the project refers to the ability of the project to meet the short-term economic and social needs of the local community. This must occur in both a direct and indirect manner. The direct concerns of the project will be in terms of immediate job creation in both the construction and operation of the airport. This will take into account the principles of employment equity and direct skills transfer. It is envisaged that the local community will be integrally involved in the operation of the airport and further secondary opportunities, stemming from this project, will include the development of various small, medium and micro-enterprises (SMME's) to take advantage of the markets available for the supply of shuttle services, line shops, art and craft etc.

The benefit to the area in a whole will be enormous taking into consideration the leisure tourist and conference delegate spend on average R 3 000.00 per person. Taking the first year's estimated 34 000 passengers into consideration, it is estimated that the airport can generate an income of approximately R102m from year one.

The third element of the 'triple bottom line' principle is that of environmental integrity. In many projects this is an aspect to which mere lip service is often paid, but the long-term needs of the environment are of vital importance to this project. In order to ensure the continuous environmental issues are addressed during the construction and operation of the facility, this study will set out how the project will meet all of the above criteria and become both a catalyst for development in the area and a model of sustainable utilisation of natural resources, where the short-term needs of the community and the long-term requirements of the environment can be harmoniously met.

The increase in tourism activities due to government and private sector investment over the next few years will see the need to air-link Umkhanyakude to major centres such as Nelspruit, Ethekwini, Cape Town and Gauteng. The Umhlosinga Development Agency sees this project as an opportunity to join forces with its sister Agencies of Hibiscus and Blue Crane to the commercial activities not only stem from tourism but the export market outside the district for vegetables and other crops, related to the implementation of an agricultural master plan implementation and investment programme.

The close proximity of the Jozini-Royal Big 6 Development on the Pongola-Poort Dam shores gives the airport an unexpected PAX opportunity as it is only 35 minutes away, in contrast to the nearest Swaziland airstrip that is one and a half hours away. The feasibility of the airport will be justified with the development taking place surrounding the Pongola-Poort tourism development that will see the creation of residential developments and a golf estate.

Private investors are being engaged to ensure the maximum usage of the airport: the introduction of a multi phase process will see the development grow as the demand grows to ensure economic viability of the investment. The District Municipality has at this point invested R8m in the upgrade, and bought the airstrip at a cost of R7.5m. Further upgrades currently taking place are at the cost of R12m.

The current status regarding the airport is that the feasibility study with the total cost of R3.4 million has been budgeted for by the DBSA and the remainder by IDC.

3.11.2. The Jozini Hydro Project:

As part of the Economic growth in an energy starved environment the Council saw it fit to ask the UMDA to investigate the possibilities of alternative energy generation in the district, the Jozini Dam being one of the first in an ongoing process.

The increase of electricity demands in South Africa is well known; this project will see great cost savings due to the fact that an outflow system already exists, thus minimal technical intervention will be needed. With the increase in economic activities currently planned, and actions still to be implemented such as the Urban Renewal and Agricultural master plan, electricity demand will fast increase.

The Pongola-Poort property and tourism development on the northern side of the Dam, together with the industrial developments in the Makhatini, pertaining to Bio-Fuel production and related infrastructure, will place greater demand on electricity supply, requiring sustainability.

The selling of electricity to Mozambique and Swaziland utilising excess electricity, especially to Swaziland due to the Royal Swazi Big 6 development on the Swaziland side of the dam border.

Furthermore, the hydro-electric project will create an opportunity for the stabilisation of a district-wide mini-grid which incorporates solar and wind powered sustainable electricity sources. This will open immense opportunities for tapping into the natural resources of sunshine radiation and wind flows, for which the district is well endowed with.

The Jozini Hydro is a project that was envisaged during the construction of the dam some 42 years ago but due to a variety of factors the project never became a reality. The District Municipality of Umkhanyakude recognise the opportunity as a possible answer to the lack of electricity supply to the greater Makhatini. Since then, the national energy crisis has added to the urgency of finding alternatives to Eskom.

The Umkhanyakude District decided that the project will be best suited for its municipal entity, the Umhlosinga Development Agency, as funding and resource allocation will be managed from within the Agency and its partners. The Umhlosinga Development Agency made the Jozini Hydro project part of their headline projects as it believes that the project will form the basis of its alternative sustainable energy generation program. The district of Umkhanyakude has entered into an MOU with DBSA regarding the Sustainable Community Program; renewable energy and a sustainable environment is at the core of this program and thus forms part of Umhlosinga Development Agency (UMDA) long term plans.

The Jozini Hydro Project (JHP) will form part of a long term program to generate electricity within the district, supplemented by solar and wind generators. The current potential of the Dam is a possible 5 MW. This may in real terms not be an outright 'A' list investment but as part of a long term program, the project will generate the potential for further investment in this vital sector.

The project will be initiated and implemented by UMDA in collaboration with the District Municipality and DBSA. The hope is that once the financial feasibility of the project is determined it will be implemented immediately. The project will in total cost R100m and will need carbon credits to make it viable for investment. The feasibility and business plan was done at a cost of R1, 8 m and business plan is currently under Risk analysis with the DBSA. The license application is in advanced stages and should be finalized in the 2nd quarter of 2010. The need for specialist consultants and site visits will form part of this phase. The current income generation will be determined by the rate at which Eskom will purchase the electricity.

It must be envisaged the UMDA does not see the project as a major profit making business but rather a mechanism to attract investment in the district by a variety of companies. The main focus of the UMDA is to create an energy source that can substitute the Eskom grid. The project has an indirect value to the economic growth of the district economy. This however does not mean that it will become a Taxpayer burden.

The current status of the project is at pre-feasibility. Although the District Municipality had a previous engagement with regards to the project, it is not sufficient for implementation. The UMDA has called for possible consultants for proposals of interest in the investigation and design of the project. The successful consultant will be appointed and the development of a revised action and implementation plan will be presented to the management team of UMDA, DBSA and UDM.

Time frame for the project is from 2007 to 2010. The hope is that by 2011, the plant will be able to start operations - a time line of approximately 4 years. The future of the development will be determined not only by the bankability of the project but the inter-institutional relationship of all those involved in ensuring that the project becomes a reality.

The need to provide and explore the opportunities of alternative energy is becoming a vital part of all communities worldwide and as part of the world community we believe we can make a contribution. The sustaining of the environment and our resource use is vital to ensure the economy will grow in the future, regardless of mineral shortages

Regarding the current status of Jozini Hydro; the inception report has been completed. The project is in the meantime, at feasibility phase.

Some of the UMDA activities include the following:

Tourism-Related Projects

The marketing of new investment opportunities in the tourism industry will be the focus for the 2010 and beyond. The identification of new possibilities and strengthening of current products remains a priority. The main focus will be based on opening up new tourism destination for visitors.

1. These projects will compliment the development of the Regional Airport:
2. UMDA has started with the initial engagement of relevant institutions regarding the development of Royal Elephant Route as a new destination in South Africa. This project will see the Development of new products along the R22 and the Phelandaba Ingwavuma roads. This will eventually lead tourists through Hlatikulu forest back to Airport via Ubombo. This project will be complimented by timeshare park developments on route (the detail roll out off which will be protected until full implementation due to intellectual property rights)
3. Another project worth mentioning is NGUNI Cultural Monument and Museum to be allocated at Bhambanana, facing the Ingwavuma River. This cultural Tourism project will fit in with the initiatives identified by the Department of Arts and Culture and plan to bring tourism to Umkhanyakude based on the significant but underplayed importance of this region.

4. The Development of 3 star Self Catering SMME establishments is a priority for UMDA as this forms part of marketing support to ECTA, the SED department of Umkhanyakude and ECTA will assist in the development of a program of 10 phases to develop these establishments to the required level.

Industry

The UMDA has recognized the importance of development within the technical sector and as such will not only support the development of sugar production plants but further feasibility desktop studies are underway to look at other processing plants relating back to the District's agricultural industry.

1. The UMDA has placed a request with DBSA for the detailed scan of mineral deposits in the Umkhanyakude. This project will see the identification of sites within the District possible for mining prospect.
2. The construction of the Mbazwane Abattoir in collaboration with the UMkhanyakude Life Stock Association will see the transformation of a large part of the Agribusiness in UMkhanyakude as it will tie up with a number of developments
3. This must be done as part of the Value Chain program of sustainable development. Several sites and possibilities will be investigated. Processing of Marula and Pineapple products in Hluhluwe to Mbazwana towns are the most central points of departure.
4. IDC sugar Mill development project is on feasibility stage.
5. The DBSA and UMDA have been approached to facilitate and assist in the Mbazwane Manzengwenya Forestry Project; this will see the transfer of the Forestry Business to the Three Traditional Authorities.
6. The revitalization of the Rail Road between Empangeni and Golela will see the linking of three district municipalities through a value chain logistics and commuter/freight transport project.
7. The above project will later be complimented by an Inland Port.

Property Development

The need to provide accommodation to the middle class in Umkhanyakude is an ongoing problem and there is a need to venture into some innovative ideas to overturn the challenge. UMDA has been investigating a few options but at this stage there are not any tangible solutions.

Currently UMDA has made an offer to purchase land in Mkuze Town. This property will have a threefold effect on UMDA and the District. (1), it can be run as a guest house, (2) provide housing (rental) for staff and other civil servants, and (3) it will become UMDA's 1st form of equity and as such will lessen the financial burden on the Parent body and this will also reflect positively on the financial of the District Municipality.

The development of and Business Park and Tourism shopping mall at Mkuze airport as well as the development of convention centre next to terminal building will be rolled out over the next 3 years.

The continued lobbying of private sector to release land for residential development is continuing and the Senekal Trust is being approached to avail land for the development of 2000 sites for the development of residential property in the Medium, Middle Class and Up-market.

The same development area will see the long term establishment of a University campus and Private Hospital and a large Shopping Mall.

Business Support and Development

The UMDA sees it fit to create a vibrant Second Economy by support to the emerging SMME and Cooperatives in the district. The creation of large scale catalyst projects need to be assessable by the local SMME sector this will be done by ensuring that 1000 SMME's and Cooperatives become Procurable towards actively taking part in the developing economy.

The Business support and Development Program will create a Database that will be used to build a knowledge base and access to information. This information and Knowledge will be utilized in a two way system by giving the SMME access to training and opportunity and give Government and Private access to local business. The Data base will be updated on weekly bases through a unique developed IT system placed in every Municipal reception and Library areas.

Sustainability of UMDA

The UMDA will base its future going concern objectives on creating income for the parent body through business development and macroeconomic interventions. This income and interventions will be managed on behalf of the parent body and all income will be allocated to the parent body on an annual basis. The UMDA will sustain itself on receiving grants for operational cost from the profits obtained through these interventions, thus not depending on the Taxpayers contributions and ensuring value based existence.

3.12. THE MAKHATHINI INTEGRATED MASTER DEVELOPMENT PLAN

The Makhathini Integrated Master Development Plan is a plan focusing on the development of two local Municipalities i.e. Jozini and Umhlabuyalingana municipalities in the District of Umkhanyakude. The plan was developed on the instruction of the MEC oversight Committee for the Lebombo SDI and Economic Cabinet Cluster. The plan aims to integrate all government activities and develop the two main economic driving sectors in the area, i.e. agriculture and tourism. The planning process will ensure that an integrated plan is developed for the spatial planning of the area which is consistent and part of the IDP's of the two municipalities concerned. This is a multi billion rand project both private and public sector will invest in agriculture and tourism. There is also a component of infrastructure development attached to the project.

The project is in line with rural development initiatives. A steering committee to oversee the entire planning process for the project has now been established. Umkhanyakude District Municipality has been requested to host all steering committee meetings for the project. The District is also the co-chair of such meetings with the Department of Agriculture Environment and Rural Development.

The fact that this is the area has a subtropical climate and water available for the irrigation of around 10000 ha from the Jozini Dam is well known. This means that crops can normally only be grown during the rainy season in the summer rainfall areas of South Africa, can be grown throughout the year on the Makhathini Flats under irrigation. A further benefit is that some crops grown on this area can reach the market 3 to 4 weeks before those grown in other areas of South Africa because of the favourable heat units of the area.

Extensive research has been done over many years on the irrigable areas. What is not well done, is the fact that this subtropical area of KwaZulu-Natal is not just limited to this irrigable area of around 10 000 to 13 000ha. The total area of what is generally known as Makhathini (Jozini and uMhlabuyalingana Local Municipalities) totals over 450 000ha, which a recent study has shown to include just over 407 000ha of grazing area and possible area of around 33 000ha on which appropriate rain-fed crops can be produced in the summer.

To unlock the economic potential of the area on a sustainable basis (economical, environmental and social) with agriculture and tourism being the main drivers of the economy of the area, will require an integrated and coordinated effort by all stakeholders. These include the appropriate provincial, national and local government departments and organizations responsible for agriculture, environment, conservation, land, water, electricity, traditional affairs, roads, education, health, housing, economic development, etc.

The process must form part of the existing institutional structures for integrated governance in the province. The Provincial Spatial Economic Development Strategy (PSEDS) is such a coordinating institutional structure and it is proposed that the Makhathini Integrated Development Steering Committee will form a sub committee of Maputo Corridor Sub committee of the PSEDS.

The Makhathini Integrated Development plan will furthermore form part of the uMkhanyakude District and Jozini and uMhlabuyalingana Municipalities' IDPs and this is already happening as information is currently being reflected accordingly. The final result of the integrated planning and implementation of the Makhathini Plan will be:

- The optimal and sustainable use of the agricultural and tourism potential of the District areas of Umhlabuyalingana and Jozini;
- Agricultural development; and
- The development of adequate support infrastructure.

Progress to date

There has been huge delay in the implementation of the project (10 month), due to supply chain. The Service provider (RCR) has been appointed. A meeting was held with RCR to discuss the inception report. The business plan for the project had to be revised. The intention is to finish the project by the end of June 2010.

Therefore five main activities were identified.

- Preparation;
- Review of current Information;
- Development of draft SDF;
- Public Consultation;
- Approval.

At the time this document was prepared the project was at activity 2, i.e. the review of current information. Jozini & Mhlabuyalingana are part of the Steering Committee, since they the project is within their areas of jurisdiction. The programme from the current activity is as follows:

ACTIVITY	MILESTONES	START DATE	COMPLETION DATE
1.Preparation		05/01/09	21/01/10
2.Review of Current Information	Status quo analysis, local & contextual	01/02/10	15/03/10
	Precedent Analysis	01/03/10	15/03/10
	Summary of Issues and Influences	01/03/10	15/03/10
3.Development of Draft SDF	Development of a vision & concepts	15/03/10	31/03/10
	Steering Committee meeting	07/04/10	07/04/10
	Conceptual SDF	01/04/10	16/04/10
	Spatial Development Framework	16/04/10	31/05/10
	Economic Development Framework	16/04/10	31/05/10
	Environmental Framework	16/04/10	31/05/10
	Infrastructure Framework	16/04/10	31/05/10
	Institutional Development Framework	16/04/10	31/05/10
	Implementation Framework	31/05/10	15/06/10
4. Public Consultation	Presentations & Comments from stakeholders	17/06/10	22/06/10
5. Approval	Finalizing the document for EXCO approval	23/06/10	23/06/10
	Final adoption by EXCO	25/06/10	25/06/10
	Close out Report	28/06/10	30/06/10

3.13. PUBLIC PARTICIPATION

The process of public participation at Umkhanyakude District Municipality has had a multi-faceted approach. Public participation is mainly done through ward committee system as it is the institutionalized form of communication forum. Despite that, other forms of participation were utilized in order to strengthen the link between the municipality and its community.

These include:

- IDP Road shows; and
- IDP Representative Forums.

3.13.1. IDP Road Shows

Community participation facilitates the process of registering local needs and is legislated in the in Municipal Systems Act no 32 of 2000 as amended. All details contained in Chapter 4 of the Act formed the basis upon which IDP road shows were staged. The focus of IDP road shows for 2009/2010 was on engaging communities in municipal agenda concerning current issues of development. The schedule for IDP road shows for 2009/2010 was as follows:

Date	Municipality	Venue
22 November 2009	Mtubatuba	Kwa-Msane
28 November 2009	Umhlabuyalingana	Manguzi Sports Ground
29 November 2009	The Big 5 False Bay	Nibela-Qomukuphila Primary School
05 December 2009	Hlabisa	Mdletsheni- Engodini
06 December 2009	Jozini	Msiyane Sports Ground

The purpose of staging the District-wide IDP Roadshows was to create an environment whereby a broader community is reached in each local municipality. Furthermore, this process enabled members of the community to interact directly with their Mayors on issues regarding service delivery.

Mayors for both the District Municipality and respective local municipality jointly delivered their programmes based on service delivery issues such as projects that were being implemented during the 2009/2010 financial year.

IDP road shows created opportunities whereby communities could interact directly with their mayors on issues that affect them, especially delivery of basic services. Throughout the road shows issues around provision of water and sanitation were raised by members of various communities.

In an effort to enhance public participation, a special team was created to do interviews around service delivery issues. This was done mainly because not everyone could have had a chance to raise their concerns to the honorable Mayor due to, among others, time constraints.

Based on the interviews conducted, the following issues were mentioned as most critical and therefore needed to be addressed:

- Provision of water and sanitation services;
- Provision of roads;
- Provision of energy;
- Curbing HIV and AIDS;
- Local Economic Development (LED)

Central to the Honourable Mayor of Umkhanyakude District Municipality, Cllr L M Mthombeni's speech throughout the Roadshows was water provision-related projects.

This was in response to his speech on the previous IDP Roadshows (2008/2009) where he explained the plight of drought that the District of Umkhanyakude had been experiencing; and where he highlighted the backlog for water provision, which was estimated to be about 46% and for sanitation to be about 59 % of the total households.

The IDP Roadshows were a success, and credit should be given to local Municipalities¹² for contributing towards the success of the roadshows. As such the attendance to the Road shows was excellent. Due to rain, roadshow initially scheduled for Hlabisa had to be postponed and the venue had to be changed in the eleventh hour. Such disturbance could not deter Hlabisa community from attending the event.

3.13.2. IDP/Budget Consultative Meetings

One of the mandates of Local Government, of which municipalities are part of, is to give priority to the basic services of the community. Communities therefore are given an opportunity to participate in the process of prioritizing their needs. Municipalities through the IDP process register the needs of its community and also set up programmes that would address these needs. Resources are also allocated to address needs that have been identified.

As result, IDP/Budget consultative meetings were conducted on all but one local municipality. Due to financial constraint, there was no financial support from the District to the Local municipalities. Despite, local municipalities managed to arrange what seemed to have been successful IDP/Consultative meetings.

The District's Mayor and his counterparts from local municipalities shared the stage outlining the budget of both the District and local municipalities. Community members were also give a chance to raise their views and asked questions.

It was apparent from the meetings that the critical need is water provision. Water issue was raised in all meetings, which indicated that it should be treated as a priority.

3.14. DISTRICT-WIDE PRIORITY ISSUES

"Four main priorities for the people of Umkhanyakude are:

1. *Water;*
2. *Water;*
3. *Water; and*
4. *Water." (S.R. Mathobela)¹³*

It is a general understanding that government does not have sufficient resources to address all the issues identified by communities. Prioritisation of service delivery issues assists government, and in this case, the District Municipality, in allocating scarce resources to those issues and needs highlighted as most urgent.

In order to assist this process, a criterion was developed to guide the municipality in ranking the many issues requiring attention for

- 1) the well being of the community and
- 2) the sustainability of the municipality.

Central to the development of the criterion was the Umkhanyakude District Municipal powers and functions and also functions that are shared between the District and its local municipalities. This was done in full recognition that the UDM is not responsible and does not have the means to attend to all the identified issues. However, the fact that provincial and national line departments and parastatals are, in some cases, the ones that have to provide the service or funding, does not make the issue more or less worthy of attention.

¹² The Mayor, Municipal Manager and staff of The Big Five False Bay Municipality should be commended for organizing, mobilizing and hosting, but most of all, taking ownership of their IDP Road show. It is hoped other municipalities would take a leaf out of that. For 2010/2011 IDP Road shows we hope to use the success of The Big Five as a model for staging successful Road shows.

¹³ The acting Municipal Manager was speaking to Maputoland Community Radio Station during DC 27 IDP Road show hosted by Jozini Municipality(06 December2009).

3.14.1. Criteria for determining district-wide priorities

In light of the fact that the UDM is responsible for the IDP for the District Municipality as a whole, and the local municipalities for the IDPs for their respective municipal areas, it was decided that the district-wide priorities would largely be compiled from priority issues submitted by the local municipalities as determined during their IDP processes.

The rationale behind this decision is that local planning and district planning differ by role and function rather than by location, meaning that the District Municipality and sector departments deliver services in the same areas as the local municipalities. The difference lies not in the concern, but in the respective competencies, powers and functions in attending to the identified issues.

This does of course not in any way depart from the key role of the District Municipality in steering and guiding the economic development and spatial and sectoral focuses/foci of resource allocation in the district. Given these assumptions, the criteria by which district-wide priorities were decided upon, is/are the following:

- The applicability of an issue to more than one local municipality;
- Issues not identified at local level, but instrumental to service delivery;
- The potential for poverty alleviation, cost recovery and job creation; and
- Key issues falling within the powers and functions of the District Municipality.

3.14.2. District-wide Priority issues

The following issues have been identified as being of high importance to the community of Umkhanyakude:

- Provision of water and sanitation services;
- Provision of energy (Electricity);
- Poverty alleviation and job creation;
- Curbing HIV/AIDS;
- Provision of health services;
- Safety and security;
- Growing the economy (Local Economic Development);
- Provision of roads and public transport;
- Provision of social amenities;
- Provision of infrastructure and social services;
- Promoting the interests of marginalized groups;
- Provision of environmental management services.

3.15. PLANNING FOR CHANGE OF MUNICIPAL BOUNDARIES

In terms of the Municipal Demarcation Board (MDB); by 2011, there will be an introduction of new municipal boundaries. This is the case especially to those municipalities that will inherit the whole or some parts of the District Management Areas (DMA).

Presently in a DC27 context, the DMA is the responsibility of the District Municipality, as it is the case with any other District in South Africa. In 2011, on one hand, the DMA will be split among three local municipalities, i.e. The Big Five False Bay; Mtubatuba and Umhlabuyalingana municipalities, and on the other, some local municipalities will surrender some of their respective wards to other localities.

The impact of wards delineation

Areas to be integrated in KZ 273 include the portion of the DMA; portion of kwa-Jobe; Portion of Mbazwana (South). Regarding Hlabisa and Mtubatuba, Hlabisa will surrender all its Mpukunyoni wards (12 wards), which will be amalgamated to Mtubatuba. Hlabisa will only be left with eight wards, which translates to 16 councilors for Hlabisa. Such an occurrence will see Hlabisa losing most of its population because the most populated wards at the municipality are Mpukunyoni wards. Furthermore as far as Mtubatuba is concerned another positive note is that the DMA boundary cutting through Dukuduku area will vanish. Presently, half the population of Dukuduku falls under the DMA and they vote in Ward 4.

Likely Implications for ward delineation include:

- Traditional authorities, whose areas are likely to be split into different municipalities;
- The issue of Valuation Roll will need to be taken into consideration since properties from affected municipalities will become a concern;
- Housing Plans
- Infrastructure Plan
- Spatial Transfer of Nodes
- Economic Development Planning i.e. LED
- Land Claims and Corridor Economic Activities should be taken into consideration
- Official Transfer of resources will need a high level of monitoring e.g community halls etc.

4. STRATEGIC PHASE

The strategic phase comprises of the Umkhanyakude District Municipality's vision and a mission statement. It spells out the direction the municipality intends taking, both on a short and long term. It also outlines values upon which the Municipality ascribe to; the strategies, interventions and key performance indications. This is in response to the status quo analysis and prioritized needs indentified in the previous phase (Analysis phase).

4.1. STRATEGIC FOCUS

The strategic focus of the Umkhanyakude District Municipality is to build on a vision formulated. The IDP focus on the development of programme and projects that will work towards the achievement of the different focus areas identified as priority issues that contain milestones and deliverables. Such deliverables will work towards the achievement of the Umkhanyakude District Municipality's vision.

The **VISION** of the UMkhanyakude District Municipality is:

"To meet basic needs and improve quality of the community in a democratic and sustainable manner"

MISSION

As its mission UMkhanyakude District Municipality is committed:

"To deliver basic services to its people, support local municipalities to become viable; and good governance"

In pursuit for its mission, Batho-Pele principles forms basis and core values for Umkhanyakude District Municipality.

UMkhanyakude District Municipality believes that core to realizing the development of its community and their vision is tackling poverty. Hence it has been (and intends to continue) working with its community, and all stakeholders to create a culture of best practice in service provision and streamline service delivery.

UMkhanyakude advocate people-centred development by maximizing the involvement of the community in order that communities become empowered and equipped through the transference of skills to drive their own economic development.

CORE VALUES

- **Integrity:** We are honest in everything we do
- **Equity:** We are equitable in the distribution of resources and opportunities
- **Transparency:** We are open, accountable and communicate with all our stakeholders
- **Team work:** we work together to achieve a common goal and purpose.
- **Respect:** We will be courteous and show high regard to our clients and those that we serve
- **Accountability:** We are responsible, responsive and accountable to our citizens and stakeholders
- **Peace:** We promote a harmonious life and security for all our citizens

The District's strategic focus is characterized by seven Key Performance Areas, namely:

- Good Governance and Public transformation
- Improved Service Delivery and Infrastructure Investment;
- Sustainable Local Economic Development
- Transformation and Institutional Development;
- Municipal Financial Viability and Management;
- Spatial Planning and Environmental Management; and
- Social Development.

It is also guided by the Government's Programme of Action as well as the Millennium Development Goals.

4.2. DEVELOPMENT STRATEGIES

KPA 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objectives	Planned Interventions
To implement <i>Batho Pele</i> customer services principles TAS 10 Point Plan:7&10	Conduct customer satisfaction survey Attend to all queries from customers (internal and external) Reduction of queries and complaints in the complaints register
To improve relationship and communications with stakeholders TAS 10 Point Plan :3	Review of a communication strategy Development of Communication Participation Framework
To build sustainable partnerships with Traditional Authorities, and to ensure and improve public participation in municipal processes TAS 10 Point Plan :3&10	Provision of free basic services Preparation of procedures for community participation processes including direct communication with Traditional Councils Improved public confidence in municipal functioning, infrastructure development and service delivery
To ensure alignment between National, Provincial, Local Government and Public Entities (TAS Point Plan 8 & 9)	Establishment and operation of inter-municipal liaison forum Strengthen District IGR structures Regular support to LMs on MIG programme and any other developmentally related programmes
Prevention of corruption	Development of anti-corruption strategy to address prevention, detection and awareness/communication

KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

WATER SERVICES STRATEGY

The National Targets on Water and Sanitation provision have now been revised and are as follow:

ITEM	TARGET DATE
1. Water	December 2014
2. Sanitation	December 2014

The Umkhanyakude Cash Flow Projections, which take into account all known funding sources, MIG and DWAF, indicate that there are water schemes stretching from 2007/08 to 2010/2011. This does not mean that this will cover all communities within Umkhanyakude DM. There are water schemes still to be started within the next three years which may be completed in 2014. This date excludes the bulk water supply strategy which will avail water to all other areas without the water sources. The national target of 2008 will not be achieved.

Sanitation has the highest backlog which may require considerable funding to finish the backlog. At the current funding from MIG, sanitation backlog in DC27 may be finished not earlier than 2015. The initial target of 2010 will not be achieved under the current funding arrangements. In terms of the WSDP, the plan is to at least half the sanitation backlog by half in 2016.

The above mentioned facts indicate that Umkhanyakude has not met the National Target for 2008 on water and would not meet the 2010 target as well on Sanitation. Notwithstanding; in terms of the Districts TAS's Basic Service Delivery expected outcome; Umkhanyakude District Municipality should:

1. Regarding access to water and sanitation; meet the following:

- Review WSDP for alignment
- Develop plan by end of June 2010 which will reduce non functioning schemes by 10%
- To prioritize all projects to address backlog and apply for additional funding

2. Regarding access to electricity

- To review Electricity Services Development Plan
- Engage Eskom as the majority supplier of electricity in the UDM to increase number of connections throughout the district.

Therefore the following Service Delivery and Infrastructure Investment strategies were developed based on the TAS:

Strategic Objectives	Planned Interventions
To provide access to Water, Sanitation and Electricity	New water connections; New sanitation connections and New electrical connections.
To avoid deterioration of existing infrastructure network	Development of water & sanitation maintenance plans
To ensure optimal utilisation of resources	Reduction of non functioning schemes.
Adherence to Batho-Pele Principles	Establishment of a fully fledged call centre to cater and record all complains and suggestion, thereby enhancing communication between the municipality and the consumers.

KPA 3: SUSTAINABLE LOCAL ECONOMIC DEVELOPMENT

Strategic Objectives	Planned Interventions
To create a sustainable and enabling environment for economic growth and development	Reviewed LED Strategy
Provision of operational support to the Development Agency	Approved Service Level Agreement between the District Municipality and uMhlosinga Development Agency
To ensure increased SMME opportunities	Initiate macro and micro projects
Strategic support of municipal entities	Development of investment plan by uMhlosinga Development Agency
	Implementation of a District Tourism Development and Marketing Plan by Elephant Coast Tourism Association
To enhance tourism development	Development of the Film Industry as a niche economic driver Ensure effective functioning of the Tourism Information Centre
To promote SMME and BEE development TAS 10 Point Plan:2	Tenders awarded to SMME & BEE Tenders awarded to women contractors Tenders awarded to youth Tenders awarded to people living with disabilities
To ensure increased SMME opportunities	Initiate macro and micro projects
Mkhuze Airport	Oversee the construction of Airport and engage with marketing plans To ensure total buy-in from all relevant stakeholders, establishment of a management contract between Agency and owners.

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Strategic Objectives	Planned Interventions
To provide effective and efficient Human Resources Management Services	<ul style="list-style-type: none"> - Review of all job descriptions; workplace skill plan, organogram; - Development and implementation of a workplace skills audit plan; and human Resource strategy.
To ensure effective and efficient IT System	Integration of IT financial systems introduced and operationalised (cross cutting issue IT, GIS/DIMS/MIS/Payroll and Web Site)
To ensure Municipal Integrated Planning	<ul style="list-style-type: none"> - Annual review of the District's Integrated Development Plan (IDP) and Performance Management System (PMS) - Approval of WSDP and ESDP

KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives	Planned Interventions
To improve municipal financial viability and sound financial management as per MFMA	Draft budget within benchmark set by National Treasury within guidelines from MFMA. Fully in line with GAMAP legislation, National Treasury benchmark and MFMA. Ensure budget is totally aligned with IDP. Timeous compilation and submission of financial statement. Ensure expenditure within municipal budget. Implement and maintain of control system to ensure accurate information of the municipal budget
To ensure effective and efficient management of departmental budget	<ul style="list-style-type: none"> - Continuous implementation of SDBIP - Adherence to SDBIP by departments
To ensure accurate billing of all consumers of the municipality	<ul style="list-style-type: none"> - Implementation of credit control policy to increase revenue to become financially sustainable - Sending of monthly bills to customers - Reliable billing system
To ensure prompt payment/collection of all funds due to the municipality	<ul style="list-style-type: none"> - Handing over of long outstanding debts in line with Credit control policy
To ensure that goods/services of the municipality are procured in an efficient economical and equitable manner, from reputable suppliers.	Draft supply chain processes and ensure that it is equitable and transparent and in line with legislation. Ensure compliance with all legislation. Maintain service level with all Departments. Structuring of committees in line with MFMA
To ensure accurate and timeous reporting of the financial affairs of the municipality	Timeous compilation and submission of financial statement.
To ensure that grants are spent as per the agreement between the municipality and sponsor	Preparation of expenditure reports to be submitted to the MM, the sponsors, PT,NT and any other relevant stake holders

KPA 6: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

Strategic Objectives	Planned Interventions
To provide structure and order to spatial development	Review the Spatial Development Framework of the District Municipality
Managing Spatial Development	Compliance with KZN Provincial Planning and Development Act Development of a District-wide Environmental Management Framework
Interactive provision & management of planning information	Setting up a District-wide digital information hub Establishment of District-wide spatial database

KPA 7: SOCIAL DEVELOPMENT

Strategic Objectives	Planned Interventions
To support initiatives aimed at ensuring peace and safety of communities	<ul style="list-style-type: none"> - Implementation of programmes in partnership with the SAPS and - other stakeholders to address crime, peace and stability amongst the local communities
To promote preservation, sustainable development and conservation of natural resources found within the District.	<ul style="list-style-type: none"> - Implementation of Biosphere Reserve Plan - Preparation of Environmental Management Framework - Preparation of Environmental Management Plan (EMP)
To contribute towards the alleviation of poverty and to ensure food security.	Handing over of poverty alleviation projects to beneficiaries
To Improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases	<ul style="list-style-type: none"> - Revision of District HIV/AIDS - Functional District Disability Forum - Establishment of District Advisory Council of Children

5. IMPLEMENTATION AND PROJECTS PHASE

5.1. IMPLEMENTATION PLAN

Three year implementation plan with committed human resources is as follows:

Figure: 5.1: Medium Term expenditure Framework	Budget		
	Budget 1	Budget 2	Budget 3
		2011/2012	2012/2013
Operating Expenditure by Vote			
Executive and Council	R24 452 265	R27 902 037	R29 754 837
Office of the Municipal Manager	0	0	0
Corporate Services	R16 219 802	R18 193 217	R19 459 625
Financial Services	R15 686 605	R17 018 915	R18 271 540
Community Services	R19 940 353	R17 018 548	R1 189 245
Technical Services	R12 999 448	R15 410 027	R16 495 355
SED and Planning	R9 481 123	R8 868 802	R9 485 823
Disaster Management	0	0	0
Water and Sanitation Services	R74 880 030	R80 644 715	R84 903 650
Total Operating Expenditure by Vote	R173 659 625	R185 146 260	R196 560 074

5.2. PROJECTS

In this section Umkhanyakude District Municipality provides a detailed list of municipal projects identified for the 2010/2011 IDP. Such projects will give effect to the strategies identified in chapter 4 of this very document (see 4.2). Furthermore, these projects are a response to the community needs identified in chapter 3.13 above. These projects will fulfill the mission statement which then translates into a long term vision of the District Municipality as presented in chapter 4.1.

The purpose of this section is to systematically identify all projects that will address the identified needs and order them in such a manner that quality monitoring and measurement can be achieved in line with the Organizational Performance Management processes.

The projects for 2010/2011 financial years are listed in the table below in terms of Location of the project, total budget, 2010/2011 budget allocation, and source of funding. These projects are central to the key performance objectives set through Organizational Performance Management System (OPMS) (see section 6.4).

WATER AND SANITAION PROJECTS
 IMPLEMENTING DEPARTMENT: TECHNICAL SERVICES

No.	NAME OF THE PROJECT	LOCATION	TOTAL BUDGET	2010/2011 BUDGET	SOURCE OF FUNDING
1.	Ezinkanyezini B&C	KZ271	R61 280 928.00	R1 814 312.00	MIG
2.	Ntshongwe/Malobeni water supply Proj. P.2	KZ271	R4 026 004.00	R2 998 125.00	MIG
3.	Phelandaba Sanitation	KZ271	R57 158 751.00	R7 408 852.00	MIG
4.	Kwa-Ngwanase Community Water Supply p.2	KZ271	R102 657 991.00	R14 607 643.00	MIG
5.	Mphophomeni CWSS Phase 2	KZ271	R38 715 718.00	R12 174 435.00	MIG
6.	Shemula Sanitation	KZ271	R16 428 023	R2 629 154.00	MIG
7.	Mphophomeni Water	KZ271	R38 715 718.00	R12 174 435.00	MIG
8.	Mbazwana S & S (Low cost Housing)	KZ271	R1 500 000.00	R1 500 000.00	MIG
9.	Jozini S & S (Low cost Housing)	KZ272	R2 300 000.00	R2 300 000.00	MIG
10.	Isihlangwini Water	KZ272	R7 200 000.00	R315 918.00	MIG
11.	Othobothini Water supply project	KZ272	R7 200 000.00	R1800 000.00	MIG
12.	Makhathini Sanitation Phase 2	KZ272	R4 389 682.00	R4 389 682.00	MIG
13.	Othobothini Sanitation project	KZ272	R5 121 087.00	R5 121 087.00	MIG
14.	Jozini Rural roads, water and sanitation p.2	KZ272	R2 283 393.00	R2 283 393.00	MIG
15.	Jozini/Ingwavuma Bulk	KZ272	R240 000 000.00	R10 000 000.00	MIG
16.	Makhasa Sports Complex	KZ273	R16 574 508.00	R2 618 799.00	MIG
17.	Hluhluwe Phase 3	KZ273	R23 000 000.00	R3 322 824.00	MIG
18.	Phumlani Stormwater	KZ273	R1 200 000.00	R846 522.00	MIG
19.	Ezibayeni Water phase 2	KZ274	R41 895 535.00	R6539 279.00	MIG
20.	Hlabisa/Mandlakazi-Bulk	KZ274	R89 000 000.00	R29 000 000.00	MIG
21.	Mpembeni-Matshamnyama	KZ274	R6 805 592.00	R6 805 592.00	MIG
22.	Mtubatuba Sports Complex	KZ275	R2 618 799	R2 618 799	MIG
23.	Mtubatuba Ward 2 Halls	KZ275	R1 200 000.00	R1 665 000.00	MIG
24.	Mtubatuba Treatment works Upgrade	KZ275	R73 000 000.00	R30 000 000.00	MIG
25.	Indlovu Village (Sanitation & Sewerage)	KZ275	R1 300 000.00	R1 300 000.00	MIG
26.	Nordale (Sanitation & Sewerage)	KZ275	R2 400 000.00	R2 400 000.00	MIG
TOTAL				R 149 856 756	

ELECTRICITY PROJECTS

IMPLEMENTING DEPARTMENT: TECHNICAL SERVICES

No.	NAME OF THE PROJECT	LOCATION	BUDGET	SOURCE OF FUNDING
1.	Nondabuya -1294 new self build connections	Nondabuya (KZ272)	R4 500 000.00	Dept. of energy
2.	Rehabilitation & up-grade (11KV Electricity network)	Ingwavuma (KZ272)	R4 000 000.00	
3.	Ingwavuma Town rehabilitation & upgrade of the electricity network	KZ272	R4000 000.00	DC27
4.	Nsinde-1600 new self build connections	Nsinde (KZ272)	R5 500 000.00	Dept. of energy
5.	Makhasa ward 01-1500 new self build connections	Makhasa (KZ273)	R15000 000.00	Dept. of energy, DC27 KZ273 & Makhasa Tribal Authority
6.	Ward 08-new self build connections	KZ274	R1 600 000.00	DC27
7.	Ward 14-550 new self build connections	Mshaya (KZ274)	R5 000 000.00	DC27
8	Nhlanhleni-90 new self build connections	Nhlanhleni (KZ274)	N/A	Dept. of energy
9.	Mgangatho-140 new self build connections	Mgangatho (KZ274)	N/A	Dept. of energy
10.	Mthwadlana-359 new self build connections	Mthwadlana (KZ274)	N/A	Dept. of energy
11.	Nhlonhweni-376 new self build connections	Nhlonhweni (KZ274)	N/A	Dept. of energy

SECTOR DEPARTMENTS' PROJECTS

No.	NAME OF THE PROJECT	LOCATION	BUDGET	SOURCE OF FUNDING
1.	Mpophomeni clinic (new)	KZ271	R10 000 000	Dept. of Health
2.	Manguzi Hosp. (new female ward)	KZ271	R18 000 000	Dept. of Health
3.	Bhekabantu clinic upgrade (new staff house)	KZ271	R632, 240	Dept. of Health
4.	Gwaliweni clinic (Replacement)	KZ272	R10 000 000	Dept. of Health
5.	Mosvold Hosp. (new paed's wards)	KZ272	R10 000 000	Dept. of Health
6.	Makhathini clinic upgrade	KZ272	R3 828 778	Dept. of Health
7.	Mngqobokazi clinic upgrade (new staff house)	KZ273	R626 440	Dept. of Health
8.	Machibini clinic upgrade (new staff house)	KZ274	R954 000	Dept. of Health
9.	Mpukunyoni clinic upgrade (new staff house)	KZ274	R1 592 985	Dept. of Health
10.	Sokhele clinic upgrade (new staff & gate houses)	KZ274	R1 778 490	Dept. of Health
11.	Hlabisa Hosp. revitalization (new phase 2A-ODP, pharmacy upgrade)	KZ274	R160 980 000	Dept. of Health
12.	Hlabisa Hospital revitalization (new phase 2B, theatres, wards, radiology)	KZ274	R367 142 859	Dept. of Health
13.	Mtubatuba Community health centre (new)	KZ275	R80 000 000	Dept. of Health
14.	Re-gravelling of Local Road: D1848	Mqobela (KZ271)		Dept. of Transport
15.	Re-gravelling of Local Road: D1882	Bhekabantu (KZ271)		Dept. of Transport
16.	Re-gravelling of Local Road: P447	Nkathwini (KZ271)		Dept. of Transport
17.	Re-gravelling of Local Road: D1823	Nobiya (KZ272)		Dept. of Transport
18.	Re-gravelling of Local Road: P236	Maqwashu (KZ272)		Dept. of Transport
19.	Re-gravelling of Local Road: P234	Nyathini (KZ272)		Dept. of Transport
20.	Re-gravelling of Local Road: P466	Qomukhuphila (KZ273)		Dept. of Transport
21.	Re-gravelling of Local Road: P2/7	Udengezi (KZ273)		Dept. of Transport
22.	Re-gravelling of Local Road: D448	Hlabisa (KZ273)		Dept. of Transport
23.	Re-gravelling of Local Road: D553	Thuthuka (KZ273)		Dept. of Transport
24.	Re-gravelling of Local Road: P451	Konfenisi (KZ274)		Dept. of Transport
25.	Re-gravelling of Local Road: P495	Somkele/Njolo (KZ274)		Dept. of Transport
26.	Re-gravelling of Local Road: P348	Mission (KZ274)		Dept. of Transport
27.	Re-gravelling of Local Road: P735	(KZ274)		Dept. of Transport
28.	Re-gravelling of Local Road: L703	(KZ274)		Dept. of Transport
29.	Re-gravelling of Local Road: D1922	Khula (KZ275)		Dept. of Transport
30.	Re-gravelling of Local Road: P216	Maphanga (KZ275)		Dept. of Transport
31.	Re-gravelling of Local Road: P745	Velobala (KZ275)		Dept. of Transport
32.	Re-gravelling of Local Road: D404	(KZ275)		Dept. of Transport
33.	Nkolokotho Causeway	(KZ275)		Dept. of Transport
34.	Fresh produce market	Makhathini Flats (KZ272)	R2000 000	COGTA (KZN)
35.	Upgrade of Khula Village facilities	Khula Village (KZ 275)	R3000 000	COGTA (KZN)
36.	Hlabisa Town Road, including earthwork, stormwater drainage and piping	Hlabisa Town (KZ 274)	R7000 000	COGTA (KZN)
37.	Usuthu Gorge Eco-Tourism	KZ271	R 8000 000.	DEAT
38.	Canoeing Trail Pongola	KZ272	R1000 000	DEAT
39.	Muzi Pan Canoeing	KZ272	R 1000 000	DEAT

No.	NAME OF THE PROJECT	LOCATION	BUDGET	SOURCE OF FUNDING
40.	Hlathikhulu Trail Phase 2	KZ272	R3 500 000	DEAT
41.	Mhlabuyalingana Medicinal Plants	KZ271	R 2 400 000	DEAT
42.	Line upgrade between Mtubatuba & Hluhluwe (Eskom)	KZ273/4		Dept. of energy
2.	UMkhanyakude Tourism route (Feasibility study)	DC27	R100.000	UMDA
4.	Usuthu George	KZ272	R200.000	KZN DEDT
5.	Border Caves	KZ272	R1.000.00,00	KZN DEDT

DC 27 Community Services Department's activities

The following table portrays annual events (projects) that are conducted by Umkhanyakude District Municipality's Community Services Department. These projects seek to respond and address the needs all groups within Umkhanyakude District Municipality, such as people living with disabilities, senior citizens, youth etc. These are based on the following departmental key objectives:

- To ensure support and coordination of special programmes (Gender, Women, Youth, elderly, children, people living with disability, sport recreation and Arts & Culture);
- To Improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases ; and
- To support initiatives aimed at ensuring safety and security of communities

Due to financial constraint, some activities could not be budgeted for.

No.	NAME OF THE PROJECT	TARGETED GROUP/S	CATEGORY	BUDGET	SOURCE OF FUNDING
1.	DC 27 Mayoral Cup Competition	Youth	Sports & Recreation	-	
2.	KwaNaloga Games	Youth	Sports & Recreation	-	-
3.	DC 27 Gospel Music Competition	All groups	Arts and Culture	-	-
4.	DC 27 Isicathamiya Competition	All groups	Arts and Culture	-	-
5.	DC 27 Maskandi Competition	All groups	Arts and Culture	-	-
6.	DC 27 Sishaya ingoma	All groups	Arts and Culture	-	-
7.	DC27 Mayoral Choral Competition	All groups	Arts and Culture	-	-
8.	DC Shono-Mzayoni Competition	All groups	Arts and Culture	-	-
9.	Umkhosi womhlanga	Youth	Arts and Culture	-	-
10.	DC 27 Youth Celebration	Youth	Social	R50,000.00	DC 27
11.	Gender-based violence awareness	All groups	Social (crime)	-	-
12.	DC Women Celebration	Women	Social	R50,000.00	DC 27
13.	DC 27 Senior Citizen	Old Aged Pensioners	Social	R50,000.00	DC 27
14.	DC 27 Widow's Day	Men and women	Social	-	-
15.	DC 27 Children Day Jamboree	Children	Social	-	-
16.	Disability	People living with disability	Social	R50,000.00	DC 27
17.	DC 27 Beauty Contest	People living with disability	Social	-	-
18.	National Arbour Week	Schools and all groups	Social	-	-
19.	World Food Day	All DC 27 Citizens	Social (health)	-	-
20.	Environmental Health Day	All groups	Social (health)	-	-
21.	Clean-up campaign	Women, men and youth	Social (health)	-	-
22.	HIV/AIDS Intervention	Youth and all groups	Social (health)	R700,000.00	DC 27

Figure: 5.2. Operational Projects (2010/2011)

Details		2011/2012 (Indicative)	2012/2013 (Indicative)
Women Celebration	R 677,600.00	R 697,600.00	R 727,600.00
Youth Celebration	R 50,000.00	R 224 507.00	R 237 753.00
Arts and Culture	R 211,400.00	R 224,507.00	R273,753.00
Disability	R50,000.00	R1,089,000.00	R1,589,000.00
HIV/AIDS Interventions	R 700,000.00	R 1,122,534.00	R1,188,764.00
Poverty Alleviation	-	R 1,122,534.00	R1,188,764.00
Old Age Pensioners	R211,400.00	R224,507.00	R237,753.00
Community Participation	R400,000.00	R1,122,534.00	R1,188,764.00
External Bursaries	R 1,000,000.00	R 1,122,534.00	R1,188,764.00
Disaster Management	R 4,655 607.00	R 4,944, 255.00	R5,235,966.00
Disaster Management Communication Station	R 2,500,000.00	R 709,891.36	R751,774.00
LED Projects	R 3000,000.00	R 3,186,000.00	R 3,373,974.00
Tourism Projects	R 200,000.00	R 1,062,000.00	R 1,124,658.00
ESDP Electrification (Consulting Fees)	R200,000.00	-	
Electricity New Connections	R200,000.00	-	-
Mayoral Project	R500,000.00	R1,122,534.00	R1,188,764.00
Total	R 12,156,007.00	R 16,852,403.36	R 18,307,287.00

LIST OF UNFUNDED PROJECTS

No.	NAME OF THE PROJECT	LOCATION	BUDGET
1.	Mbazwana Bed and Breakfast	KZ271	R3,6 000,000
2.	Hlabisa Bed and Breakfast	KZ274	R3,8 000,000
3.	Sinamuva Cultural Village	KZ274	R3,5 000.000
4.	Mfekayi lodge and adventure	KZ274	R4,5 000,000
5.	Mkhipheni lodge	KZ272	R2,5 000, 000

6. INTEGRATION PHASE

This is the phase whereby Umkhanyakude District Municipality ensures that identified projects are in line with the strategies and objectives. Through this phase, UDM ascertained that identified projects correlate with the identified needs as per the status quo analysis.

In a nutshell, having outlined the developmental (socio-economic) analysis, spatial analysis, infrastructure (water and sanitation and electricity) analysis, and environmental analysis; this phase is about responses to the priority issues that constitute the district's challenges. This phase also focuses on sector departmental activities within the District.

6.1 SECTOR PLANS

The major output of this phase is the integration of plans and programmes which include the following:

SPATIAL DEVELOPMENT FRAMEWORK (SDF) PLAN

In terms of Section 26(e) of the Municipal Systems Act (Act 32 of 2000), every municipality is required to formulate a Spatial Development Framework as a part of its Integrated Development Plan (IDP). Spatial Development Framework therefore functions as a framework for public and private sector investment in different types or levels of development in those areas of Umkhanyakude District Municipality that are identified as appropriate or suited to such development.

The hindrance regarding the SDF is that the document has not been reviewed since it was last reviewed in June 2008. However the revision of the document will take place in 2010 following the appointment of Development Planning Shared Services personnel.

Despite the fact that the SDF has not been reviewed, Umkhanyakude District Municipality acknowledges the SDF forms basis upon which integration must take place. Having already been outlined, the focus for this section will be on other sector plans. (The SDF for Umkhanyakude District Municipality is available Annexure 7.2)

WATER SERVICES DEVELOPMENT PLAN (WSDP)

The preparation of a Water Service Development Plan by a municipality is a legal requirement in terms of the Water Services Act (Act 108 of 1997). The WSDP is a sectoral plan that falls within the inter-sectoral umbrella plan of the IDP and responds to the water and sanitation challenges raised in the analysis phase. As such Umkhanyakude District Municipality has reviewed its WSDP. Over and above, UDM is busy finalizing the Integrated Water Services Master Plan whereby provision of bulk water services to Umkhanyakude District are investigated and outlined. Upon its finalization, the plan will ensure proper planning in terms of water supply within the District Municipality.

Umkhanyakude District Municipality ensured that the WSDP and the Integrated Water Service Plan processes were aligned with the IDP process. This allowed for that all the issues, objectives and projects, developed during the IDP process, formed part of the WSDP. It also resulted in the WSDP process providing much needed input in the IDP process and vice versa.

LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

Local Economic Development (LED) can be defined as an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development thereby bringing economic benefits and improved quality of life for all residents in a local municipal area. District-wide LED Forum has been formed as a result of LED strategy. It is unfortunate that the post for LED manager is vacant; hence the LED Forum lacks the credible custodian. It is for this reason; the Forum has not met as frequently as it should. Projects identified in the LED strategy correlate with the status quo analysis and priority issues identified in the IDP.

PUBLIC TRANSPORT PLAN (PTP)

Public Transport Plan has been reviewed on behalf of Umkhanyakude District Municipality by Siyazithula Consultants. The focus of the public transport system is on the main centres in each local municipalities and it follows corridor routes between main centres.

DISASTER MANAGEMENT PLAN

In terms of Disaster Management Act (57 of 2002); Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation.

A Policy Framework for Disaster Management has been prepared for Umkhanyakude District Municipality to act as a legal instrument, by providing a coherent, transparent and inclusive policy on disaster management appropriate for the District as a whole (Disaster Management Plan for Umkhanyakude District Municipality has been provided as an annexure to this document)

Such framework recognizes a diversity of risks and disasters that occur or may occur in the District area of responsibility, and gives priority to developmental measures that reduce the vulnerability of disaster-prone areas, communities and households.

In terms of the Disaster Management Act, Umkhanyakude District Municipality is required among other to take the following action:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- Regularly review and update its plan; and
- Such a plan must form integral part of the IDP.

TOURISM DEVELOPEMT AND MARKETING STRATEGY

Umkhanyakude has a mandate to promote their localities in order to attract investment and enhance tourism in its area of jurisdiction. As such UDM is in the process of reviewing its Tourism Development Strategy. UDM is at the advantage since tourism is considered the most important growth sector in the district's economy. Central to the review of the Tourism Development Plan will be issues such as:

- Lack of involvement and benefit from tourism by local communities;
- Limited access by communities to tourism opportunities and craft markets;
- Constraints on development due to poor infrastructure;
- The perception that the district is a low-income, cheap holiday destination;
- Perceptions of high crime rate; and
- High leakage of tourism revenue from the district.

HIV/AIDS STRATEGY

Umkhanyakude District Municipality with Traditional leaders, Civil Society and other Private and Public Sector developed an HIV/ Aids strategy for Umkhanyakude Node. In July 2004 the Node appointed the District HIV/ AIDS co-ordinator who has now assisted the node in establishing the District Aids Council. The DAC constitute of the following members: 5 LMs and the District Municipality, Government Departments, Civil Society and Private Health sector and the Traditional leaders. Funding for HIV/ AIDS remains a challenge.

The District is also in a process to launch an HIV/AIDS Community Programme. This is in response to the HIV/AIDS Symposium held at Hlabisa Municipality in December 2008. So huge was the responses to that Symposium that a number of people were brave enough to come forward and publicly disclose their HIV/AIDS status, with some advocating the use of ARVs as the only mechanism to prolong the lives of those infected with the virus. The HIV/AIDS Programme shall intensify community education regarding HIV/AIDS by among others utilizing volunteers to disseminate information on how to prevent the spread of HIV/AIDS, how to take care of people living with HIV/AIDS and how to live positively.

The HIV/AIDS strategy needs to be reviewed. The reviewing of this strategy will be aligned with the HIV/AIDS National Strategic Plan and the Elements of strategic priority 5 of the MTSF, particularly "element 40.4¹⁴".

INDIGENT POLICY

Umkhanyakude District Municipality has an operational indigent policy in place. Its main purpose is to provide basic services to the destitute within the financial and administrative capacity of the municipality. It provides criteria for qualification as indigent. It also outlines the extent of indigent support, such that subsidies will be limited to water, refuse removal, electricity and sewerage disposal services. One of the UDM's strategies is to ensure supply of free basic services. Key performance indicators for such a strategy include adherence to free basic services and indigent policies.

COMMUNICATION STRATEGY

At the end of it all, Umkhanyakude has prepared a vibrant Communication strategy. The aim is to popularize the DM progammme of Action and mobilize communities to lend a hand in the implementation of the programme especially in relation to fighting poverty, creating employment and growing the economy. The communication strategy for Umkhanyakude District Municipality is an addition to and acts as an accelerator to the community participation processes covered during the various phases of the IDP.

¹⁴ Implementation of a comprehensive plan for the treatment, Management and care of HIV and AIDS so as to reduce the HIV-incidence rate by 50% by the year 2011 and ensuring that the target of reaching 80% of those in need of ARV treatment by 2011 is achieved.

PERFORMANCE MANAGEMENT SYSTEM (PMS)

The Performance Management System (PMS) Framework which will be used as a tool for measuring the performance of the institution has been compiled. This is in line with the Performance Management guideline, which states that the IDP and PMS should appear to be seamlessly integrated; on one hand the IDP fulfils the planning stage of the PMS, and on the other PMS fulfils the implementation and monitoring stages of the IDP.

The Service Delivery Budget Implementation Plans (SDBIP's) as prescribed by the MFMA are also done and reviewed. Section 57 contracts are in place and annual agreements between the Municipal Manager and the Section 57 employees are being signed. (See section 5.4: OPMS).

WASTE MANAGEMENT PLAN

Umkhanyakude District Municipality has an Integrated Waste Management Plan developed in 2004 and is currently under review. Local Municipalities have limited capacity and expertise to collect waste. There is limited capacity in all municipalities to manage landfill sites. Under current conditions Municipalities are unable to extend their services into rural areas. There are financial limitations on current systems and equipment in terms of volumes of waste that can be processed. Some of the illegal dumping sites have been closed down and others already rehabilitated.

OTHER SECTOR PLANS

The following plans are in the development process or reviewed during the 2010/2011 financial year:

- District Environmental Management Framework (EMF);
- Human Resource Strategy;

Umkhanyakude is one of the areas in South Africa that are known the world over for its biodiversity and ecological riches. To avoid any depletion of the environment, the DM has decided for a development of a framework that will be used to protect and preserve the natural heritage of the District. This is in line with S152 of the Constitution, which states that local government must promote a safe and healthy environment; and S11(4) of the National Environmental Management Act (NEMA) No. 107 of 1998 requires that all organs of the state including local government must develop Environmental Management Implementation plans for their areas of jurisdiction.

The finalization and approval of the Human Resource Strategy has been delay due to unexplained reasons. This in the meantime means that the DM has no framework or policy in place to address the issue staff retention. However issues of skills development and training are dealt with through the Workplace Skills Plan.

The summary and status of Umkhanyakude District Municipality sector plan is as follows:
 Figure 6.1: Sector Plans

Sector Plan	Status of the Plan
HIV/AIDS Strategy	To be reviewed
Water Services Development Plan	Reviewed in February 2010
Performance Management System	Developed in 2009
Tourism Development Strategy	To be Reviewed in 2010
Integrated Waste Management Plan	Developed in 2004,currently under review
Spatial Development Framework	Last Reviewed in June 2008
Public Transport Plan	Reviewed in October 2009
Work Place Skills Plan	Reviewed 2009
Local Economic Development Strategy	Under review
Human Resource Strategy	Its finalization has been delayed
Communication Strategy	Reviewed in 2008
Indigent Policy	Operational
Disaster Management Plan	Policy Framework developed in September 2009
Electricity Services Development Plan	Last Reviewed in 2005
Environmental Management Framework (EMF)	In a development process
Coastal Management Plan	To be developed in

6.2. SECTOR DEPARTMENTS INVOLVEMENT

Despite a laundry list of challenges, there seems to be an improvement with regard to the involvement of sector departments in the Umkhanyakude District. Through the “one band, one sound’ policy, Umkhanyakude District played a crucial role in co-ordinating and ensuring that sector department are party to the IDP, not only at a district level, but all at a local municipal level. Such an initiative was enhanced by strong words of warning to sector departments by the MEC of the Department of Local Government and Traditional Affairs (COGTA).

During one of its Planning Forum¹⁵, the Umkhanyakude Family of Municipalities resolved that one level whereby sector departments can be encouraged to participate and contribute to the IDPs of the Umkhanyakude Family of Municipality was the forum. It was therefore decided that a one-on-one sector departmental engagements be organized. The aim was to invite relevant sector departments and to allow them enough time to engage with the District regarding 2010/2011 plans for the District. As a result, a two-day sector departmental engagement session was held at Umkhanyakude District municipal offices on the 25th and 26th August 2009. Of all sector departments that had been invited; four (4) could not attend¹⁶. To add salt to the wound, only two of five local Municipalities attended the session¹⁷. There were no apologies received from the absentees.

Another level whereby sector departments were encouraged to participate is the IDP Representative Forum meeting both at a District and Local municipal. It was decided that at the IDP Representative Forum, the municipality concerned should target not more than three sector departments to make presentation at the meeting¹⁸. That would allow those departments enough time to make presentations and allow for debate and discussion over their presentations.

Following vigorous efforts; departments of Education, Health and Transport (whom were absent during the sector departmental engagement) finally came to party. They responded positively to invitations to attend IDP-RFs both at a District and local level. These departments were invited to make presentations at the Districts IDP-RF held at Umkhanyakude District municipal offices on the 23rd September 2009, which they duly did.

While the improvement in sector departmental involvement could be seen as a significant leap forward; lack or absence of ‘report-back means that a lot still needs to be done to enhance the working relationship between UDM and Sector departments. There is minimal report-back by sector departments on progress made. Various projects had been identified and introduced by various departments, and in some cases no report on the progress of some projects has been made available.

Few instances whereby a progress report is made available to Umkhanyakude District Municipality is when the project concerned is headed by the Department of Local Government and Traditional Affairs, and when the District Municipality or the local municipality concerned plays host or co-chairs the meeting regarding the project; namely Duku-Duku Resettlement Project, and the Makhathini Integrated Development Plan.

That is also the only instance where there is total participation by the District and the local municipality concerned from conception to implementation (a lesson for other departments).

15 DC 27 Planning Forum: (KZ 271). The focus of the meeting was: How to engage sector departments, so that they can see the need to participate and align their planning with the IDPs.

16 Of the four, only one apology was received (Dept. of sport and recreation). Department of Health, Transport and Education could not respond.

17 Mtubatuba and Umlhabyalinga were the only municipalities present.

18 Some departments complained that they get invited to IDP-RFs only to be given five minutes to make presentations. Some were not even provided an opportunity to make presentation. The question the was: “Why invite us to come and sit the whole meeting without any contribution”

A District-wide sentiment is that despite their involvement, Departments are unable to provide the necessary information, such as a three to five year programme. They are either unaware or reluctant to provide key issues, the strategies to address their identified key issues as the table below suggests. In some cases failure of departments to provide relevant information, budget in particular can be attributed to lack of synchronized budget among the three spheres of government. Take for instance, the reason DC 27 could not acquire budget information per identified project from KZN Department of Transport is because the budget will only be ready around April 2010.

Figure 6.2: The Extent upon which Sector Departments participated in DC 27

Sector Dept. involvement & Data Provided	KZN Dept. of Education	KZN Dept. of Health	KZN Dept. of Transport	KZN COGTA	KZN Dept. of Land Affairs	KZN DEDT	KZN Dept. of Sports & Recr.	KZN- DAEA &RD	DWAF	Dept. of Energy	DEAT	(MTN)	SANRAL
Involvement into DM & LM IDP-RF	Sparingly involved	Always involved	Always involved	Always involves	Sparingly involved	NO	Sparingly involved	Sparingly involved	Involved	NO	Always involved	-	-
3 to 5 yrs Development programme	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided
2010/2011 Projects	NO	YES	YES	YES		YES				YES		YES	YES
Budget per project	-	YES		YES		YES				YES		YES	YES
Major projects per sector Dept. at DC 27	-	-	-	Dukuduku Resettlement Project				Mbangweni-Bhekabantu Integrated Development Projects					

6.3. SPATIAL DEVELOPMENT FRAMEWORK

6.3.1. Legislative Framework

The Municipal Systems Act obligates all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. As an integral component of the IDP the SDF must also adhere to the requirements of the Local Government: Municipal Planning and Performance Management Regulations, 2001 (Government Notice 22605, 24 August 2001).

These regulations state that a Spatial Development Framework (SDF) must give effect to the Chapter 1 principles of the Development Facilitation Act (Act 67 of 1995) and achieve a number of outcomes and requirements reflected in the table below:

SDF Legislative Compliance

Legislative requirements	SDF compliance
Set out objectives that reflect the desired spatial form of the municipality	YES
Contain strategies and policies regarding the manner in which to achieve the objectives	YES
Set out basic guidelines for a land use management system	Local municipalities
Set out a capital investment framework for the municipality's development programs	
Identify programs and projects for the development of land within the municipality	YES
Provide a visual representation of the desired spatial form of the municipality, including: Identification where public and private land development and infrastructure investment should take place Delineation of the urban edge if feasible	See figure 6.3 below & Annexure 7.2
Priority spending areas	See figure 6.3. Below

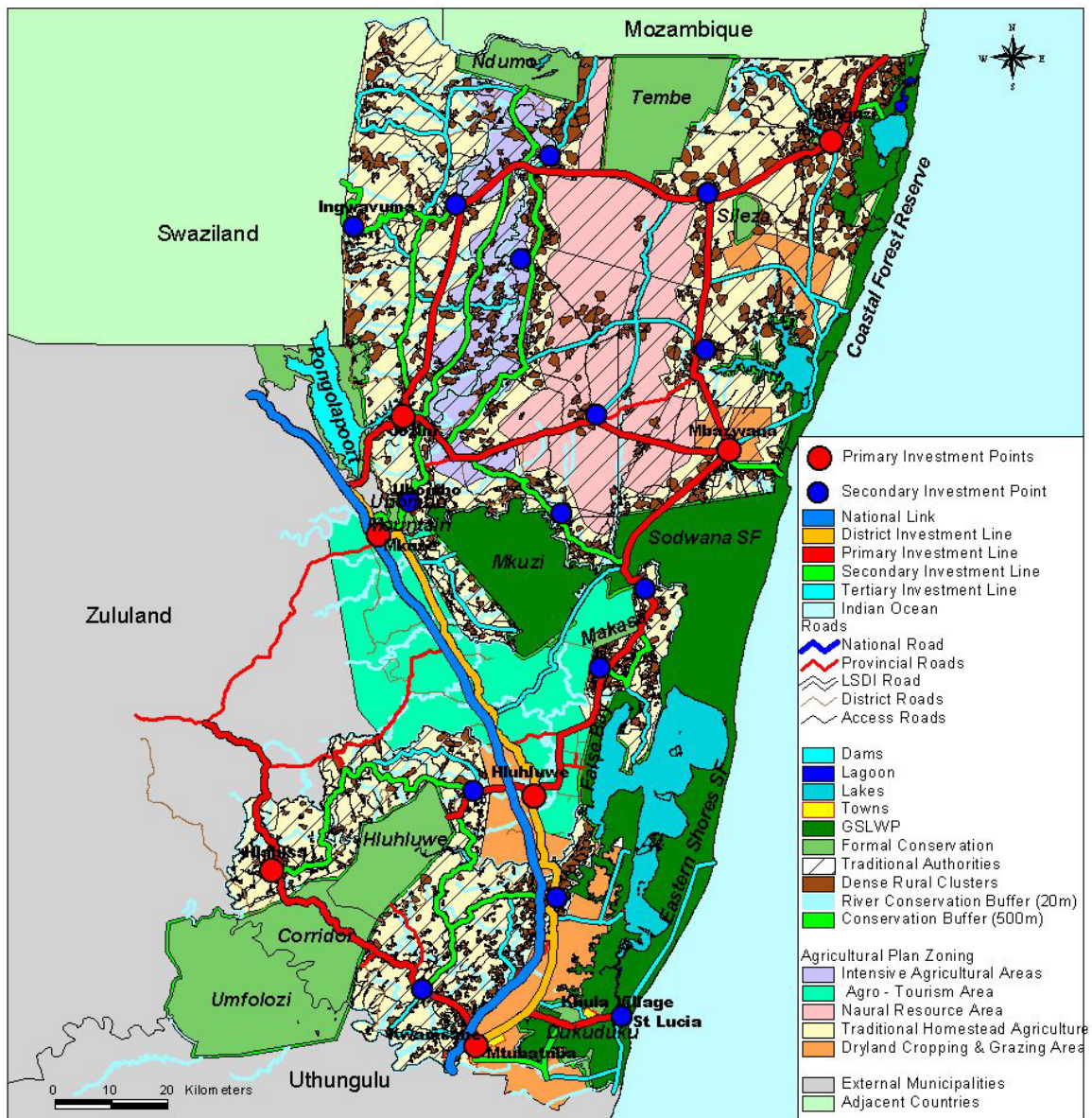


Figure: 6.3. Desired Spatial Pattern

6.3.2. The Historical Perspective

The aim of planning in a municipal context is to try and unravel the decades of colonial and apartheid legislation which negatively impacted on the urbanisation process in South and southern Africa. This is undertaken in order to improve the quality of life of residents and ensure long term sustainability. This resulted in burgeoning population and settlement growth in rural traditional areas.

These were set aside in the 1860s and subsequently entrenched by apartheid legislation from the 1950s onwards. Growing population in often marginal agricultural areas accompanied by the imposition of taxes gave rise to labor migration. This in turn 'triggered' the growth of 'informal settlements' in and around formal urban and industrial core centres where people gained access to formal and informal employment. Over time rural traditional areas became places of social security for the aged, women with families and the unemployed to reside on communal land. In contrast the working aged (initially men but increasingly women) provided labour to fuel the growing agricultural and mining economy which characterised the latter and early part of the 19th and 20th centuries in South Africa.

These early migration trends subsequently gave rise to the growth of the manufacturing and retail sectors which in turn entrenched established movement patterns and fueled new migration and urbanisation trends.

In the post apartheid era research of movement has identified a wide range of mobility patterns including but not limited to:

- Labor migration:
 - traditional long term migration to primary extractive industries (eg mines)
 - shorter term periodic migration weekly and monthly from home to place of work
 - daily movement to place of work
- Residential migration:
 - progressive intergenerational movement of extended families from rural to urban areas – centres with access to improved services;
 - opportunistic movement of nuclear families and individuals from one regional center to the next in search of improved employment opportunities
 - inter-regional violence owing to ethnic conflict
 - political dislocation of people
- Conservation and recreational migration:
 - historically, large tracts of land were set aside from the late 19th century to make provision for conservation of biological diversity in the region
 - seasonal movement of large numbers of people from inland centres to the coast for recreational purposes
- Underemployment and HIV/AIDS:
 - declining demand for labour in industry accompanying globalization, unionization and labour legislation has resulted in unemployment on the formal sector and a movement back to rural areas of workers with limited skills (including farm workers)
 - individuals with HIV/AIDS and without some form of financial basis for survival are also returning home to rural areas to take advantage of the social security system which characterises these areas and communities
 - recognition among migrants that large metro areas tend to be unsafe and with limited economic advantage

Some of the earliest pressure for land in the District related to conservation and relocation. Conservation involved the movement of people out of protected areas including for example: Ndumu Game Reserve, Kosi Bay Nature Reserve, Coastal Reserve, Sileza, the Greater St Lucia Wetland Park, Dukuduku Forest and Mkhuze and Hluhluwe reserves. Proclamation and protection of these areas led to conflicts with local people over access to natural resources. Establishment of these areas, while critical for biodiversity purposes, led to loss of habitat to traditional peoples and growing pressures on remaining areas of the district for subsistence survival.

Without sophisticated technology much of the district has limited agricultural production potential. Subsistence peoples without this technology 'know how' and access to markets, were not able to adapt their subsistence agricultural practices to accommodate limited access to natural resources. Their survival depended upon developing multiple risk strategies involving subsistence, natural resource harvesting, migrant labour, underemployment etc.

Relocation of people into this area mainly related to apartheid where tribal groups were moved out of areas in the province to make way for commercial agriculture, industrial development etc. and they were 'dumped' in parts of the district such as KwaMsane, Makhatini and the Pongola flats. Relocations placed additional pressures on an ever decreasing land resource in the district which in turn raised questions around survival strategies of traditional households.

A further major impact on the district was the establishment of the Pongolapoort dam and the flood control of the Pongola river system. Regulation of flooding led to greater certainty in terms of where households could locate along the floodplain resulting in greater encroachment of livestock and cultivation into sensitive areas of the river system. A further impact of the regulation of the river system was on the fish resources of the system. Prior to the dam construction there was seasonal flooding and breeding of a variety of fish species.

Local tribal people were fully reliant on the managed harvest of these fish species using traditional fishing systems. The dam negatively impacted on seasonal fish breeding cycles and modernization of the fishing system (accompanying population pressures on the area) has resulted in the destruction of this fundamental resource for future generations.

Pressures on rural areas in the district were also seriously impacted by the war in Mozambique and the factional conflicts in the province of KwaZulu-Natal. The northern areas of the district were perceived as being 'safe' with large numbers of families moving into the region from Mozambique, Swaziland and the main centres in the province.

This resulted in a rapid expansion in rural population over a short space of time from the late 1970's to the late 1980s which in turn placed major pressures on 'fragile' habitats (eg Manguzi swamp forest). This has subsequently resulted in destruction of natural resources and major pressures on conservation areas for resources to supplement survival strategies. These inter-regional conflicts served to compound the earlier politically motivated movement and displacement of people from other regions in the province such as Makhathini Flats, DukuDuku, Kwamsane etc.

In current times people are returning to the district from the region's major centres due to retrenchment, unemployment, HIV/AIDS and to take advantages of increasing local economic opportunities emerging in the district. Home for those seeking social security could be the 'deep' rural areas, but increasingly as people have moved to achieve improved accessibility to services it could equally be along transport routes or in the centres in the district.

This phenomenon of returning home is placing further pressures on the resources of the district since utilization of natural resources forms a fundamental part of the often complex survival strategy adopted by each household and individual located therein. While there is a general trend of movement to areas of improved accessibility the historical patterns of 'deep' rural settlement remain linked to a variety of traditional and cultural issues. These factors have a major influence on where people returning home elect to locate in current and future generations.

6.3.3. Issues

Owing to the history of this area and to its relative isolation Umkhanyakude has been and is currently subject to all of the above movement trends. Each trend produces a set of demands on space and the resources of the district to ensure survival of each individual in the social economy. Movement patterns identified in this brief review of spatial trends means little change to the current spatial pattern of settlement for the future. However, where national policies are linked, by local government, to current movement trends then it is probable that there will be an increasing focus in settlement terms on:

- major transportation corridors;
- nodes; and
- service centres.

This is likely, particularly among the younger generation accompanying the unbundling of extended families which characterised the past settlement trends. Thus we are likely to see increasing growth of settlement along transportation corridors and in nodes.

6.3.4. National Perspectives on Spatial Development

There are a plethora of national policies and guidelines, with every department setting out their framework and direction that the provinces and local government should look to for guidance. The most important for the purposes of this SDF is the National Spatial Development Perspective. The NSDP was drawn up in 2003 and updated in 2006. This section briefly explains the purpose of the NSDP and extrapolates the essential points that need to be considered when managing spatial development at local level.

The NSDP is specifically trying to address more equitable and sustainable development. These last two concepts – equitable and sustainable – have become buzzwords which are often used to paper over development actions that are distinctly inequitable and unsustainable. The challenge within local government spatial frameworks is to treat these terms with genuine respect and find ways to direct development to locations where there is greater chance of economic, social and environmental sustainability. The main principles and objectives of the NSDP are briefly summarised in Figure 13 below.

To provide some perspective, the NSDP identified, throughout the whole of the country, only 26 centres or nodes which provide the engines for the country's economy. It points out that these areas (and their 60 km hinterlands) hold 84.5% of the population, generate 95.6% of the Gross Value Added (GVA) and yet are still home to 77.3% of all people living below the minimum level. The only "engine" close to Umkhanyakude is Richards Bay, which contributes 1.5 % of the GVA of the country at 7th position following: Gauteng – 40%, Cape Town/Worcester – 13%, Pietermaritzburg / Durban – 12%, Witbank / Secunda 4.6%, Port Elizabeth – 3%, Rustenburg – 2.9% and then

Richards Bay at 1.5%. Umkhanyakude needs to recognise its strengths, but also its limitations within this wider perspective.

It cannot afford to try and go for “spatial equity” or what the NSDP calls a “watering can approach”.¹⁹ It has to focus on its own economic engines, existing and potential and develop those centres and the links between them. It also needs to look at how it can link into KZN’s engines of growth – primarily Richards Bay due to its proximity, but also Pietermaritzburg / Durban and to a lesser extent, Newcastle.

The NSDP recognised six categories of development potential which cover the spectrum of economic functions in a modern economy:

- Innovation and experimentation
- Production of high value differentiated goods
- Labour intensive mass-production
- Public service and administration
- Tourism
- Commercial services and retail

Umkhanyakude relies mainly on two of these: public services and administration and tourism.

Main principles and assumptions of the NSDP

NSDP PRINCIPLES

Principle 1: Rapid economic growth that is sustained & inclusive is a pre-requisite for the achievement of other policy objectives, among which is poverty alleviation

Principle 2: Government has a constitutional obligation to provide basic services to all citizens wherever they reside

Principle 3: Beyond that provision of basic services, government spending on fixed investment should be focused on localities of economic growth / potential in order to stimulate private sector investment and create long term employment opportunities

Principle 4: Efforts to address inequalities of the past should focus on people, not places – in other words, human capital

NSDP ASSUMPTIONS

- Location is critical for the poor to exploit growth opportunities.
- The poor that are in economic centres have greater opportunities
- Areas with demonstrated economic potential provide greater livelihood and income protection due to diversity
- Areas with greater economic potential are therefore more favourable for overcoming poverty
- The poor make rational choices about relocating to areas with greater economic opportunities, and
- Government must ensure policies & programmes are in place so that the poor can benefit fully from growth.

It is important to note that the NSDP drew on “**institutional economics**” which suggests that beyond the usual sources of comparative advantage (human and natural resource endowment and strategic locality), the **institutional capacity** of a locality will determine whether development is sustainable or not. The **potential** relies strongly on the presence of institutional capacity.

¹⁹ “It makes no sense to distribute the money indiscriminately with a watering-can”... it would be better “to concentrate the resources granted on those locations with the best potential for growth” (NSDP, p 7)

Institutional capacity section is drawn from: The Presidency, 2004, The Presidency produces the National Spatial Development Perspective, IDP Nerve Centre web site update, www.idp.org.za

Another issue which the NSDP raises is of particular importance to note for Umkhanyakude²⁰ which is usually viewed as almost entirely "rural" in character. This is the differentiation that is usually made between "Urban" and "Rural". These concepts have little meaning where the so-called rural areas are dependent

Institutional Capacity section is drawn from: The Presidency, 2004, The Presidency Produces National Spatial Development Perspective, IDP Nerve Centre (www.idp.org.za)

Another issue which the NSDP raises is of particular importance to note for Umkhanyakude which is usually viewed as almost entirely "rural" in character. This is the differentiation that is usually made between "Urban" and "Rural". These concepts have little meaning where the so-called rural areas are dependent with up to 85% of their transfers on so-called urban centres (national figure). This pattern is reinforced by significant social interaction between the two. It is worth noting that the statistical definition of urban is based on definitions of proclaimed urban areas. There are, however, many dense rural settlements that operate now as urban but outside of the statistical definition.

6.3.5. Other National Legislation

Other legislation which has an impact on the preparation and implementation of an effective SDF includes:²¹

(a) Land Reform

Up until recently the different pieces of Land Reform legislation which have been promulgated to protect land rights have been applied by the Department of Land Affairs outside of planning frameworks formulated by Municipalities. The affect has been to confound application of national, provincial and local spatial development planning principles aimed at shaping future development of the province.

However, this shortcoming has been recognized by DLA and it is currently in the process of initiating the preparation of Area Based Plans which are designed to integrate the land reform process into the Integrated Development Planning process at District and Local Municipality levels.

(b) Development Facilitation Act (126 of 1995)

This legislation has been applied throughout the province to fast track a wide range of development applications. Experience of the application of this legislation in KwaZulu-Natal suggests that this has led to proliferation of residential developments in rural agricultural areas which should have been protected from this type of activity²².

The Act has a useful role to play in fast tracking development, but it should be applied expeditiously, particularly in sensitive environmental areas such as Umkhanyakude to safeguard one of its key assets for long term and sustainable wealth generation.

²⁰ The Presidency, 2004, The Presidency produces the National Spatial Development Perspective, IDP Nerve Centre web site update, www.idp.org.za

²¹ Department of Land Affairs 2007 – 2010 Strategic Plan – March 2007

²² One of the best examples of this is the midlands of KwaZulu-Natal

(c) National Environmental Management Act (107 of 1998) and Associated Regulations

This piece of legislation replaced the earlier Environmental Conservation Act both of which provide a comprehensive framework for the protection and management of the environment to achieve constitutional principles of sustainability, improved quality of life and equity in terms of access to a wide range of resources and services.

The mechanism formulated for the implementation of this act is contained in the regulations. "The Minister of Environmental Affairs and Tourism has in terms of section 24(5) read with section 44 of the National Environmental Management Act, 1998 (Act No. 107 of 1998), made regulations. The purpose of these Regulations is to regulate procedures and criteria as contemplated in Chapter 5 of the Act for the submission, processing, consideration and decision of applications for environmental authorisation of activities and for matters pertaining thereto".

(d) Bio-Regional Planning

The basis for bio-regional planning is contained within the NEMA (107 of 1998). Environmental assessment should occur within the context of a regional or sub-regional plan shaping the future development of an area. Provision for such plans include Strategic Environmental Assessments (SEA) as part of the Bio-regional Planning Process : SEA is a process whereby environmental implications are integrated into decision making (forum for economic & environment).

5.3.6. National Perspective Issues

The following issues are noted for this SDF from the NSDP and associated legislation:

- the essentially rural character of Umkhanyakude;
- limited formal urban development – large areas of non-formal urban development;
- economically dependent area on the region's economic centres;
- economic opportunities lie in services provision, agriculture and tourism;

The NSDP advocates::

- investment in centres with potential for economic growth;
- low key investment in areas without growth potential;
- local government needs to provide the framework for investment by the private sector.

6.3.7. The Provincial Perspective

The PDGS and PSEDS have been outlined in chapter 2.1.2 in this document.

6.3.8. Provincial Issues

While provincial policy documents identify Umkhanyakude as being an economically depressed rural area it nonetheless has inherent agricultural and tourism potential. Accordingly the following opportunities and constraints are identified for the development of this district:

Opportunities	Constraints
<ul style="list-style-type: none"> ▪ production, processing and marketing (export) of agricultural produce; ▪ enhancing the tourism experiences available in Umkhanyakude through diversification in the type and range of facilities available; ▪ improving and focusing investment in the services sector following both national and provincial policy frameworks: <ul style="list-style-type: none"> ○ improved services in centres and nodes; ○ basic services in surrounding areas. 	<ul style="list-style-type: none"> ▪ loss of productive agricultural land; ▪ destruction of bio-diversity of the area; ▪ lack of focus by municipalities on investment goals.

6.3.9. Policy Implications for Umkhanyakude

In the light of the national and provincial spatial policies there needs to be a commitment from district and local government to invest in the upgrading and development of identified nodes and centres to accommodate future demand for urban residential development. The emphasis should not be to continue to invest virtually all of the capital and operational budgets on the provision of high level services to communities located in 'deep' rural areas of the district.

As noted in the NSDP, these households can only be allocated the most basic form of service with the focus being on investment in growth centres where services can be provided more cost effectively and residents can gain access to services and opportunities more effectively. In essence the subsistence systems have, to all intents and purposes, failed due to over population and exploitation on an ever decreasing resource base. The future is dependent upon a level of specialisation in the district economy. The key drivers are commercial agricultural production and processing, commercial retailing, biodiversity management and eco-tourism.

The municipality needs to invest in creating the framework conducive to investment in these sectors by the private sector. Development in these sectors in the local economy would serve to drive higher levels of specialization and provide concomitant employment opportunities for local people who are sufficiently skilled to take on these opportunities. Over time specialization and diversification in the local economy would serve to lighten the subsistence load on the already stressed natural resource base of the district. In order to bring the above scenario into a reality the district would need to be broadly zoned into the following types of areas:

- **restricted areas / core areas** for future development (residential and otherwise) as being the *first driver* for sustained growth and development in the district. These areas need to be carefully selected, linked through bio-diversity corridors, and then subject to rehabilitative management to ensure that there is a sound biodiversity framework for the resource harvesting and eco-tourism development for current and future populations;
- **areas set aside for a variety of tourism opportunities** ranging from low impact wilderness experiences to high impact high density holiday accommodation, retail and market facilities as the *second driver*;

- **areas for low density subsistence and residential use** where the emphasis is on livestock and limited subsistence cultivation of traditional crops. This needs to be low density because of the often harsh production conditions and the low carrying capacity of much of the district for this type of activity;
- **areas set aside for commercial agricultural production** as the *third driver* of the local economy, where soils are good and technology can be used to overcome harsh production conditions – mainly rainfall and accessibility – in these areas provision needs to be made for outsourcing from core estates to small farmers to involve them in the value chain and thereby reduce reliance on subsistence production systems;
- **areas with good accessibility** set aside for processing and packaging of commercial crops as a *fourth driver* of the local economy, particularly in relation to specialisation;
- **identifying localities with high potential for retail business** in the local economy as the *fifth driver*²³. These locations should also be linked with a wide range of services such that there is incentive for people operating in the more specialized sectors to locate and live in these centres. Improved levels of wealth translate into a variety of locally produced goods and services being required by residents of these higher order centres;
- **reinforcing corridor development** through identifying, differentiating, formalizing and establishing selected strategies for investing in the existing types of corridors in the district:
 - developmental corridors;
 - retail corridors;
 - services corridors;
 - tourism corridors;
 - agricultural corridors.
- **areas set aside for formal residential development** with defined urban edges
- **areas set aside for small holder residential / agricultural use:** this is a step between subsistence production and full-scale commercial production.

The Spatial Development Framework was adopted by the Council in June 2008. It is stated in the 2009/10 IDP that DC 27 SDF “will be reviewed internally...” Due to delays in the appointment of Shared Service personnel and to lack of internal expertise, the SDF could not be reviewed as initially intended.

Following the appointment of qualified personnel through Development Planning Shared Services, it is hoped that the SDF would be reviewed before the end of 2009/10 FY. The Shared Service staff resumed their duties beginning January 2010.

²³ Retailing is more of an indirect driver in the sense that it is generally not a wealth generator in local economy unless the goods are produced locally and tends to result in income leakage. However benefits to the local economy from retailing lie in the support services required for successful retailing.

6.4. THE FINANCIAL PLAN

ALIGNMENT OF BUDGET & IDP

A new municipal Integrated Development Plan (IDP) has been prepared as required by the Municipal Systems Act and the MFMA, to coincide with the term of the newly elected council. The complete process of IDP preparation was followed, and the content of the previous IDP was taken into account.

The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

The budget was prepared using the following IDP inputs:

- Situational Analysis
- The outputs of the consultations with the various stake holders.
- Priority Development Issues
- Strategic approach

The information from the above processes was included in the budget according to the IDP prioritization model.

MODELS USED FOR PRIORITISING RESOURCE ALLOCATION

The districts Management Committee completed an exercise to assist with the technical prioritization of projects, based on council's review of the Municipality's priorities.

The main criteria applied related to the:

- (1) Status of the proposed project;
- (2) The public benefit associated with the project;
- (3) Income benefit to Council;
- (4) The impact on the operating budget and
- (5) Planning and approval status.

Each of the criteria is evaluated in terms of a number of considerations to which a weighted value is allocated. The criteria are discussed briefly hereunder:

- The **status of the project** relates mainly to whether it is a critical or compulsory, i.e. very important to alleviate a health or safety hazard or a legislative requirement. Other considerations relate to the whether the project is essential to fulfill Council's obligations, whether the project is a catalyst to unlock potential or desirable in order to create a positive image.
- When evaluating the **public benefit** of a project, the most important consideration is the provision in basic needs of a community. Other considerations relate to improving existing basic facilities to a higher standard and the creation of an enabling environment, i.e. a project serves as a catalyst and provides critical linkages.
- Projects are also evaluated in terms of the **potential income benefit to Council and financial sustainability**. In this regard, a differentiation is made whether a project is income generating, received grant funding in full (covers its own expenses) or partly funded or is a shared service funded from contributions. Another consideration is whether a project could leverage or attract outside investment.
- The impact of a project on the **operating budget** is another important criteria. Hereunder the most important considerations are a potential reduction on the operating budget. Caution is also taken with regard to projects that could become a liability due to a significant increase in the operating budget.
- The final criteria relates to the **planning and approval status** of a project. The main consideration here relates to the approval status of the project in the forms of a sector plan or business plan. The argument being that those projects with approved status can be commenced with sooner.

BUDGET OVERVIEW

LEGISLATIVE REQUIREMENTS

The Municipal Finance Management Act, 2003 (Act No.56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality such as high, medium and low. As a medium capacity municipality, Umkhanyakude District Municipality was required to comply with the earliest implementation dates, the majority of which are now effective.

Some of the key budget reforms encapsulated within the MFMA that Umkhanyakude District Municipality has applied, are:

- Forward looking, multi-year budgets with strategic focus;
- Clear links between budget allocations and agreed policies;
- Improved integration of budget and planning processes;
- New budget process timetable with earlier adoption of budgets by council and earlier audits of Annual Financial Statements;
- Improved in-year reporting according to vote/ function;
- Improved financial management information;
- Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- New accounting norms and standards;
- Improvements to procurement and Supply Chain Management policies and processes;
- Establishment of a new audit committee and oversight process reforms; and
- Focus on performance measurement.

In accordance with Municipal Finance Management Act (MFMA), No.56 of 2003 section 16 (2) the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

In accordance with MFMA Circular No. 41 which states that Municipalities is expected to table credible and sustainable budgets. The multi-year budgets should be outputs/outcomes focused and consistent with the form required in terms of the MFMA and supported by the budget and revenue related policies. In this regard, we emphasise the need to ensure that revenue projections are realistic and achievable, allocations from other sources are consistent with the Division of Revenue Act, provincial and district budgets, tariffs and rates are raised taking into account affordability levels of the community, the backlogs in infrastructure are being addressed, whilst maintaining a balance between new and rehabilitation of assets, sufficient provision is made for maintenance of existing assets, provision for working capital, administrative overheads are minimized and overdrafts are managed downwards over the next financial year.

As a result of the above recommendation and in compliance with the MFMA and Municipal Systems Act the budget/IDP process occurred according to the budget timetable approved by council and was monitored by the Budget/IDP Project team. The team further ensured compliance with the MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP and SDBIP.

- The Division of Revenue Bill 2008; and
- The Municipal Systems Act (Act No.32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003).

Division of Revenue Bill 2008

This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette.

These allocations are used when preparing the three year budget in order to comply with section 18 of the MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations both nationally and provincially are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with section 28 of the MFMA.

The Municipal Systems Act (Act No.32 of 2000) and the Municipal Systems Amendment Act (Act No. 44 of 2003) These Acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

Community participation (Chapters 4 & 5); Performance management (Chapter 6), providing also the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan.

BUDGET SUMMARY

The following table summarizes the overall 2010/2011 multi-year budget:

Figure: 6.4. Summary 2010/2011 Multi-Year Budget

Summary of Multi-Year Budget	Budget 10/11	Budget 11/12	Budget 12/13
Total Operational Revenue	35 483 366	38 799 365	40 812 222
Total Capital Grants & Other Grants	321 532	341 365	396 319
Total Revenue	357 015 536	380 164 365	437 131 222
Surplus Reserve for Depreciation	1 114 078	1 183 151	1 252 957
Loans	47 500 000		
Grant-funded Operational projects	139 756	152 535	166 719
Internally funded capital projects CAPEX REVENUE	4 071 500	-	-
Grant funded capital projects	184 775 565	188 830 000	229 600 000
Loan funded capital projects	47 500 000		

BUDGET POLICIES & SYSTEMS

The following budget related policies are available in full from the office of the Chief Financial Officer.

Name of Policy	Date of adoption /review
Delegation Policy	23 March 2009
Tarrif Policy	23 March 2009
SCM Policy	23 March 2009
Debt/ Credit Control/ Indigent Policy	23 March 2009
Cash Management Policy	23 March 2009
Rates Policy	23 March 2009
Budget Policy	23 March 2009

REVENUE MANAGEMENT & BILLING SYSTEM

The Abakus Financial System is a fully integrated financial system for income and expenditure.

EXPENDITURE REPORTS

Detailed expenditure reports, in terms of Section 71 of the MFMA, are submitted monthly to the Financial Portfolio Committee, as well as the Executive Committee and Council.

FUNDING OF THE BUDGET

The following table provides a summary of revenue by source 2010/2011 FY.

Figure: 6.5. Operation and Capital Grants for 2010/2011 financial year

Operating Grants	2010/2011 FY
Equitable share	R133 129.00
Municipal Systems Improvement	R750 000.00
Finance Management	R1000 000.00
TOTAL	R172 014 000.00
Communication station (Province)	R2 500 000.00
TOTAL OPERATING GRANT	R137 379 000
Capital Grants	2010/2011 FY
National Treasury	
Municipal Infrastructure	R157 005 565.00
EPWP Incentive Grant	R 27 771 000.00
TOTAL	R184 776 000.00

Figure: 6.6. Details of Grants Allocated to the Municipality

Grant Revenue by source	Budget 10/11 R'000	Budget 11/12 R'000	Budget 12/13 R'000
Grants & Subsidies –Provincial -Operational			
Strategic Support	0	649	0
Spatial Development	0	0	0
Municipal Development Information Services	0	0	0
Centre Management	0	0	0
Infrastructure	0	0	0
Local Economic Dev Catalyst	0	0	0
Total Province Allocations	0	649	0
Grants & Subsidies –National -Operational	0	0	0
Equitable Share	133 129	149 636	164 469
Levy Replacement Grant	0	0	0
MSIG	750	1000	1000
Water Services Operating & transfer subsidy	0	0	0
Local FMG	1000	1250	1250
MIG Operational PMU	2377	0	0
Grants & Subsidies-National-Capital	0	0	0
MIG	154 005	188 830	229 600
EPWP (Incentive) Programmes	27 771	0	0
Total Grants & Subsidies	319 032	341 365	396 319
Province	0	649	0
National	319 032	340 716	396 319
Other Government	0	0	0

Municipal Services

There are four categories of municipal services, namely that of:

- Trading services. e.g. Water , electricity and sewerage

Trading Services

These services are defined as services whereby the consumption of the service is measurable and can be accurately apportioned to an individual consumer. These services are hence managed like businesses and meters are read, where circumstances reasonably permit, on a monthly basis. The tariffs for these services are budgeted for in such a way as to reach a breakeven situation for the municipality. Examples of these services include water, electricity and waste sewer.

The Council's pricing strategy for these services is to where possible recover the full cost of rendering the service to the communities. For this purpose full cost includes:

- Direct operating costs e.g. Salaries, allowances including overtime, materials used, repairs and maintenance, general expenses and plant and vehicle hire.
- Depreciation/ capital charges based on usage, life of buildings, plant and equipment and infrastructure used.
- Financing outlays which includes loan service cost.
- Allocated costs that include costs allocated through support services.

Council is also aware that due to historical reasons many residents receive services at a level higher than what they can afford. In order for services to remain affordable Council will ensure that:

- Services are delivered at an appropriate level,
- Efficiency improvements are actively pursued across the Municipalities operations,

- Any service that is provided for which there is little demand, be priced at the actual cost of providing it and which requires the Municipality to maintain significant infrastructure and other facilities, are phased out, except where Council is by law required to provide such a service.

Introducing the “Consumer must pay principle”

Having regard for the abovementioned Council's policy on minimum amount of free basic services, Council believes that consumers of services must pay for the amount of services that they use. Where it is possible to measure the consumption services, Council intends to install metering systems as in the case of water usage, and to take into account the free service element. In this regard the Council will develop a programme to install meters in appropriate cases. Also it is the Council's policy that the tariffs for such services must include all relevant cost factors. Council has a comprehensive Indigence Policy surveys are presently

Promoting Local and Economic Competitiveness and Development

The service charges accounts presented to the local businesses, is a significant business overhead for any business enterprise in the Municipal area. The overhead of a business is one of the factors that influence the price of goods and services sold by it, and therefore its profitability and chances of survival. Council will take care that the municipal accounts presented to local businesses are fair. To ensure fairness toward local business, Council will, when it determines tariffs, take into account the desire:

- To promote local economic competitiveness and
- To promote local economic development and growth.

Ensuring Financial Sustainability of Service Delivery

The Constitution, Local Government Municipals Systems Act, 2000 and Water Services Act of 1997 require that the Municipality must ensure that the services that it provides must be sustainable. Financial sustainability of an enterprise will be achieved when it is financed in a manner that ensures that it is financing is sufficient. The tariff for a service must therefore be sufficient to cover the cost of the initial capital expenditure required and interest thereon, managing and operating the service and maintaining, repairing and replacing the physical assets used in its provision.

However, sustainability does not only mean that the price of the service must include all the relevant cost elements, it also means that charges to be levied must be collected.

Council will therefore adopt and apply a Credit Control and Debt Collection policy to ensure that service charges are fully recovered. It be noted that a section 73 revision is currently in progress in order to determine the appropriateness of the current tariffs, in relation to cost recoverability.

Figure: 6.7. Operating Expenditure by Vote

Details	2010/2011	2011/12	2012/2013
Board & General	R24 452 265	R27 902 037	29 754 837
Corporate	R16 219 802	R18 193 217	R19 459 625
Technical	R12 999 448	R15 410 027	R16 495 355
SED	R9 481 123	R8 868 802	R9 485 823
Finance	R15 686 605	R17 018 915	R18 271 540
Community	R19 940 353	R17 108 548	R18 189 245
Water	R74 880 030	R80 644 715	R84 903 650

Figure: 6.8. Umkhanyakude District Municipality: Operating Budget Summary for the year ending June 2011

Details	Salaries & allowances (R)	General expenses (R)	Repairs & Maintenance(R)	Transfers to CAPEX (R)	Total Expenditure	Income (R)	Net Surplus/Deficit (R)
Board & General	R12 315 357	R12 060 768	R76 140 000	-	R24 452 265	R133 129 000	R108 676 735
Corporate	R8 510 052	R7 670 757	R38 993.00	-	R16 219 802	R170 152	R16 049 650
Technical	R7 592 948	R4 370 000	R1 000 000.00	R36 500.00	R12 999 448	R6 651 275	R6 348 173
SED	R4 134 123	R5 347 000	-	-	R9 481 123	R-	R9 481 123
Finance	R10 957 160	R2 305 078	R50 000.00	R35 000	R15 686 605	R3 080 638	R12 605 966
Community	R3 143 435	R16 186 607	-	-	R19 330 042	R2 500 000	R16 830 042
Water	R24 735 221	R26 408 765	R17 709 954	R4 000 000	R74 880 030	R28 128 560	R46 751 470
New Thusong Centre	R556 311	R54 000	-	-	R610 311	-	R610 311

7. ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

Umkhanyakude OPMS is guided by the following key performance areas:

KPA 1: Good governance and Community Participation

- Functional community participation mechanisms and ward committees

KPA 2: Basic Service delivery and Infrastructure Investment

- Universal access to quality, affordable and reliable municipal services and regular infrastructure investment

KPA 3: Local economic development

- Thriving and vibrant local economy and neighborhoods

KPA 4: Municipal Transformation and Institutional development

- Effective and efficient Human Resources Management Services

KPA 5: Financial Viability and Management

- Sound financial management systems

KPA 6: Spatial Planning and Environmental Management

- Efficient space economy and clean, safe and healthy environment for the District

KPA 7: Social Development

- Social cohesion and improving the livelihoods of the poor and vulnerable groups

KPA 1: Good Governance and Community Participation

Key Performance Objective	Strategy	KPI	Responsibility	Target
To ensure and improve public participation in municipal processes	Community mobilisation	Number of IDP/Budget Consultative Meetings	Office of the MM	5 IDP/Budget consultative meetings by 31 May 2011
To ensure alignment between National, Provincial, Local Government and Public Entities	Staging of IDP RF meetings	Number of IDP Representative Forum held	Office of the MM	4 meetings held by 30 June 2011
	Facilitation of IDP SC meetings	Number of IDP Steering Committee meetings held	Office of the MM	6 meetings held by 30 June 2011
	Facilitation of IDP Planners Forum meetings	Number of Planners Forum meetings held	Office of the MM	6 meetings held by 30 June 2011
	Facilitation of Council meetings	Number of Council meetings held	Office of the MM	4 meetings held by 30 June 2011
	Facilitation of ExCo meetings	Number of Exco meetings held	Office of the MM	11 meetings held by 30 June 2011
	Facilitation of Mayoral Coordinating Forum	Number of Mayoral Coordinating Forum meetings held	Office of the MM	6 meetings held by 30 June 2011
	Facilitation of Municipal Managers' Forum	Number of meetings held	Office of the MM	6 meetings held by 30 June 2011
To build sustainable partnerships with Traditional Authorities	Attendance of meetings to discuss issues of development	Number of meetings attended	Office of the MM	4 meetings by 30 June 2011
Prevention of corruption	Development of anti-corruption strategy to address prevention, detection and awareness/communication	Approval of the Corruption Strategy	Office of the MM	30 June 2011

KPA 1: Good Governance and Community Participation.....

Key Performance Objective	Strategy	KPI	Responsibility	Target
To Formulate, Implement and Review Policies, Procedures and Bylaws	Review existing policies, procedures and by-laws	42 HR policies reviewed	Corporate Services	December 2012
	To implement <i>Batho Pele</i> customer services principles	Compliance with the <i>Batho Pele</i> principles	Office of the MM	100% compliance by June 2011
To ensure and improve public participation in municipal processes	Community mobilisation	Number of IDP/Budget Consultative Meetings	Office of the MM	5 IDP/Budget consultative meetings by 31 May 2011

KPA 2: Basic Service Delivery & Infrastructure Investment: Water, Sanitation, Facilities and Electricity

Key Performance Objective	Strategy	KPI	Responsibility	Target
To provide access to Water, Sanitation and Electricity	To provide households with access to basic water	Number of households with access to basic water	Technical Services	15 175 by June 2011
	New water connections	Number of new water connections		2 000 by June 2011
	To provide households with access to basic sanitation	Number of households with access to basic sanitation	Technical Services	10 600 by June 2011
	New sanitation connections	Number of new sanitation connections	Technical Services	5 200 by June 2011
	To provide households with access to electricity	Number of households with access to electricity	Technical Services	3 000 by June 2011
	New electrical connections	Member of new electrical connections	Technical Services	2 500 by June 2011
	To provide households with access to free basic water	Number of households with access to free basic water	Technical Services	2 702 by June 2011
	To provide households with access to free basic sanitation	Number of households with access to free basic sanitation	Technical Services	7 745 by June 2011
	To provide households with access to free electricity	Number of households with access to free electricity	Technical Services	2 500 by June 2011
To avoid deterioration of existing infrastructure network	Adherence to operations and maintenance plan	% of operations budget spent	Technical Services	100%

KPA 3: Local economic Development

Key Performance Objective	Strategy	KPI	Responsibility	Target
To create a sustainable and enabling environment for economic growth and development	Establish the comparative and competitive advantages for the district.	Reviewed LED Strategy	Social and Economic Development	30 June 2011
	Handover of LED implements to the identified local beneficiaries	% of projects handed over to beneficiaries	Social and Economic Development	100% by June 2011
	Development of the Film Industry as a niche economic driver	Approved business plan by ExCo	Social and Economic Development	30 June 2011
Provision of operational support to the Development Agency	Approved Service Level Agreement between the District Municipality and uMhloosinga Development Agency	Approved SLA by ExCo	Social and Economic Development	31 October 2010
		Quarterly progress reports on the operation of the Development Agency		4 reports by 30 June 2011
To operationalise LED Forum	Facilitate LED Forum meetings	Number of meetings held	Social and Economic Development	4 meetings by 30 June 2011
To enhance tourism development	Ensure effective functioning of the Tourism Information Centre	Quarterly progress reports	Social and Economic Development	4 reports by 30 June 2011

KPA 4: Municipal Transformation and Institutional Development

Key Performance Objective	Strategy	KPI	Responsibility	Target
To provide effective and efficient Human Resources Management Services	Approved organogram	Departmental Organograms Approved by ExCo	Corporate Services	30 September 2010
	Annual Approved Workplace Skills Plan	20% of employees trained by 30 June 2011	Corporate Services	30 June 2011
	Development of Human Resources Strategy	Approved HR strategy by Council	Corporate Services	30 June 2011
	To implement a Customer Satisfaction Programme	Attendance to customer complains within 24 hours	Corporate Services	100%
	Filling of all vacant posts	100% of funded posts filled	Corporate Services	30 June 2011
	Learnership Programme for Learners	10 learnerships inducted in the programme	Corporate Services	30 June 2011
	Review all Job Descriptions	50 Job descriptions reviewed by June 2011	Corporate Services	30 June 2011
	Bursaries awarded to qualifying applicants (Internally)	Number of applicants awarded with bursaries	Corporate Services	20 by 30 June 2011
	Development of the Equity Plan	EE Plan approved by ExCo	Corporate Services	30 September 2010
Develop and implement a workplace skills audit plan	Workplace Skills Plan available and approved by ExCo	Corporate Services	30 June 2011	
To ensure effective and efficient IT System	- Integration of IT financial systems introduced and operationalised (cross cutting issue IT, GIS/DIMS/MIS/Payroll and Web Site)	5 systems integrated	Corporate Services	30 June 2011
To ensure Integrated Development Plan	IDP Review	Final adoption of the IDP by Council	Office of the MM	30 June 2011
Compliance with PMS	Implementation of PMS	Approval of the PMS by the ExCo	Office of the MM	31 July 2010
To review the ESDP	Approval of the ESDP	Date of approval of the ESDP by ExCo	Technical Services	30 June 2011
To finalise the Water Services Development Plan	Approval of the WSDP	Date of approval of the WSDP by ExCo	Technical Services	30 June 2011

KPA 5: Financial Viability and Management

Key Performance Objective	Strategy	KPI	Responsibility	Target
Budget Management	To ensure proper and sufficient budgeting in line with IDP	Inclusion of IDP projects in budget	Financial Services	100% compliance by March 2011
	To ensure responsible spending of budget.	% budget variance	Financial Services	Not more than 2% vairance
Revenue / Credit Control Management	To ensure accurate billing of all consumers of the municipality	% compliance	Financial Services	100% compliance
	To ensure prompt collection of all funds due to the municipality	% compliance	Financial Services	100% compliance
Expenditure & Grants Management	To ensure cash backing of grants	% compliance	Financial Services	100% compliance
	To ensure that grants are spent as per the agreement between the municipality and sponsor	% compliance	Financial Services	100% compliance
	To ensure that expenditure reports are prepared and submitted to the MM, the sponsors, PT,NT and any other relevant stake holders	% compliance	Financial Services	100% compliance
	To ensure that salaries are paid to legitimate employees	% compliance	Financial Services	100% compliance
	Elimination of salary/allowances over payment	% compliance	Financial Services	100% compliance
Supply Chain Management	To ensure that goods/services of the municipality are procured in an efficient economical, fair and equitable manner, from reputable suppliers	% compliance	Financial Services	100% compliance
	To ensure development and promoting of SMMEs	% compliance	Financial Services	100% compliance
Financial Accounting and Reporting	To ensure accurate and timeous reporting of the financial affairs of the municipality	% compliance	Financial Services	100% compliance
	To achieve consolidated AFS in GAMAP/GRAP format	% compliance	Financial Services	100% compliance

KPA 6: Spatial Planning and Environmental Management

Key Performance Objective	Strategy	KPI	Responsibility	Target
To review the Spatial Development Framework of the District Municipality	Consultations with LMs by Development Planning Shared Services on SDF review	Council approved SDF	Social and Economic Development	30 June 2011
To Comply with KZN Provincial Planning and Development Act	Comments on development planning applications	Providing comments within 48 hours of receipt of the application	Social and Economic Development	100% compliance
Functional Geographic Information Management System	Setting up a District-wide digital information hub	Procurement of the system	DPSS	30 June 2011
	Establishment of District-wide spatial database	Availability of the database	DPSS	31 December 2010
To Develop a District-wide Environmental Management Framework	To engage LMs, CogTA and National Department of Environmental Affairs on the development of EMF	Council approved EMF	DPSS and SED	30 June 2011
To Comply with National Environmental Management Act	To provide comments on environmental management applications	Providing comments within 48 hours of receipt of the application	DPSS and SED	100% compliance

KPA 7: Social Development

Key Performance Objective	Strategy	KPI	Responsibility	Target
To support initiatives aimed at ensuring peace and safety of communities	Participation at meetings aimed at combating crime	Four meetings attended	Office of the MM	30 June 2011
	Operational disaster management centre	Immediate response to emergencies	Community Services	100% compliance
To Improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases	Staging of the HIV/AIDS Symposium	Date of hosting the meeting	Community Services	31 May 2011
	Facilitating District AIDS Council meetings	4 meetings held	Community Services	30 June 2011
To contribute towards the alleviation of poverty and to ensure food security.	Handing over of poverty alleviation projects to beneficiaries	59 Projects handed over to local municipalities	Social and Economic Development	30 June 2011
Empowerment of people with disabilities	Ensuring learnership programme for people with disabilities	30 learners trained	Community Services	31 August 2010
Empowerment of vulnerable groups	Staging of District Senior Citizens Day	District-wide event staged	Community Services	31 March 2011
	Children Day Jamboree	District-wide event staged	Community Services	31 December 2010
	Awareness campaign on violence against women	5 campaigns held within the District	Community Services	30 November 2010

CONCLUSION

For the successful implementation of this plan and realization of the Municipal's long-term goals; this document requires that all stakeholders work together in an integrated manner. It is imperative that all activities of the municipality respond to this plan. Any activity that is not derived from this plan will be considered inconsistent with the plan, and therefore null and void. This is in line with the local government Municipal Turn Around Strategy 10-point plan which requires among others that there be a creation of a single window of coordination, support, monitoring and intervention as to deal with uncoordinated interaction by other spheres of government with municipalities including unfunded mandates (**TAS 10 points plan: 6**).

It should be noted that, while there is an IDP unit based at the Municipal Office responsible for the compilation of the IDP, this plan is not a product of a single municipal department or section, e.g. the IDP/PMS section. Every department should participate in drawing up an IDP to ensure that the requirements of all are met and to give effect to the contents of the plan.

The crux of an IDP should be its implementation. Therefore the active involvement of management and other members of the personnel corps is a prerequisite for the preparation of a successful IDP that will be implementable.

The Performance Management System is in place and has been adapted as needed to ensure continuous improvements and changes are made according to changing circumstances and actual implementation of projects or initiatives.

The IDP has also been translated into measurable Key Performance Indicators that need to ensure achievement and to optimize service delivery. This has been done through the identification of targets for each KPI's which will be used to manage and monitor the implementation of strategies as identified.

The development of the organizational performance management system (OPMS) therefore had an imminent impact on the IDP Review process. The performance management system provides the framework to ensure the IDP gets measured and implemented. The methodology and processes followed within Umkhanyakude District Municipality provides for the alignment of the performance management system with the identification, implementation, and measurement, monitoring and reporting on measurable outcomes not only on section 57 employees but also on organizational level. In the development of the scorecard, all analysis and strategies were taken into consideration.

The operational Key Performance Indicators form part of the SDBIP as prescribed by National Treasury.

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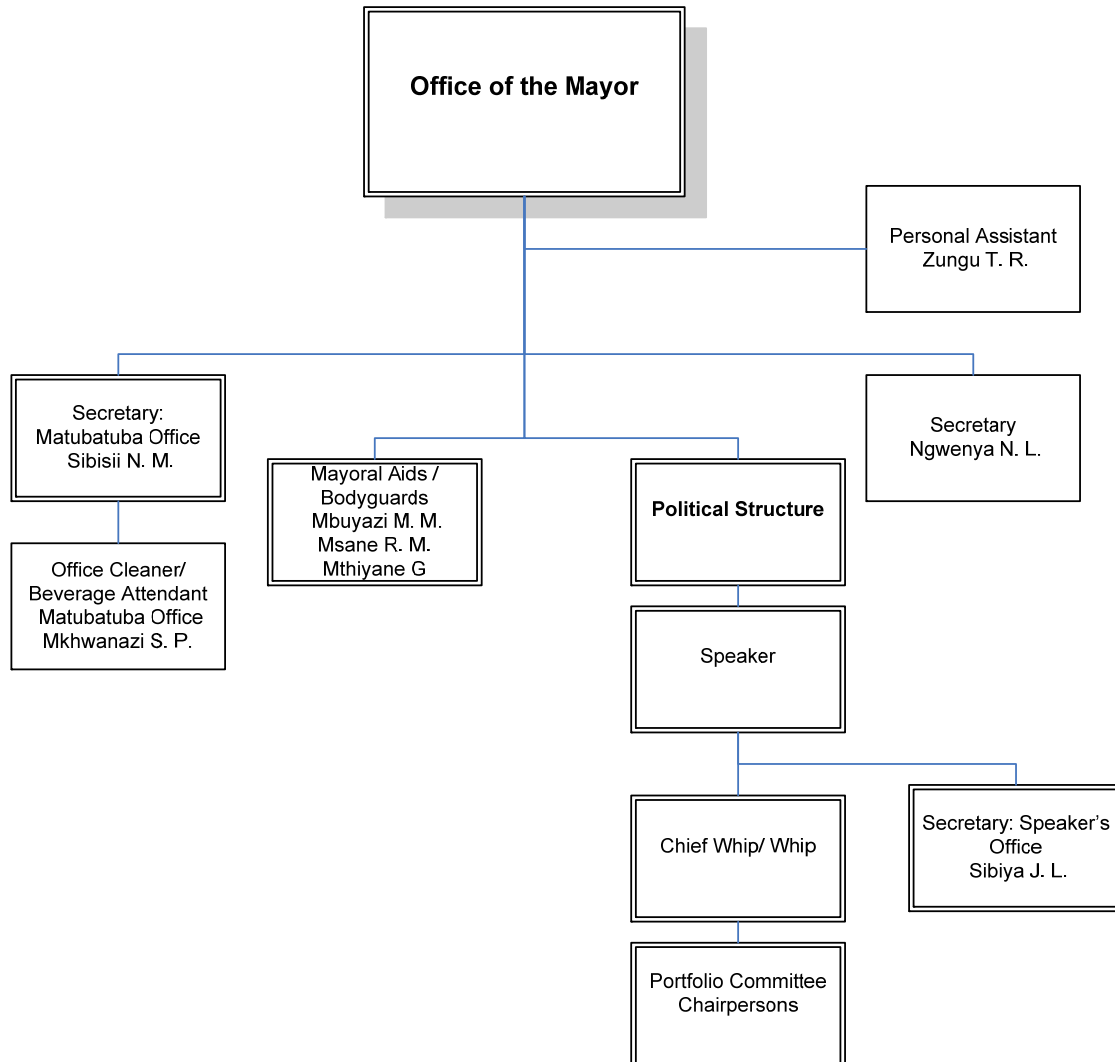
7.

ANNEXURES

7.1. APPROVED ORGANOGRAM

Office of the Mayor: DC 27

ANNEXURE A1

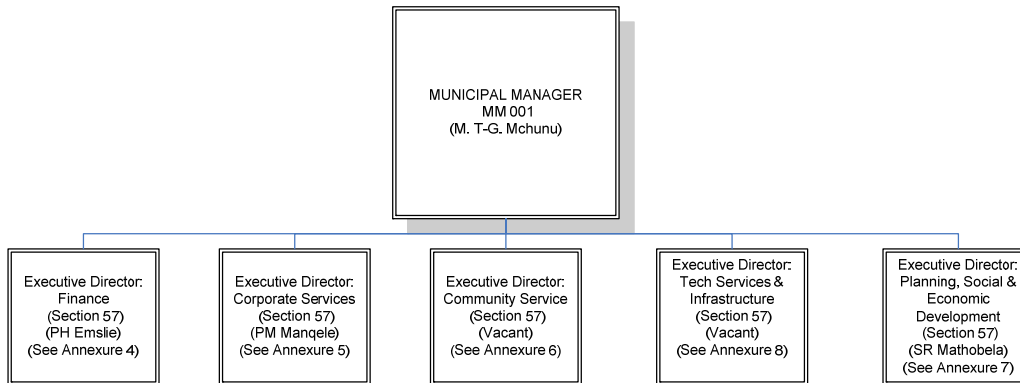


NB: Staff in this section offer administrative support to the Office of the Mayor. They are accountable to the Manager: Office of the Municipal Manager on operational matters.

UMKHANYAKUDE DISTRICT MUNICIPALITY

Top Management Structure

Annexure A2

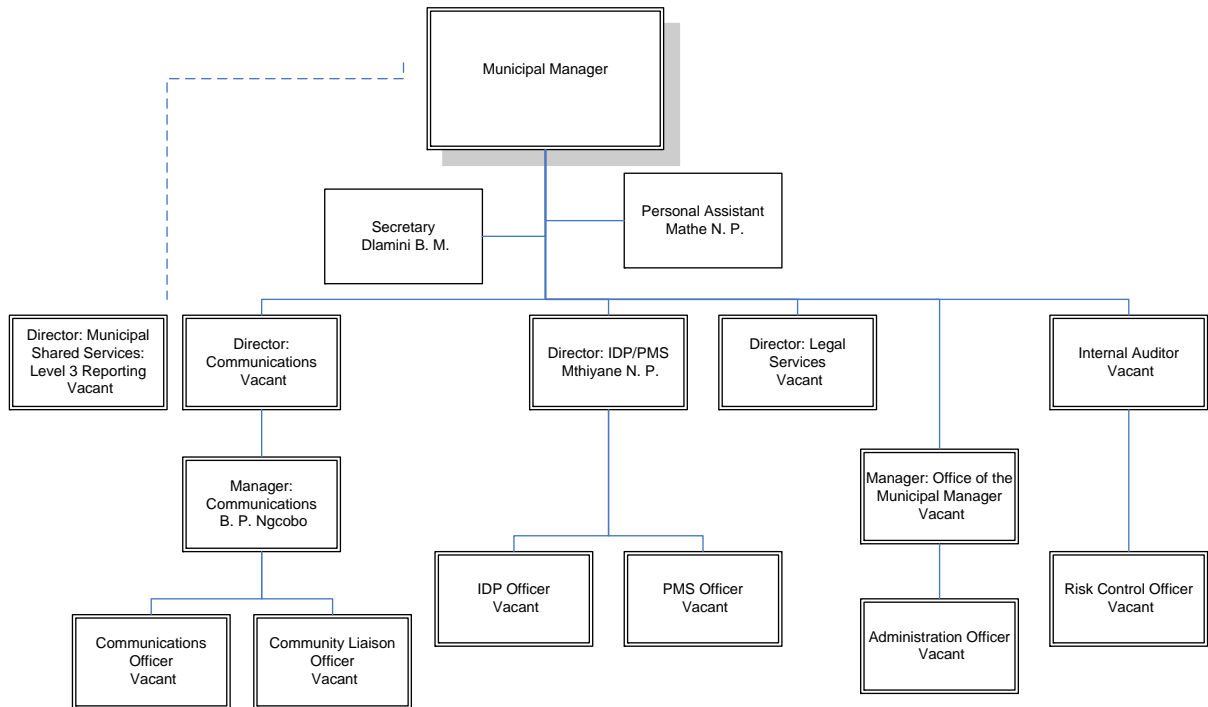


NOTES:

1. The top structure indicates a best fit for service delivery and work flow and processes. Hence five (5) Directorates have been identified.
2. Executive Directors are Section 57 Designated Employees.
3. Directors are non-Section 57 Employees. All Directors roles and responsibilities shall be clearly defined in agreed job descriptions.
4. Post Identification Numbers meeting the SALGBC requirements have been identified. These have been done in alpha-numeric sequence where the alphabets reflect the Departmental code e.g. "ESD" being Social & Economic Development and the numbers follow in sequential order.
5. Designations are consistent with SALGBC National Designations.
6. A maximum of seven (7) reporting levels have been identified with the relevant span of controls being considered.
7. The current staff establishment shall determine new and vacant posts and the associated costs thereof.

Office of the Municipal Manager: DC 27

ANNEXURE A3

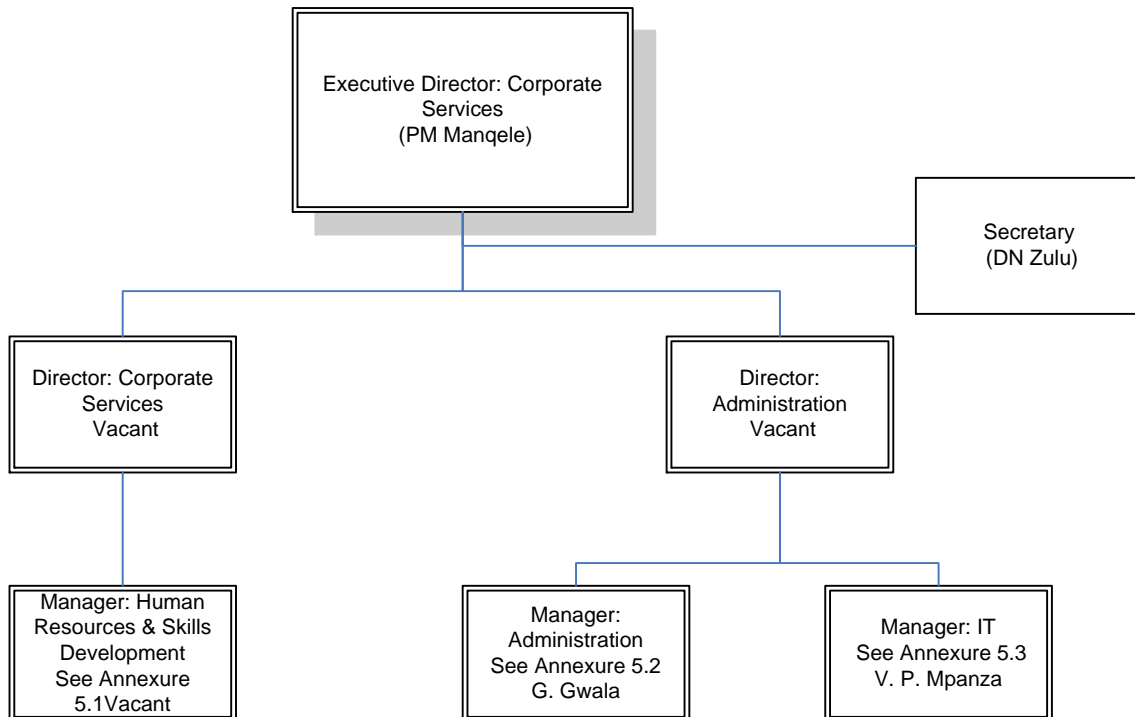


NB: Staff assigned to the Office of the Mayor are accountable operationally to the Manager: Office of the Municipal Manager.

CORPORATE SERVICES

TOP MANAGEMENT STRUCTURE: DC 27

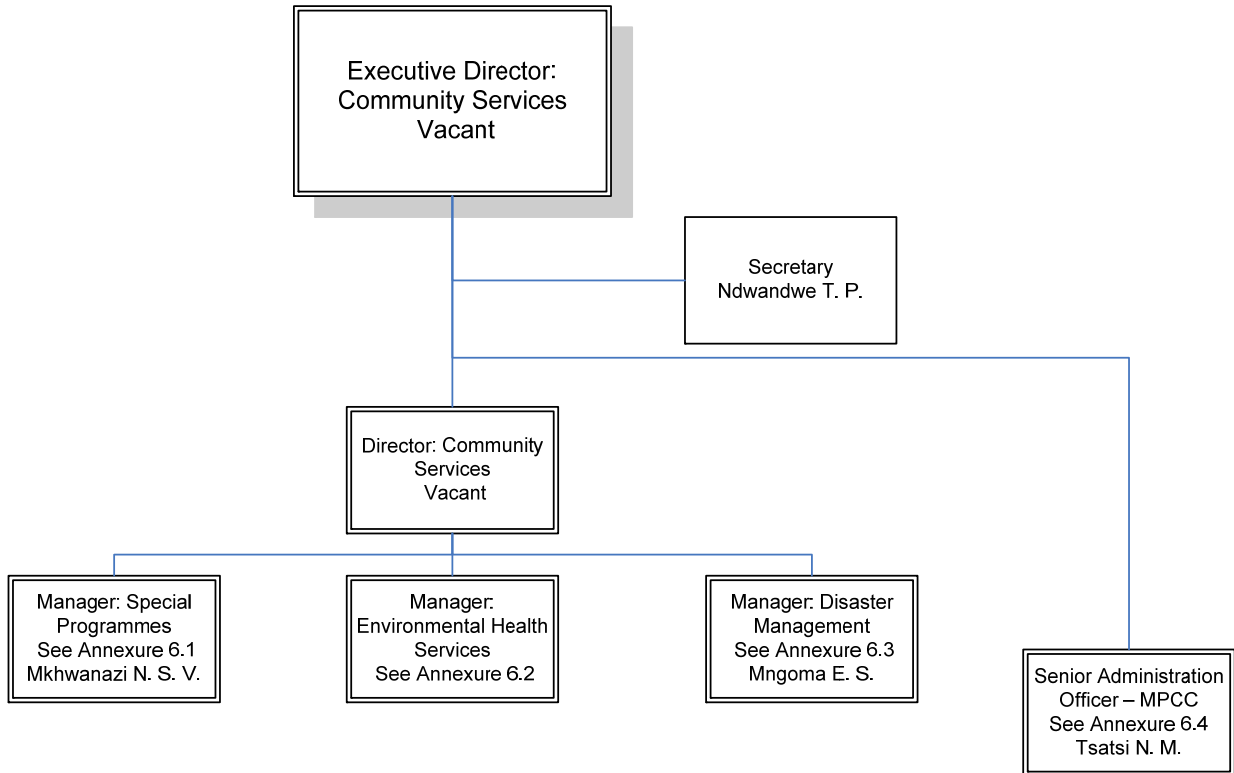
ANNEXURE A4



Community Services

TOP STRUCTURE

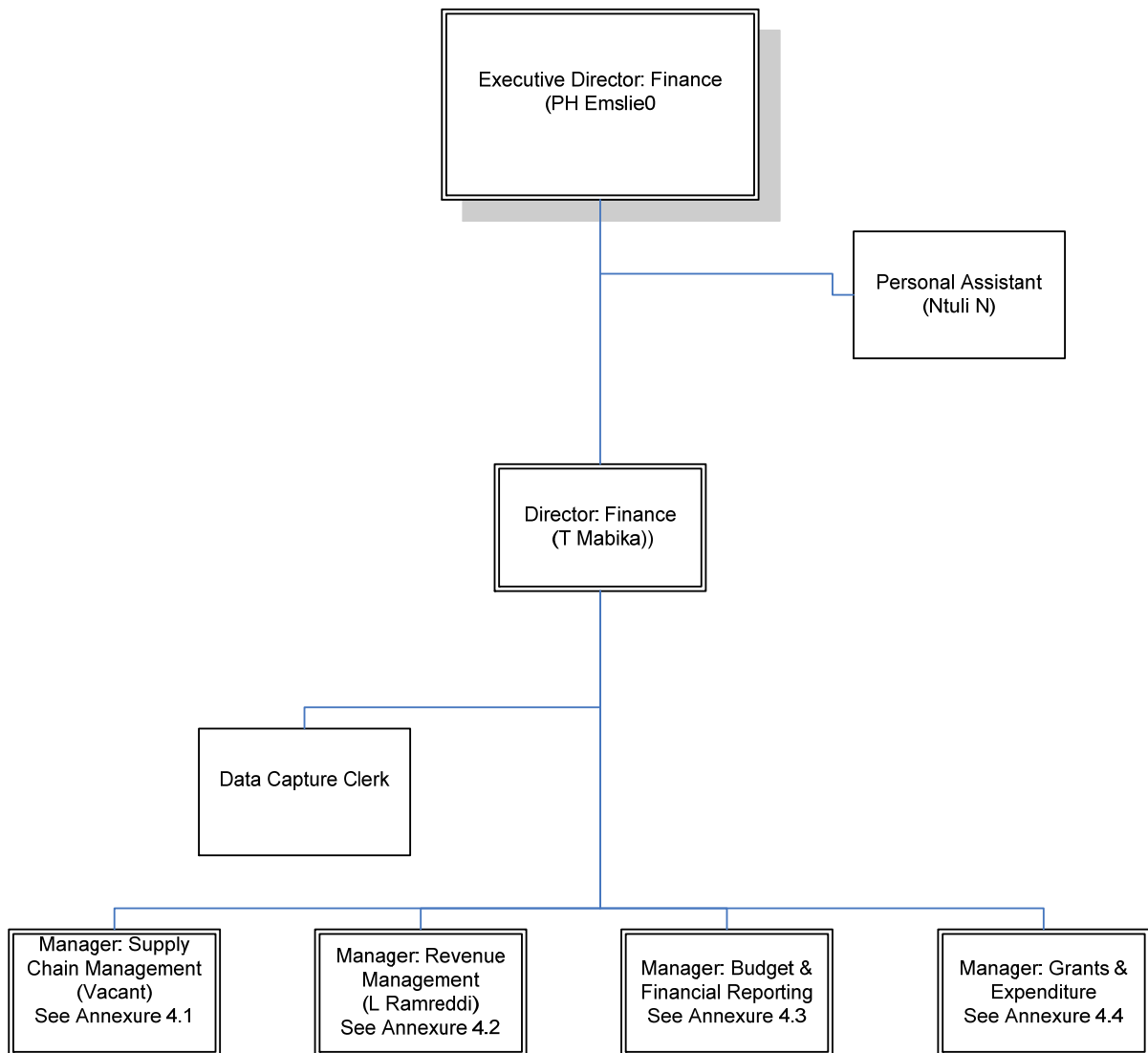
ANNEXURE A5



FINANCE: Budget & Treasury: DC 27

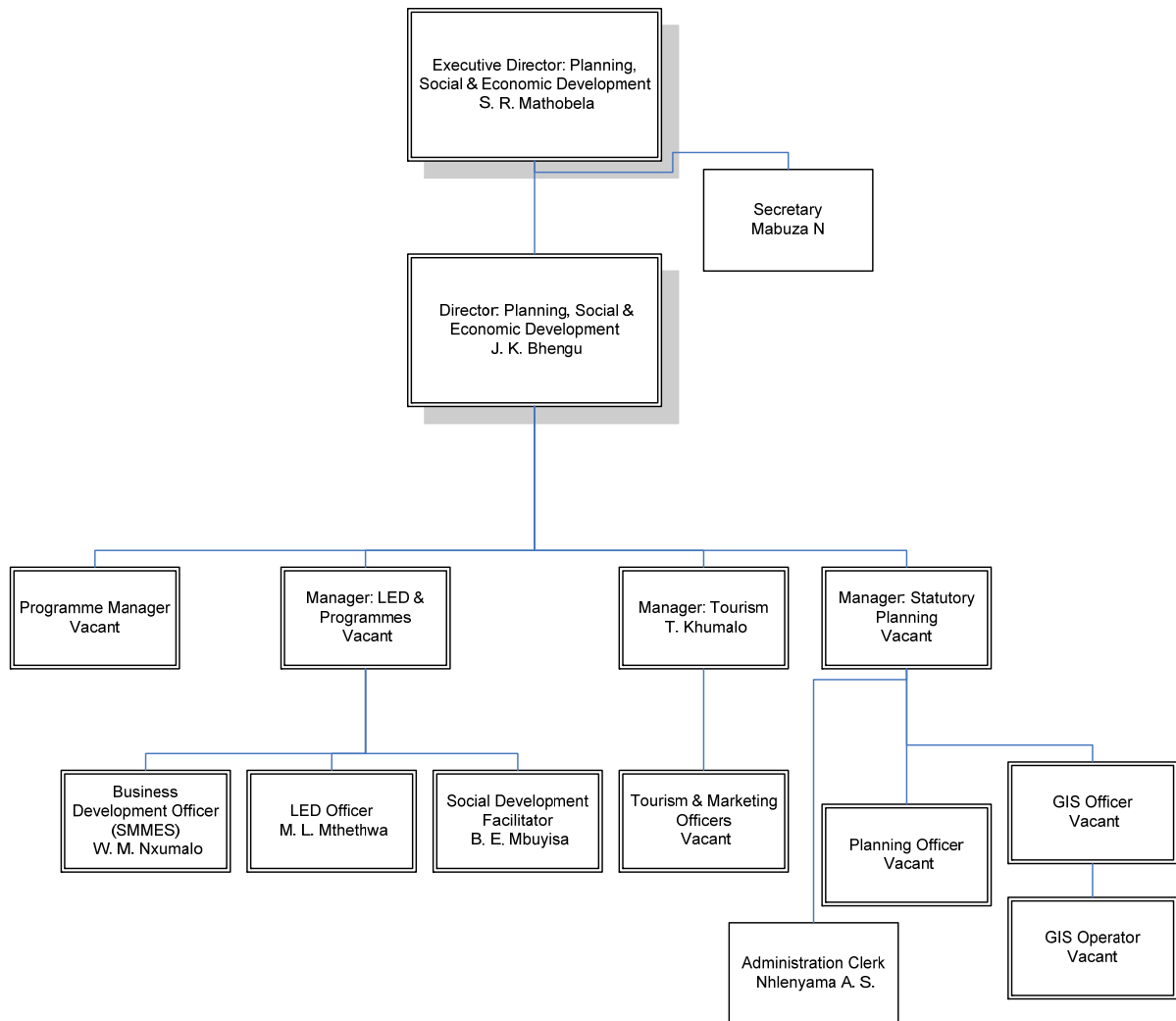
TOP MANAGEMENT STRUCTURE

ANNEXURE A6



Planning, Social & Economic Development: DC 27

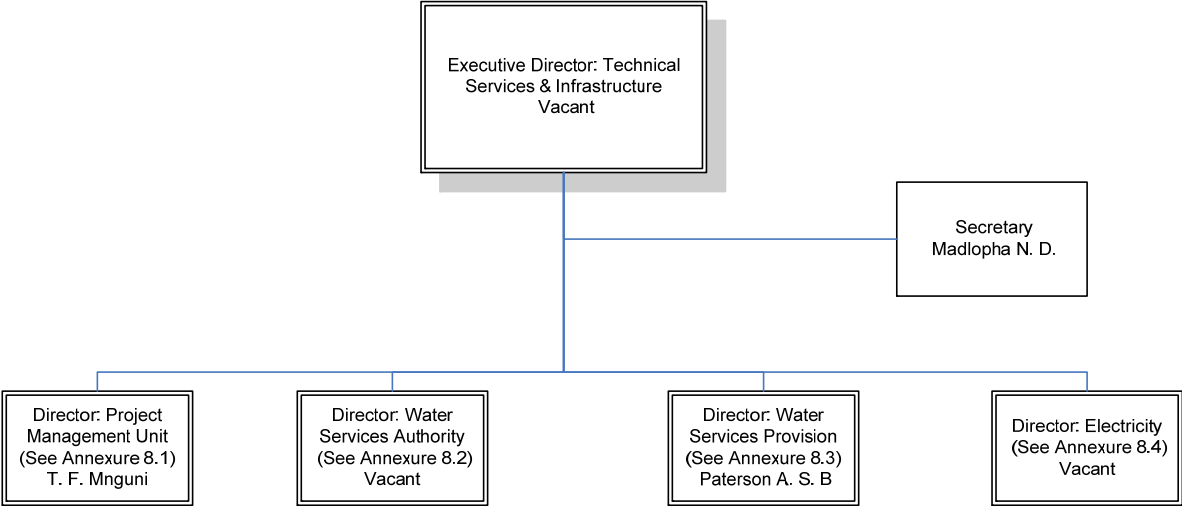
ANNEXURE A7



Technical Services & Infrastructure: DC 27

Top Structure

ANNEXURE A8



7.2. SPATIAL DEVELOPMENT FRAMEWORK

INTRODUCTION

1.1. THE PURPOSE OF A SPATIAL DEVELOPMENT FRAMEWORK

A Spatial Development Framework (SDF) is strategic and “indicative” in nature and is prepared at a broad scale. It is meant to guide and inform land development and management. It should contain the following four components²⁴:

- a policy for land use and development;
- guidelines for land use management;
- a capital expenditure framework showing in which areas the municipality intends spending its capital budget; and
- a strategic environmental assessment.

An SDF indicates the skeleton around which activity should be organised – the main spines of activity (the movement corridors) and the principal organs which generate economic and social energy (the towns and nodes).

In a guideline for Spatial Development Frameworks²⁵ it is stated that “it is neither desirable nor possible for settlement growth to happen everywhere”. This is the central purpose of an SDF – to rationalise where development should be focused and the relationships between different nodes and corridors within a region. The SDF should follow, to an extent, the existing logic of development, a logic that is historically based on where people chose to settle because of the circumstances of the time – available water supply, location on a crossroads where trade would go well or a market town within a good agricultural area. However, it must look at the area in terms of the current situation, for example, the extent to which technology has allowed settlement in areas where the natural resources would not normally attract settlement. Of particular importance is to assess the cost of providing essential services to people in the region – what is cost effective and what is logical in terms of future potential? The SDF must take a long term view of development – up to a 50 year time horizon.

1.2. PRINCIPLES OF AN SDF

The logic of development has been mentioned in the introduction as something that the SDF must consider. The provincial priorities adopted by the KwaZulu-Natal cabinet in 2004²⁶ are:

- To strengthen governance and service delivery
- To integrate investments in community infrastructure
- To promote sustainable economic development and job creation
- To develop human capability
- To develop a comprehensive provincial response to HIV/AIDS
- Fighting poverty and protection of vulnerable groups in society.

All of these have a spatial implication. How then should Umkhanyakude translate these priorities into their management system? A critical concept in this is that of “sustainability”. Development needs to be environmentally, socially and economically sustainable.

²⁴ Kahn, M., von Riesen, A., Jewell, P., 2001, Section 2, p.7

²⁵ Department of Traditional and Local Government Affairs, 2004, Draft Checklist for Spatial Development Frameworks, p.8

²⁶ Ibid, 2004, p. 2

The principles that need to be followed in order to achieve this are²⁷:

- **Managing the landscape** so that it retains its quality and sense of place. The range and uniqueness of landscapes in Umkhanyakude are a considerable natural resource that has provided, and should continue to provide, a source of both direct and indirect income to local people in the short, medium and long term. Direct income derives from revenue generated from eco-tourism and indirect benefits, in the form of livelihoods, derive from natural resource harvesting. This includes conservation and management of natural resources that ensures sustainability of soils, water, energy and clean air. The land not only provides a source of income if managed properly, it also ensures access to essential resources needed to sustain life. Development that is unsuitable for a particular landscape (eg. building in floodplains) should be avoided.
- **Managing the built environment** which includes settlement growth. This is to ensure that the built environment has a positive role within its environment and does not create negative spin-offs such as overcrowding and pollution of water, ground or air through poor management.
- **Managing the economy** through ensuring that there is co-ordination of economic and spatial goals.
- **Managing social issues** so that there is a rational basis for investment in social services and so that basic needs are met in a sustainable way.
- **Institutional management**: ensuring that the appropriate administrative and procedural elements are in place to ensure sustainability on use of natural resources.

1.3. BUILDING UP THE SPATIAL DEVELOPMENT FRAMEWORK

The SDF update has been developed through an assessment of a range of different aspects of Umkhanyakude – specifically:

- i. Land use assessment
- ii. Demographic assessment
- iii. Economic assessment
- iv. Agricultural assessment
- v. Environmental assessment

These assessments provide the background and logic to the provisions of the SDF update. In addition, as part of the requirements of the brief, a review of the previous SDF was done and comment made on gaps or additions that needed to be addressed in the update.

This background in some instances is fairly detailed and in the interests of a streamlined report, all this information has been placed in an Annexure (Annexure 2) with easy referencing back to the SDF update which is the main purpose of this report.

This main section of the report only covers the updated Spatial Development Framework. Following this introductory section, it summarises the key points from the Status Quo Assessment. The vision, principles and objectives of the SDF are then set out, including a conceptual framework which places this regional SDF in a provincial spatial context.

The SDF update has been set out by identifying the green space (the natural environment), the built space which comprises both the more urban areas or nodes and main transportation routes as well as the rural settlements. The economic space is then looked at to highlight the key drivers of the District economy and the spatial implications of that. The broad spatial zoning from which the more detailed LUMS should take direction then follows.

The Implementation Framework discusses how this SDF should be used in practice.

²⁷ Ibid, 2004, pp 5 - 22

2. SUMMARY AND ANALYSIS OF THE STATUS QUO ASSESSMENT

INTRODUCTION

This summary is derived from the background report which documents the information that will inform the update of the SDF. This background report (Annexure 1) also provides a review of the previous SDFs.

2.2. NATIONAL AND PROVINCIAL ISSUES

2.2.1. NATIONAL

The following issues are noted for this SDF from the NSDP and associated legislation:

- the essentially rural character of Umkhanyakude;
- limited formal urban development – large areas of non-formal urban development;
- economically dependent area on the region's economic centres;
- economic opportunities lie in services provision, agriculture and tourism;

The NSDP advocates:

- investment in centres with potential for economic growth;
- low key investment in areas without growth potential;
- local government needs to provide the framework for investment by the private sector.

2.2.2. PROVINCIAL

While provincial policy documents identify Umkhanyakude as being an economically depressed rural area it nonetheless has inherent agricultural, manufacturing and tourism potential. Accordingly the following opportunities and constraints are identified for the development of this District:

- Opportunities:
 - production, processing and marketing (export) of agricultural produce;
 - enhancing the tourism experiences available in Umkhanyakude through diversification in the type and range of facilities available;
 - improving and focusing investment in the services sector following both national and provincial policy frameworks;
 - improved services in centres and nodes;
 - basic services in surrounding areas.
- Constraints:
 - loss of productive agricultural land;
 - destruction of bio-diversity of the area;
 - lack of focus by municipalities on investment goals;
 - loss of productive human resources to the regions major centres;
 - income leakage due to lack of economic diversification.

2.2.3 Key Issues

- future investment in centres, corridors and nodes with economic growth potential;
- provide basic services in deeply rural areas;
- identify and invest in 'drivers' of the local economy to achieve diversification;
- create a framework for investment by the private sector.

2.3. IDP and LUMS

2.3.1 Umhlabuyalingana Issues

- The rapid growth around Manguzi
- The effect that the Lubombo SDI route (MR 439) upgrading has had in terms of concentrating population and activities along the route
- The "illegal" tourism related development taking place on the borders of the iSimangaliso Wetlands Park
- The commercial agricultural projects – existing and potential (eg forestry, cashew nut project)
- Areas of environmental interest are identified

2.3.2 Jozini issues

- Needing to build on investment points where there is a clustering of activities
- Areas of environmental interest are identified as needing conservation and management
- The development of the six Makathini Scheme villages below Jozini (especially with the current and proposed housing schemes)
- Agricultural development – existing and planned – centred on the Makathini Flats and irrigation scheme
- Management of the Pongola floodplain
- Accessibility issues in the Lebombo mountains
- The rapid growth of Jozini town with limited space and difficulty/ cost in servicing due to the underlying rock with only a thin soil layer.

2.3.3 Big 5 False Bay IDP Issues

- One challenge is the dispersed settlement pattern evident in the traditional authority areas which makes service delivery difficult and expensive
- The focus is therefore on encouraging investment in infrastructure and services provision in nodes so that agglomeration is encouraged; cognisance must be taken of the rural housing projects and the controls in the more detailed LUMS
- There is also a concern that inappropriate ribbon development is discouraged along roads which should be transport corridors rather than investment lines; there is therefore a need to distinguish between transport routes and activity corridors, such as tourism routes
- Need to manage sensitive environments and protect these by means of an interface area which is dealt with as a management area in the LUMS
- Agricultural potential relatively limited, but can be realised through improved agricultural management and irrigation
- Focus on tourism and interaction with the Hluhluwe-Imfolozi Park and iSimangaliso Wetlands Park

2.3.4 Hlabisa Issues

- Services provision to rural communities is a priority for this municipality
- Employment creation to improve household incomes;
- Establishment of a functional hierarchy of centres;
- Finalisation of a tourism development plan for the municipality.

2.3.5 Mtubatuba LUMS Issues

- Protection of high value agricultural land from urban development;
- Protection of bio-resources;
- Use of LUMS to achieve more effective management of the land and associated resources in the municipality;
- Focus on infrastructure development in the municipality.

2.3.6 Key Issues

- There is a strong tendency for municipalities to be focusing short term goals without having a long term plan for future economic development and sustainable growth in their areas of jurisdiction;
- In an environmentally sensitive areas such as Umkhanyakude pursuing a short term focus almost always results in the loss of longer term opportunities thus 'cutting off' future growth potentials.

2.4 Sector Plans

2.4.1 Physical and Social Infrastructure

- Transport Sector Plan Issues:
 - Reliable and accessible Public Transport System (PTS);
 - Multi-modal PTS;
 - Focus on main centres in each Local Municipality (LM);
 - Follow corridor routes between main centres;
 - Linking corridors to defined nodes along secondary routes;
 - Enhancing Local Economic Development (LED) opportunities from the PTS.
- Solid Waste Issues
 - There is no strategic plan for waste management in the District at this stage;
 - Municipalities have limited capacity and expertise to collect waste;
 - There is limited capacity in all municipalities to manage landfill sites;
 - Under current conditions Municipalities are unable to extend their services into rural areas;
 - There are financial limitations on current systems and equipment in terms of volumes of waste that can be processed;
 - The illegal sites currently in operation need to be closed down;
 - Certain existing sites need to be upgraded and new sites developed;

- Closure of illegal sites will mean that haulage distances will increase to fewer upgraded sites so new vehicles will be required by municipalities for log haul purposes.
- Water and Sanitation:
 - majority of the population of the UDM is indigent;
 - low revenue base upon which to provide services;
 - heavy dependence on the equitable share allocation to meet operational costs
 - additional capital roll out will only serve to increase the existing operation and maintenance costs
 - viability and sustainability of services provision in the future depends upon rationalisation along the lines indicated in the NSDP.
- Health and Education:
 - Based on the findings of this analysis 25% of the District's households do not have easy access to educational facilities mainly in the more remote rural areas including Umhlabuyingana and Jozini. The less remote areas appear to be better served by educational facilities.
 - There appears to be a higher level of access to health facilities in the District than education with only 8% without access to services.
- Energy:
 - As may be seen in the Table 86% of the population do not have access to electricity and are probably using off grid alternative energy sources. The majority of these households are located in Hlabisa, Jozini and Umhlabuyalingana which are the most heavily populated and least accessible areas in the District.
- Key Infrastructural Issues:
 - investment is addressing services backlogs throughout the District with the emphasis on rural areas;
 - lack of clear strategy for investment in key locations in the District to attract private sector development and promote economic growth;
 - no indication of a clear strategy to invest in making provision for urbanisation in the District's major centres through upgrade renewal and 'Greenfield developments';
 - lack of commitment to overcoming current limitations related to energy and solid waste disposal for example;
 - no documented asset management system in place to ensure efficient and cost effective functioning of current systems particularly water, sanitation and social services facilities (e.g. hospitals and schools) to ensure provision of essential services at all times.

2.4.2 Economic and Environmental Plans

Biosphere Reserve Issues:

- The Biosphere Reserve Plan has not yet been implemented.
- Lack of understanding of how the Plan would complement development within the District

Tourism Issues:

- Integrity of the natural resources of the UDM play a major role in the contribution of tourism to the GDP of the District;
- The UDM currently has an extensive area under conservation both private and state (62,595ha and 441,019ha respectively);
- However, the surrounding areas are under serious pressure to sustain a large subsistence population which does not have the opportunity to move away from reliance on resource exploitation for survival due to lack of diversification in the local economy and lack of skills to drive such diversification;
- Consequently a comprehensive management plan is required for the area to ensure effective management of the remaining areas of natural and cultural diversity;
- The 6 Primary Spatial Planning Categories are suggested as a framework to achieve effective management of land use and protection of the assets of this District;
- A Recreation Opportunity Spectrum (ROS) is suggested as a means of achieving effective management of tourism within the defined Spatial Planning Categories (6) aimed at protecting use of limited resources.

Key Issues:

- The urgent need for a comprehensive land use management system to be implemented throughout the District to ensure integrity of the environment and at the same time sustainability in the tourism and related sectors.

2.4.3 Current land use

- A high proportion of the District is under thicket, grassland and wetland;
- Remaining areas are disturbed cultivation land and settlement;
- Large areas of land are under communal tenure in the District – located in the traditional authority areas under the jurisdiction of the Ingonyama Trust;
- The remaining areas are under state conservation, private ownership with limited formal urban areas;
- Land reform is in the process of being implemented in the District and comprises around 20% of the total area at the time of survey (2007 by the Department of Land Affairs);
- Additional land has been identified particularly 'white farm land for redistribution and restitution purposes.
- Key Issues:
 - Sensitive biodiversity habitats are under threat in the District due to land management issues.

2.5. Demographic and Mobility Issues

2.5.1 Demographic

This section has focused on the key demographic statistics that play an important role in planning for an area in terms of services and future development. From the statistics, the following deductions can be made:

- The Umkhanyakude municipal area is characterised by a young population with high dependency rates on the working population. This means that a fairly small proportion of the population is economically active. As such, there is a need for facilities for the youth to be provided in this area.
- There are more females than males in the Umkhanyakude area, which is possibly due to the fact that the men from the area have been migrating out of the area in search of employment. Development should therefore take into account the needs of women for future employment. In addition, the possibility of continued movement out of the area needs to be considered in order to ensure that the housing and basic services meet the population size, and that there is no over or under supply.
- The education levels of the area are extremely low, with a very small percentage of the population having completed their schooling or having any kind of higher education. This directly impacts on the type of work that the working population can take up and this is a limiting factor on development.
- Employment and income levels are directly related to education levels in this area. This means that development needs to be in line with the affordability in the area.
- The death rates in KZN are extremely high in this country, the majority of which can be related to HIV/AIDS. This needs to be projected to understand what the population of Umkhanyakude will look like in the short, medium and long term so as to ensure that the roll-out of development will be in line with the population it serves.
- The area is at high risk of Malaria, which wreaks havoc amongst the general population, children and women during pregnancy. Without proper control, the number of people who will die from this cannot be determined. As such there is a clear need to fully implement the government's control mechanisms.

2.5.2. Issues on migration

This concluding section serves to provide a list of all the issues identified that play a role in affecting population growth in general and in most instances can be applied to Umkhanyakude.

- The birth rate in KwaZulu-Natal is lower than death rates. This could result in no or negative growth rates especially when migration is taken into account.
- The impact of HIV/AIDS is now being felt in the workplace and is having profound impacts on the families affected by it.
- The Umkhanyakude District is a high malaria risk area. The lack of control can have serious impacts on the population as was seen in 2000.
- People migrate to areas of greater opportunity. This opportunity could be economic or access to services.
- Although people may migrate in search of greater opportunity, they still maintain ties with their place of origin. This is mainly as security in times of illness or unemployment. This is the case now more than ever before. Women migrants also utilise the rural areas as a place for childcare.
- Historically, there has been a gender bias in migration, which resulted in more women remaining in the rural areas.
- Since the lifting of restrictions on movement in the 1990s, researchers believed that circular migration would come to an end and be replaced by permanent migration. They also believed that immigrants were of a more pressing concern.

- National surveys conducted in 1996 and 2001 did not include questions on migration and remittances. As a result, there is no national survey on migratory patterns post 1994. As such an important question being asked now is where are people settling and why?
- Some research shows that temporary labour migration has increased since the 1990s, especially in terms of the female labour movements.
- Urban areas experienced an increase in labour supply at the same time that the labour absorption capacity decline. As such, it was easier to blame the immigrants for being the problem.
- There is currently no evidence showing that temporary labour migration has been replaced by permanent settlement. It is possible that migratory patterns are changing in ways currently unknown.
- Recent studies show that more people are moving to semi-urban towns to reduce risk and costs of migration. It is also considered easier to visit the place of origin from these smaller towns.

- The economic factors that cause migration are:
 - Differences in labour supply and demand
 - Risk minimisation
 - Labour demands of industrial economies
 - Creation of mobile population through penetration of capitalist economy relations into peripheral areas.

- Non-economic factors causing migration:
 - Individual and households demographic characteristics
 - Societal and cultural norms
 - Personality traits
 - Information in destination area
 - Unanticipated constraints and facilitators
 - In situ adjustment
 - Residential satisfaction model of migration

- This shows that people migrate for various reasons and controlling migration would require the development and provision of various services and opportunities to retain people.
- Distance is not a deterring issue any more. Lower transportation costs and the improvement of transport make it easier to travel. People are not limited in terms of where they relocate to.
- Cross-border migrants (including women) generally do not intend to live permanently in SA. They send remittances to their home countries.
- Foreign migrants see it as easier to cross the SA border. As such more and more migrants are moving into SA, illegally and legally.
- People sometimes migrate in seek of better medical facilities to treat a pre-existing condition.
- Some rural households become dependent on remittances. In some areas, with opportunity, remittances may be utilised for supporting development and investment. However, the lack of freehold ownership of land in rural areas discourages people from investing in these areas. As such, more and more families are leaving the rural areas.

2.5.3. Population Projections

SCENARIOS	CURRENT 2005 POPULATION	POPULATION SIZE BY 2020	VARIANCE IN POPULATION SIZE
Realistic yet High growth scenario	610000	752117	142211
Realistic yet Medium Growth Scenario	610000	657567	47567
Realistic yet Low Growth Scenario	610000	610167	167
Outlying Scenario: The population continued to grow at current levels of about 1,5% pa and	610000	758000	148000
Outlying Scenario: The population growth is negative already in the short term.	610000	590000	-20000

Source: Urban-Econ estimates

2.5.4. Population Dynamics in Settlements

Some of the important results of the model are the following:

- 23% (or 247 settlements) of the 1075 settlements areas identified in the model constitute the more significant development areas based on the size and density of the settlements;
- The model show continued growth in all the major settlements between 2005, 2010 and 2015 when the population in terms of the macro model still records positive growth. However after 2015 most settlement areas with the exception of the largest settlement areas record some decline. This is especially true for the more rural and less accessible areas.

2.5.5. Key Issues

- Umkhanyakude has a youthful population dependent upon remittance income and state welfare grants with low levels of household income and relatively high levels of HIV-Aids;
- Mobility patterns in Umkhanyakude indicate movement of working age people out of the area into regional centres for employment, but retaining close links with rural homes. There is also a growing tendency for younger generations to move out of rural areas and into centres and nodes in search of improved services, housing and employment opportunities-they too also retain rural links;
- Umkhanyakude has been and continues to be an area of access for migrants from Mozambique and Swaziland;
- Depending on which scenario is followed it appears that there will be some population growth in Umkhanyakude, particularly if there is economic diversification. However, internal movement in the District is likely to be a stronger feature of the future with younger people moving out of rural areas and into centres to take advantage of services etc. in these areas.

2.6. Economic Issues

2.6.1. General Issues

- The key drivers of the local economy are services (mainly government), tourism and retail sectors. Agriculture and processing has potential, but this has yet to be realized as a key driver in the Umkhanyakude District Municipality (UDM).
- The District and Local municipalities need to be establishing the investment framework to attract private investment in the key sectors in the District.

- Conditions necessary for the establishment of key anchor projects (of scale) in the key sectors need to be set in place urgently by the municipalities to ensure 'triggers' are in place to stimulate economic growth in these sectors.
- Key strategic investments include:
 - infrastructure in accessible locations for industry to locate;
 - marketing the region and its niche potentials;
 - controlled land use management and security of tenure;
 - enhanced security in the area for investment purposes.
 - Key projects include but are not limited to:
 - sucrose and bio-fuels core and outgrower estates under irrigation to promote per ha yields;
 - sucrose and bio-fuels mills in the District;
 - expanded timber production;
 - pulp mill and timber products manufacturing plants;
 - fishing industry based on natural resource harvest supplemented by aquaculture;
 - expanded ha under cashew and coconut production for processing of oils and nuts for export
 - establishment of high value – up market anchor tourism sites to 'trigger' further structured investment in the sector

2.6.2. Key Economic issues

- Economic leakage to the region's major centres due to lack of economic diversification, loss of skills and energy in working age groups;
- Lack of clear investment strategy for the private sector in the Districts key economic sectors. Focus of local government tends to be of services provision;
- Limited direction setting by municipal leadership in striking partnerships with the private sector to encourage investment;
- Complex land issues and local politics serves to discourage investment in this area;

2.7 AGRICULTURAL ISSUES

2.7.1 General Issues

- Umkhanyakude has a wide range of habitats reflected in the 12 bio-resource units identified in the District. Consequently agricultural potential ranges from extensive livestock in the drier inland areas to intensive irrigated cultivation on the better soils in the Makhathini and along the Pongola floodplain. The Makhathini Master Plan states that "there is a strong interest in agriculture among these residents (of Umhlabuyalingana and Jozini – abutting the Pongola floodplain)
- There is high agricultural potential around Hluhluwe in Big 5 False Bay Municipality and in the Jozini municipality along the Pongola floodplain.
- Grazing potential is good to the west of the Isimangaliso Wetlands Park, along the Pongola floodplain subject to seasonal flooding and onto the Lebombo mountains.
- There are a number of questions over current land use on the good agricultural land. In cases this land is settled with traditional homesteads. In other areas it forms part of the biosphere reserve and therefore

should be protected for environmental purposes. The limited areas of good land remaining are currently under cultivation (eg Makhathini) or have historically been cultivated and are no longer being used (eg. land outside Ndumo).

- Thus despite the fact that there is some good agricultural land available in the District it is limited by settlement, biodiversity issues and by the local skills and economic issues.

2.7.2 Key Issues

- There is agricultural potential in the District, but realisation is subject to a variety of local issues including tenure arrangements, local politics, distance from markets, some crops still in research phase, poor infrastructure, security, lack of skills etc;
- Settlement on areas of good agricultural land has already taken place;
- Potential conflict of commercial agriculture with biodiversity issues (eg. tobacco production at Ndumo and toxins affecting breeding cycles of waterfowl in the Ndumo reserve)
- It is recognised that capacity needs to be built in support of agricultural development, particularly in terms of business management and marketing.
- There is concern about the potential for disappearance of knowledge on indigenous crops through extensive commercial agricultural development in the Makhathini area
- The potential for irrigated cropping along the Pongola floodplain is constrained by the allocation of water for irrigation by the Department of Water Affairs
- Cotton has had mixed fortunes and there is a current plan to develop the sugarcane industry in the Makhathini area with the establishment of a sugar mill at Jozini

2.8 Environmental Issues

2.8.1 General Issues

- A large number of sensitive areas have been identified as being critical to the biodiversity of Umkhanyakude containing unique habitat and endemic species.
- Some of the most important of these areas form part of protected conservancies, but the remainder are largely unprotected at the present time despite the good intentions of the Biosphere and its zoning proposals:
- Biosphere Reserve Spatial / zoning model:
 - Core area - 441 019 ha (all proclaimed areas)
 - Buffer zone - 102 559 ha
 - Transition area – 738 186ha (remainder of District)
- Six primary spatial planning categories
 - A: Core area – 2 sub-categories
 - B: Buffer zone – 4 sub-categories
 - C: Agricultural areas (Transition zone) – 3 sub-categories
 - D: Urban-related areas / settlements (transition zone) – 9 sub-categories
 - E: Industrial areas – 4 sub-categories
 - F: Surface infrastructure and buildings 11 sub-categories

- In the light of the harsh economic conditions that most households in the District are experiencing the future of these sensitive areas and resources primarily depends upon effective regulation linked closely with a comprehensive environmental education programme ('carrot and stick approach') which in turn is linked with direct and tangible benefits to local people from conservation and tourism development.
- Three Transfrontier Conservation Areas (TFCAs) fall within Umkhanyakude: the Nsubane-Pongola TCFA which covers the Jozini Dam area and links two South African Districts (Umkhanyakude and Zululand) and Swaziland; the Usuthu-Tembe-Futi TFCA and the Kosi Bay-Ponta do Ouro TFCA which link the District with Mozambique. Apart from the conservation and biodiversity value (particularly with regard to species migration), these form important economic opportunities with the international recognition given to the TFCAs / Peace Parks concept.

2.8.2 Key Issues

- Maintaining and enhancing biodiversity is one of the key drivers to the future economic development of the District;
- Much of the area is under threat due to subsistence for survival purposes or/and to developmental pressures;
- There is a need to initiate a District wide debate and focus on the negative impact that continued destruction will have on the people and economy of the area in the form of an environmental education programme;
- Sustainable management of natural resources depends upon the introduction of a land use management system which is fully regulated by municipalities with support from local people.

2.9 Archaeological Issues

2.9.1 General Issues

- Umkhanyakude District has considerable palaeological and archaeological potential.
- Future planning in the Umkhanyakude area needs to take cognisance of the palaeological and archaeological potential of the area.
- A monitoring system needs to be developed to ensure that deposits uncovered by development and vegetation clearing are protected and that scientists can be made aware of these new finds.
- The rich archaeological diversity of the area needs to be properly researched and publicized by the District Municipality such that key sites are established as tourist attractions using local guides to both protect and inform visitors of the rich history of the area.

2.9.2 Key Issues

- Sites of archaeological importance need to be protected and publicized for tourism development purposes with local people benefiting from guiding opportunities.

2.10 Comments on Summary and Analysis

Based on the findings contained in this summary report it appears that the Municipality needs to invest in creating a framework conducive to private investment in the key economic sectors in the District. Development in these sectors in the local economy would serve to drive higher levels of specialization and provide concomitant employment opportunities for local people who are sufficiently skilled to take on these opportunities. Over time specialization and diversification in the local economy would serve to lighten the subsistence load on the already stressed natural resource base of the District. In order to bring the above scenario into a reality the District would need be to consider a zoning policy framework based on the principles contained in the TFCA, Biosphere and Tourism sections of this report inclusive of the following:

- The *first driver* for sustained growth and development in the District are the 'core' areas where the focus is on conservation and bio-diversity with the only development being linked to eco-tourism, one of the two principle income generators in the District. These areas need to be carefully selected, linked through bio-diversity corridors, and then subject to rehabilitative management to ensure that there is a sound biodiversity framework for the resource harvesting and eco-tourism development for current and future generations;
- The *second driver* are the 'buffer' areas set aside for a variety of tourism opportunities ranging from low impact wilderness experiences to high impact high density holiday accommodation, retail and market facilities. The employment and income generating activities within these areas are dependent on the integrity of the "core" areas being maintained;
- Areas for low density subsistence and residential use where the emphasis is on livestock and limited subsistence cultivation of traditional crops are also recognised. This needs to be low density because of the often harsh production conditions and the low carrying capacity of much if the District for this type of activity;
- 'Transitional' areas set aside for commercial agricultural production as the *third driver* of the local economy, where soils are good and technology can be used to overcome harsh production conditions – mainly rainfall and accessibility – in these areas provision needs to be made for outsourcing from core estates to small farmers to involve them in the value chain and thereby reduce reliance on subsistence production systems;
- 'Industrial/manufacturing' areas with good accessibility set aside for processing and packaging of commercial crops as a *fourth driver* of the local economy, particularly in relation to specialisation. This is dependent on the sustainability and success of the third driver – the commercial agricultural areas;
- 'Urban centres and nodes' involving the identification of localities with high potential for retailing in the local economy as the *fifth driver*²⁸. These locations should also be linked with a wide range of services such that there is incentive for people operating in the more specialized sectors to locate and live in these centres. Improved levels of wealth translate into a variety of locally produced goods and services being required by residents of these higher order centres. These urban centres are largely dependent on the sustainability of the first, second and third drivers of the District economy;
- Reinforcing corridor development through identifying, differentiating, formalizing and establishing selected strategies for investing in the existing types of corridors in the District:
 - movement corridors
 - retail corridors;
 - services corridors;
 - tourism corridors;
 - agricultural corridors;
- Set aside areas for extended formal residential development with defined urban edges.

²⁸ Retailing is more of an indirect driver in the sense that it is generally not a wealth generator in local economy unless the good are produced locally and tends to result in income leakage. However benefits to the local economy from retailing lie in the support services required for successful retailing.

3. SPATIAL FRAMEWORK: VISION, PRINCIPLES & OBJECTIVES

3.1 Vision

This draft takes the current opportunities and constraints of the District into account and provides a vision of what the area could be like by 2050:

- Umkhanyakude has achieved a balance between sustainable management and utilization of resources and economic growth and development with the integrity of its core biodiversity areas fully intact. Local communities benefit directly from, management, tourism managed natural resources harvesting in the core areas.
- The District has a wide range of tourism facilities (from backpacker through to up-market hotels and lodges), owned and operated by local business, located in clearly defined buffer zones making careful use of the marine, wildlife (fauna, avifauna, flora), archaeological and cultural experiences which are unique to this area of KwaZulu-Natal.
- There is a dynamic commercial agricultural sector owned and operated by local farmers. The sector is based on sugar, bio-fuels, timber, fresh produce, nuts, livestock and aquaculture. Processing and packaging units are located in strategic accessible locations in the District and the majority of product is exported to the metro areas of the province and the country with a share in the international market via eDube trade port.
- The services sector has expanded and the full range of social, welfare and commercial facilities are available to all residents in identified centres and nodes in the District. Fully functional social services and retail outlets are available in all centres with a proportion of goods and services produced locally.
- Local levels of education, skills and employment have increased accompanying the diversification of the local economy in tourism, agriculture, processing and services/retail sectors. An increasing proportion of the economically active population is remaining in the District to grow, operate and maintain the businesses that have been established in the area. Employment in the public sector has stabilized accompanying the application of the 'developmental local government policy' and multiple outsourcing strategies are operating effectively in the provision of social and welfare services.
- Pressures for urbanisation have been accommodated in the identified regional centres and nodes where the majority of economic and services opportunities are located. The majority of the succeeding generations have moved into the urban areas over this 5 decade period. There is still a strong subsistence base in the traditional rural areas with people maintaining rural ties to land. Rural residents have since gained ownership rights to their land (was previously communal tenure) and this has resulted in the introduction of a rural land market and the establishment of a 'patchwork' of small holders in previously settled rural areas of the District.
- Roads upgrade programme has extended to all areas of the District and a fully functional community based operations and maintenance programme is in place to ensure maintenance. Above RDP water and sanitation services are provided by the District Municipality in identified nodes and centres in the District. RDP level services are made available to households located in rural areas. On-grid energy has been extended to all areas identified for supply in ESKOM's 20 year forecast. Alternative sustainable energy systems have been implemented in off-grid areas including wind farms, solar systems and hydro systems implemented at the Pongolapoort dam.
- The population of Umkhanyakude is prosperous and aware of the value and use of their rich natural and cultural heritage. Stewardship of natural resources is built into their municipal, business and household management systems.

3.2 Conceptual Framework

3.2.1 Concepts

In this report it is recommended that the SDF for Umkhanyakude is based on the Access Driven Approach (Isikhungusethu 2007) developed for the province as a concept for structuring the use of space in the province and at both district and local municipal levels. Application of this concept underpins the provincial PSEDS and therefore aligns with much of the current thinking behind corridor development inherent in the province. The central components of the Access Driven Approach are included below as a point of departure in the formulation of an SDF for Umkhanyakude. In order to outline key components of the approach a lengthy quote is used from the Rural Human Settlements report (Isikhungusethu 2007 Chapt 6).

“One of the key core concepts ... relates to public transportation. As noted in the literature “...For poorer people, cheap, viable and accessible public transport is essential if access to opportunities, and therefore the quality of life of all is to be increased”. Further to this notion, “...lines of transportation channel large flows of people. They represent lines of high accessibility. Therefore, they are ideal locations for government and small business to reach the people with services they provide. They are also logical lines of investment in utility services and settlements naturally develop around these routes. Stopping points, where routes intersect, are of great significance because market economies happen in public places. Lines of public transportation and investment in infrastructure, therefore, are the basic building blocks of the province. The provincial spatial development framework (PSDF) uses these building blocks to create a spatial system of accessibility in which:

- existing opportunities are made more accessible to the majority of the population;
- a new pattern of clustered opportunities and special places is created”.

The initial step suggested in the Access Driven Approach to defining the Provincial Spatial Development Framework lies in dividing the province into desired zones of accessibility to the lines of public transport and investment. The attached figure includes an outline of the 80km grid extended throughout the province. The framework that is suggested for the “accessibility lines” on this grid is one of high accessibility (eg. the N or national road routes and some key R road routes), intermediate accessibility (R routes and some key district roads), and lower accessibility (district roads and connectors). This has translated into a ‘desired zones of accessibility’ grid that can be superimposed across the province of 80km, 40km and 20km distance accessibility. In terms of this grid each zone contains a transport grid and surrounding space. This is discussed more fully in Chapter 7” ...of the Rural Human Settlements report... “and is illustrated in the adjacent diagram. This concept of a grid of accessibility can be used as a tool against which to measure the individual district and local municipal spatial frameworks. Its usefulness is that it:

- provides a provincial wide context for all the local spatial development frameworks;
- provides a clearer view of how spatial development frameworks of adjacent local municipalities should link up, how they should fit in to the district spatial framework, and in turn, the contribution the district spatial frameworks make to the overall accessibility grid of the province;
- provides context not only to the grid lines, but also to the spaces between those grids which are not addressed, or poorly addressed in the current local and district spatial frameworks;
- provides municipalities with a basis that can be used to view settlements in terms of appropriate on-grid investment as opposed to off-grid investments. This “investment logic” tool should prevent high levels of investment going into areas which by looking at their position on the grid are likely to generate little or no multiplier effects.

Figure 17: On-grid and off-grid

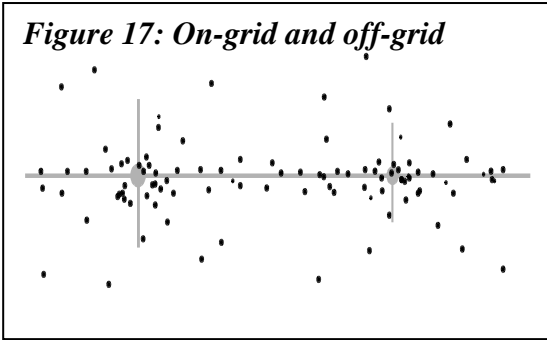
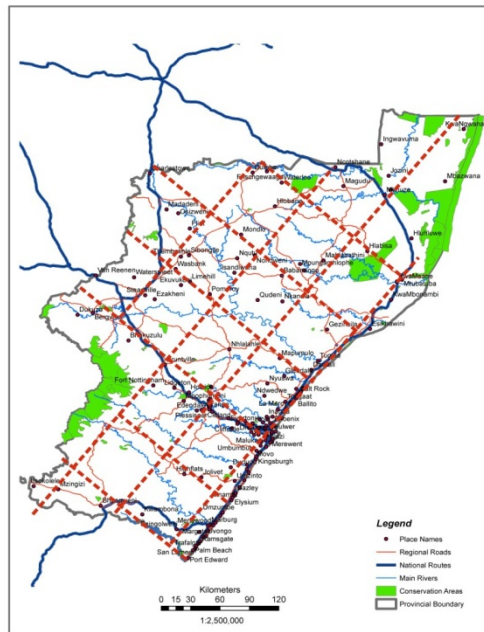


Figure 18: Desired zones of accessibility



As a second step in the spatial framework, a desired hierarchy of public transport needs to be established of public transport investment lines. The complexity of the grid, and levels of different route or accessibility cannot be even or all of the same order across the province. Apart from the obvious constraints of topography, the richness of the resource base (another key indicator) comes into play.

Thus "in areas such as the Thukela valley, a two-tier system may prevail – the main road becomes the central organising element and is supported by secondary feeder routes. On the other hand, the high density, agriculturally productive coastal belt may support four or five levels of route".

It is useful to illustrate this based on Figure 17. The diagram illustrates, in a spatial context, which points have high development potential and lower need (on-grid) and the off-grid, lower development potential. In terms of the core concept above, on-grid should lead to an investment in higher order public services, bulk infrastructure, business activities and denser urban settlements and public transportation. In contrast the intent is for off-grid to be based on decentralised services provision and lower order settlement and associated services and economic activities.

The third step recognises that the most inaccessible part of the zone represents wild or primeval areas. There is also a hierarchy inherent here ranging from wilderness areas such as the Maloti-Drakensberg to smaller areas such as riverine areas or localised parks.

The final step identified in the Core Concept document involves reconciliation between the desired accessibility grid and the intrinsic character of the land and its existing patterns of activity and investment.

Following from the core concepts, one of the points of departure for the AF is the formulation of a future access framework for the province (see above). The formulation of this framework takes into account the principles inherent in the National Spatial Development Plan, the Provincial Growth and Development Strategy, ASGISA and the African Renaissance Roads program. The key principles are summarised below and considered in more detail in this section of the report:

- reinforce primary corridor development based on economic development principles contained in the PGDS and NSDP;
- promote industrial development along primary corridors and investigate the 'old' industrial decentralisation points with the view to revitalising where appropriate;

- promote the agrarian revolution identified in ASGISA and PGDS particularly in traditional and state land areas through identification and development of prime land and linkage with processing and marketing opportunities in primary corridors;
- encourage tourism development by improved access to predetermined nodes in the province which form the gateways to areas with conservation and wilderness significance (e.g. Drakensberg, Isimangaliso Wetlands Park); and,
- identify and promote projects with national significance such as the eDube Trade Port.

It is in the context of these provincial and national policies that the formulation of the public transportation concept supported by investment in infrastructure occurred. It was deemed necessary to act as a baseline in envisaging future patterns of rural settlement. The proposed grid broadly follows the existing transportation infrastructure in the province. The main coastal route running in a north-south direction from Port Edward to Pongola provides access to centres and activities located on the coastal plain. The topography inland from the coast is characterised by deeply incised river valleys interspersed by ridge lines leading to the first major escarpment which has been termed eastern seaboard for the purposes of this project. Owing to the location of the drainage lines, roads leading inland historically followed the ridges resulting in a series of 80 square km grids extending over most of the coastal benchland area. In addition to these secondary inland routes there is a major national access route. It runs inland from the Ethekwini metro via Msunduzi to Harrismith and ultimately Gauteng, linking the coastal port and industrial complex to the reef.

The other inland routes tend to be provincial level roads linking smaller inland centres to the coast. These either need upgrading or extending in order to complete the grid. An example would be the P68 or Port Shepstone corridor linking inland to Ixopo and the southern Drakensberg resorts. The aim here is to encourage tourists to extend their stay in the region.

Owing to accessibility problems for those households located outside of major centres, but within the 80km coastal grid a new major north-south alignment is proposed. It is suggested that this serves to link the smaller regional centres located 80km inland from the coastal route. As may be seen in Annexure 4 the proposed route would link the Eastern Cape to Southern Mozambique. The alignment would proceed from Matatiele, Franklin, through Umzimkulu municipality to Creighton. This will improve accessibility to the newly incorporated Umzimkulu within southern KwaZulu-Natal. This also links through the local government seat at Ixopo. It would then pass through Nqadi on the existing alignment to Greytown.

A new section would then be required linking Nkandla with an improved access to Melmoth and Ulundi prior to proceeding to Nongoma via Ulundi. This new section would in turn link up with the national road prior to branching off to Jozini above the Pongolapoort dam. The aim would then be for the road to follow the existing alignment along the Pongola floodplain past the Ndumu and Tembe game reserves and ultimately to Mozambique via Manguzi. This new route would serve to open traffic movement inland of the coast encouraging flows of goods, information and people into and through areas hitherto inaccessible by rural households. It is suggested that the completion of this new alignment would have a major impact on re-structuring the future of the rural settlement in this area of KwaZulu-Natal. Completion of further routes between the major coastal strip and this inland route would then serve to consolidate the transportation system. Where municipalities adopt the principle of investing in centres and nodes along the major (north-south) transport routes and the inland linking routes from the coast then this will encourage mobile rural households to follow the best opportunities in terms of location.

The spatial pattern of settlement, roads and centres inland of the eastern seaboard differs somewhat in that the landscape becomes undulating and characterised by large expanses of commercial farmland. This is interspersed with scattered rural settlement in traditional areas, large concentrations of population in areas of forced removals and in pockets of freehold land. Increasingly land reform areas are a feature of this landscape. The major and secondary regional centres are located at 80km intervals along main provincial roads in this part of the province including Ladysmith, Dundee and Vryheid. Smaller service centres are located at 40km intervals along provincial and district roads including Tugela Ferry, Nondweni, Nongoma and Jozini as examples. In this sub-region the proposal is to establish a new alignment from Estcourt (on the main inland route) through to Weenen along the existing route. This would then need to be extended to Pomeroy, Nqutu and link up with the Ulundi-Nongoma road described earlier. This new alignment would serve to link a number of tertiary centres, nodes and rural centres into the regional transportation system thereby affording them improved access to services and flows of goods and

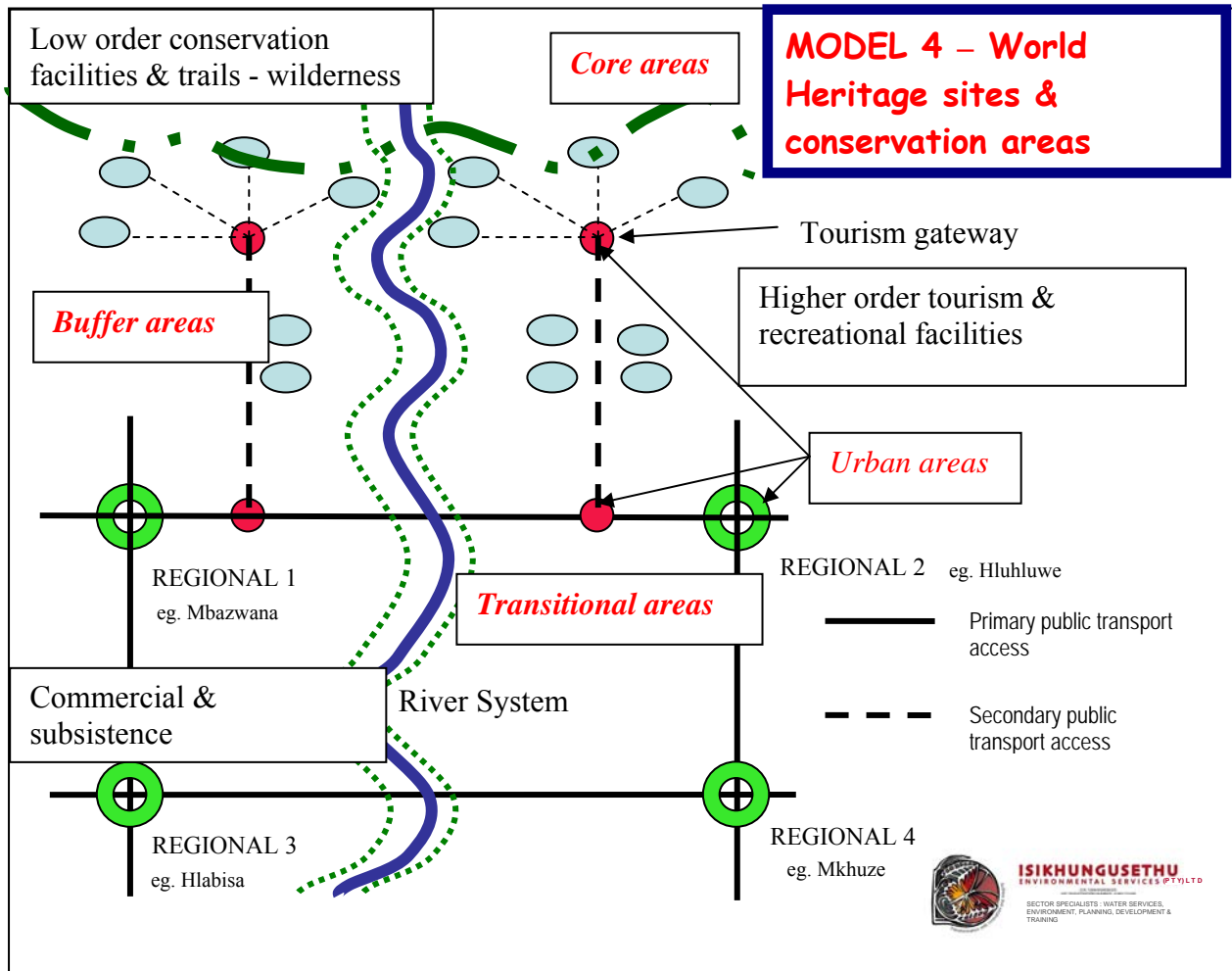
information. The east-west inland link routes from the coast would serve to enhance movement of goods and services from primary to secondary to tertiary centres in the interior.

An additional north-south alignment is proposed to the west of the Estcourt route. This would link Ladysmith, Wasbank and Dundee to Vryheid along the existing route. It would then proceed via Louwsberg to Magudu along the existing provincial road linking directly to the national road via Candover past Mkhuze on the way to Pongola. The upgrade of this route linked with the other new routes would serve to enhance the role of the regional centres in this sub-region of the province. One of the main aims would be to link as much of the larger scale rural settlement into the new alignments as possible in order to improve accessibility and avoid the need for more rural settlement following new roads and services.

The areas with inherent conservation/biodiversity potential in the form of mountain chains, valley systems, wetlands, indigenous forests, grasslands and the coastline have been excluded from major through routes. The intention is rather to link these wild areas to existing road networks to enable tourism development in identified nodes. These areas need to be protected and set aside for biodiversity conservation aimed at sustaining water production, marine resources and green belts throughout the province. Allied to what has been termed wild areas in this report attention needs to be given to the protection of agricultural resources of the province in the form of soils, grasses, water resources and forests. In terms of the ASGISA policy these are critical for the agricultural revolution which is envisaged for the future of marginalised communities.

The identification of the transportation framework suggested four broad models for the organisation of space within the province. These models were based on principles inherent in the National Spatial Development Plan, the Provincial Growth and Development Strategy, ASGISA and the African Renaissance Roads program. In formulating models these policies were linked to local conditions identified while formulating the provincial transportation network. The model suggested for Umkhanyakude is outlined below". Further detail in the other models may be obtained from the Rural Human Settlements report commissioned by the KZN Provincial Planning and Development Commission.

Model 4 : World Heritage Sites and Conservation Areas
Principle 1: Define an interface between urban and rural systems to prevent uncontrolled urban sprawl
Principle 2: Identification of areas of no-development and areas where limited development may be permitted in relation to environmentally sensitive areas or high value agricultural land



Location

Model 4 areas typically include World Heritage Sites such as the Ukhahlamba-Drakensberg Mountain Park in the west and the Isimangaliso Wetlands Park to the north of the province (Figure 6.6).

Description

The Model includes regional centres located on the 80km inland grid (eg Ladysmith) linking to secondary routes. These in turn lead to tourism nodes such as Bergville and/or Hluhluwe as the gateways to the wild areas. A range of tourism facilities located in development nodes, such as Hluhluwe, Mbazwana etc. are linked to the gateways by means of tertiary routes radiating outwards. The tourism nodes in turn could (and in some cases do) form part of a national trails (footpath) system linking the entire Maloti-Drakensberg range" or the entire Maputaland and GSLWP (IWP). The walking trail provides a market that penetrates into remote inaccessible areas. Tourism allied to conservation could be used to provide employment opportunities for local people in the hospitality, conservation and guiding sectors.

Rural settlements are located in the approaches to these wild areas. In many instances these are traditional areas located next to and inside of the World Heritage Sites (e.g. at Kosi Bay and False Bay).

3.2.2 Some conceptual principles

The aim in Model 4 areas is to confine further tourism and residential development to identified nodes in order to safeguard the natural resources of the area. Similarly with rural settlement the aim is to avoid further development in these sensitive areas. This would be achieved by providing higher order services in the regional centres and gateways and only basic services to rural households. Similarly no lateral roadways would be permitted to avoid proliferation of rural settlement and tourism developments. However, the hiking trail would provide a market for small, local businesses in the rural settlements in the form of tea shops, rustic lodges and camp sites in the core areas.

Infrastructure is developed with care and discretion in this model because of its inherent power to stimulate and guide physical development. All forms of physical infrastructure are important. However, the nature and location of roads fundamentally influences patterns of accessibility and hence physical development. Therefore particular attention is given to the following:

- roads running in parallel to the 6 ecological zones in Maputaland and following the coastal plain south and west of the Lebombo mountains;
- excessive lateral roads are undesirable leading to development and in the process interfering with ecological linkages and processes between ecological zones;
- nodal access roads require careful planning in the context of planning of the coastal component of the district.

A further principle for Model 4 is the establishment of a grid system which encourages linear flows of people and money and has defined intersections for economic transactions. The grid system can reduce flows in ecologically sensitive areas and increase them in less sensitive zones through the establishment of hiking trails as a potentially important infrastructure element for the development of micro-tourism in the area.

3.3 Application of planning principles to Umkhanyakude SDF

3.3.1 A reminder of the broad principles

Central to the principles that underpin the SDF and guide the Land Use Management System in the district are the provincial principles as listed in summary form below. These are cross-cutting statements, focusing on integrated management across both urban and rural areas:

- Managing the landscape so that it retains its quality and sense of place. The range and uniqueness of landscapes in Umkhanyakude are a considerable natural resource that has provided, and should continue to provide, a source of both direct and indirect income to local people in the short, medium and long term. Direct income derives from revenue generated from eco-tourism and indirect benefits, in the form of livelihoods, derive from natural resource harvesting. This includes conservation and management of natural resources that ensures sustainability of soils, water, energy and clean air. The land not only provides a source of income if managed properly, it also ensures access to essential resources needed to sustain life. Development that is unsuitable for a particular landscape (eg. building in floodplains) should be avoided.
- Managing the built environment which includes settlement growth. The built environment should not be the cause of social pathologies (eg. that result from overcrowding) or physical pathologies (such as pollution that results from inadequate servicing for the population).
- Managing the economy through ensuring that there is co-ordination of economic and spatial goals.
- Managing social issues so that there is a rational basis for investment in social services and so that basic needs are met in a sustainable way.
- Institutional management: ensuring that the appropriate administrative and procedural elements are in place to ensure sustainability on use of natural resources.

Added to this is a reminder of those elements that have been identified as the drivers of sustained growth and development in the District. These are:

- First driver: “core” areas – for conservation and resource management – basis of eco-tourism economy
- Second driver: “buffer areas” – for tourism opportunities linked to the conservation and wilderness areas
- Third driver: commercial agricultural areas – basis of agricultural economy
- Fourth driver: “industrial areas” for the processing of crops grown in the area – linked mainly to agricultural economy
- Fifth driver: urban centres and nodes – basis of service economy which helps keep income generated circulating within the District and provides range of residential and business opportunities.

These are relevant to both the urban areas and movement corridors as well as to the rural areas.

The central questions that need to be dealt with in this updated SDF are as follows:

- What is the enduring spatial vision for Umkhanyakude (over 50 years) taking into account the anticipated developmental and human pressures on the area over this period?;
- What management implications are associated with the implementation of this vision in terms of natural and built environments and local social and economic issues?

One of the key threats to sustainability of the area relates closely to reactive short-term decisions based on the need to survive by the following groups:

- residents at local household level;
- municipal decision makers often for political expedience;
- 'land hungry' developers looking to optimize earnings from short term land developments, often without consideration of the longer term implications for the environment and the people.

These threats need to be addressed in the current SDF if it is to succeed in the longer term.

3.3.2 Basis of the Umkhanyakude SDF

This updated Umkhanyakude SDF, in order to respond to the broader principles outlined above, will be built as a series of layers which must be used together to direct development decisions, but which can be examined separately in order to see the detail which makes up the SDF. These layers are:

The Green Space: this is based on the biosphere reserve concept of maintaining core and buffer areas as the basis of maintaining biodiversity and thus a healthy natural environment, as well as being the basis of the eco-tourism business which provides income and employment to people of the region. This is a re-working of the previous SDF which talked of natural / environmental structuring elements

The Built Space (urban): these are the nodes and corridors that constitute the network of human influence in the region in the form of major settlements and connecting transport routes. It is also an investment space and economic generator (secondary and tertiary services).

The Built Space (rural): these are the rural areas that form the spaces between the primary, secondary and tertiary nodes and corridors. Because of the nature of settlement in the traditional areas, it is essential that principles apply to the smaller, scattered rural settlements that characterise the region.

The Economic Space (primary): These are the project areas which, in Umkhanyakude, focus mainly on agricultural and tourism related projects and in some cases, major infrastructural projects.

These various uses of space are brought together to form the **broad spatial zoning** for the District which generates certain land use conditions and from which the local municipal land use management systems can draw on. At District level, spatial zoning has to be broad and act as a guideline for the more detailed level local spatial development frameworks and land use management systems.

Intervention / management areas (overlays): with the broad zoning as the underlying spatial organisation, these are areas which are identified as requiring some special form of management or intervention for whatever reason; it may be areas that are particularly vulnerable to development or areas where there is a conflict, or potential conflict of land uses. A management area may extend over one or more underlying zones.

Each of these layers is discussed in more general terms in the text following. Annexure 2 contains the “working” section of the SDF with each layer represented by a map with accompanying principles and conditions to form the SDF. These maps are in diagrammatic form as each are derived from a number of the information maps contained in the Annexure 1 (Maps SDF 1 – 5) to this report. At a District scale the “zoning” is broad and more conceptual.

3.4 The Green Space

3.4.1 Introduction

The Green Space refers to the *first driver* for sustained growth and development in Umkhanyakude District – the “core” areas which are essential for conservation of bio-diversity and for resource management as well as for maintaining the basis of the eco-tourism business in the District.

The map which illustrates this first layer of the SDF is **Map SDF 1**. The principles and conditions associated with Map SDF 1 accompany the map on pages following and in effect, brings the biosphere reserve concept formally within the Integrated Development Plan and its associated SDF.

3.4.2 General points

Point 1: Umkhanyakude District as a Biosphere Reserve

Umkhanyakude District is in the process of being declared a Biosphere Reserve in terms of UNESCO guidelines. The Biosphere Reserve boundaries for convenience are shown as the same as the boundaries of the current Umkhanyakude District Municipal area. In reality, the biosphere reserve has “soft” boundaries, not isolated from its surroundings. The concept of the Biosphere Reserve should thus be seen as an integral part of the spatial planning and development strategy for the District, with the primary aim of both biodiversity conservation and sustainable development.

Point 2: Land use / zoning guidelines

The areas illustrated on Map SDF 1 indicate three areas: core, buffer and transition. These are not zones in the sense of more defined land use zoning at local municipal level. However, they provide clear guidelines for land use and the conditions under which land should be used.

- Core zones : must have fixed cadastral boundaries and be statutory conservation areas (proclaimed). This includes both terrestrial and marine proclaimed areas. The term “zone” has therefore been retained, rather than area due to the defined nature of this land use.
- Buffer areas: these areas have “soft” boundaries. No official cadastral boundary of a biosphere reserve is applicable to privately owned land. More fixed zoning within this can be drawn up at local level with the overall function and criteria of the buffer area being taken into consideration.
- Transition areas: these also have soft boundaries and comprise the remainder of the land within Umkhanyakude. This is where most of the urban areas and settlement and agricultural activity takes place. More detailed zoning exists in some areas, and can be drawn up with the overall principles and guidelines for land uses within a biosphere reserve being taken into account.

Point 3: Impact

Where the term impact is used, it refers to the impact of human influence or land use on the landscape. Within the core areas there are wilderness areas where the impact should be negligible. Core zones should experience low impact use with the impact increasing through the buffer to the transition areas. The highest impacts will obviously occur in the urban nodes situated in the transition areas.

Point 4: Precautionary Principle for land use queries / conflicts

Where there are two land uses that are in conflict within one area, the land use with lesser impact should prevail. This is the precautionary principle and must be applied throughout the District. For example, if an area of sand forest which is "critically endangered" (see Annexure 1.4, section 3.9.2) coincides with an area of high agricultural potential, the lesser land use should prevail; in other words, it should be designated a conservation land use rather than an agricultural land use.

Point 5: The Lubombo Transfrontier Conservation Area motivation

This area of Umkhanyakude is one of the "legs" of the Transfrontier Conservation Area route that stretches across southern Africa from the west coast A!Ais! –Richtersveld TCFA on the west coast to the Lubombo TCFA on the east coast extending south and inland to the Maloti-Drakensberg TCFA. Within the Lubombo TCFA, the three directly involving Umkhanyakude are the Nsubane – Pongola TCFA, the Usuthu-Tembe-Futi TCFA and the Kosi Bay- Ponta do Ouro TCFA. Conserving the "green spaces" and protecting these areas through identifying the core and buffer zones, links Umkhanyakude into a substantial international marketing tool, through the seven linked TCFAs across 9 countries. This has considerable potential for economic benefit to the District.

Point 6: Use of the Map SDF 1: Green Space

For planning and development application purposes, whether at District or local municipal level, use and interpretation of the Map should include reference back to the information maps which have contributed towards the making of this broader, conceptual map as well as to the more detailed information contained in Part 1. These information maps are:

- Map 6 : Biosphere Reserve
- Map 7 : Location of public and private conservation areas in Umkhanyakude
- Map 8: Location of the various spatial planning categories (as per biosphere reserve / tourism planning)
- Map 26: Environmentally important areas of the Umkhanyakude District Municipality
- Map 29: Distribution of the Archaeological sites recorded for the Umkhanyakude District
- Figure 13: Moll's areas of ecological significance
- Figure 14: The Kosi system
- Figure 15: The dune forests
- Figure 16: The pans of the Pongola River floodplain

In addition, the following sections should be referred to in Part 1 of this report:

- 3.4.2: summarises the Biosphere Reserve sector plan),
- 3.9: describes in more detail the areas of ecological significance within the District, including reference to the maps and figures above)

3.5 The Built Space (urban)

3.5.1 Introduction

One of the key considerations in planning for urban development relates to population pressure. The indications from the demographic analysis are that while population growth in the future may be limited in the District, internal urbanisation trends will increase substantially from rural to urban areas. This trend has to be accommodated in the **built environment** in the District.

Agriculture and tourism are the mainstays of the District economy. For Umkhanyakude District to thrive therefore, the first three “drivers” must be supported and sustained. The reason that visitors and tourists come to the region is because of its natural resources centred on the proclaimed parks and nature reserves. The buffer zones protect those areas from encroachment by incompatible land uses. The agriculturally productive areas need to be nurtured for long-term production and income generation. Without the conservation and agricultural areas, business and residential areas centred on the nodes and corridors will not be sustainable.

The nodes and corridors, in turn, inject their own energy into the economy by adding service and retail opportunities to the District. Thus, this skeleton of nodes and corridors and its rural hinterland are interdependent.

This section looks at the nodes and corridors or “built environment” (refer to **Map SDF 2 : Built Space – Urban**) which has in part been created through the use of the rural assets, but in turn, has become the central skeleton on which the rural economy depends.

3.5.2 General points

Point 1: The Accessibility Framework

The built space in Umkhanyakude will take cognisance of the concept of the provincial accessibility framework which is based on the idea that lines of public transportation and investment in infrastructure at the nodes where these lines intersect, are the basic building blocks of the province. The principle of the 80 km, 40 km and 20km accessibility grid should be brought down to District level.

Point 2: Responding to activity characteristics

The accessibility grid already responds to a large extent to the characteristic activities of people going about their daily lives. However, there are also demands from off-grid users who also would like easily accessible infrastructural and social services. In more affluent areas, rural residents can afford to travel to access services and generally, in commercial farming areas, provide their own on-site water and sanitation needs. In poorer rural areas such as in Umkhanyakude, people find it difficult to afford traveling long distances to clinics or schools and cannot afford the personal capital investment in a safe and sustainable on-site water supply. There is therefore a tendency on the part of municipalities (particularly the councils) to want to respond to this need by providing services even in those areas which have no intrinsic economic potential – in other words, providing an almost “welfare” service supply. It is critical however, in terms of the NSDP and PSEDS principles, that District and local authorities look at the cost-effectiveness of such supplies and examine alternatives such as improving access and specifically, public transport access from the rural areas to the nodes and centres where services are more cost-effective and sustainable.

Point 3: Displaced urban areas and backlogs

As a follow on from the previous point, there are many people who live in rural areas but their households are almost entirely dependent on urban activities (eg. remittances from family members working in towns and cities) or social grants. It is critical that municipalities look within their municipal areas and ask the questions:

What should the function and performance of the urban areas be within the municipality?

What should the function and performance of the rural areas be within the municipality?²⁹

Most municipal IDPs identify a “backlog” of services to households which are located in rural areas but are, in reality, entirely dependent on urban economic activities and/or grants (in other words they are not practicing agriculture

²⁹ PPDC, 2007, The Assessment of Rural Human Settlements in KZN, p.36

beyond perhaps a subsistence level vegetable garden); these “backlogs” should be provided for in the primary, secondary and tertiary nodes of the municipality. Those “displaced urban households” that are located in rural areas can then choose to remain with the basic level of supply (eg. borehole or protected spring water supply) or move to where they can access a better level of services without the additional transport costs.

Point 4: Focusing investment in nodes and corridors

Based on the above points, investment therefore needs to be focused on the nodes and corridors within the District. The rural areas should only be provided with the most basic levels of supply with the effort being made to improve their ability to access services in these nodes and corridors. Dispersing services weakens the structure, makes it more difficult to encourage private investment in higher levels of wholesale and retail levels of goods and services, and more importantly, is very costly for municipalities to operate and maintain such dispersed services. It needs to be noted, however, that the corridors need to be differentiated between those that are, and should remain, merely transport through-routes and those that should be activity corridors (eg. tourism routes).

Point 5: Use of the map SDF 2: Built Space (Urban)

The map which illustrates this layer is derived from various related information maps including:

- Map 9 : Major land use patterns
- Map 11: Settlement patterns
- Maps 12 to 16 : Population distribution change projections from 2005 - 2020
- The maps of infrastructural and social services and access to services (Maps 17 – 20)

Reference should be made back to these maps for planning and development application purposes whether at District or local level. This map builds on the local municipal SDFs.

Point 6: Land use / zoning guidelines

The local municipal LUMS, apart from using their own SDFs as guidelines for the more detailed land use and zoning plans, should draw on the broader District framework to ensure that there is alignment and consistency throughout the District, and ultimately, consistency with the principles set out at provincial and national levels.

3.5.3 The main nodes / centres

Umkhanyakude has an existing network of nodes and centres which have been described and defined in the spatial development frameworks of the IDPs (both district and local). In the local municipality SDFs, various towns and settlements are defined in terms of the size of the centres and the services they offer, with grading generally in terms of primary, secondary or tertiary centres. Some define centres in terms of function as well – eg. a tourism node. The table below summarises the hierarchy of nodes at local level as well as selecting out those that could be considered primary, secondary or tertiary at District level.

Table 36: Hierarchy of nodes- District and local municipal levels

PRIMARY NODES	SECONDARY NODES	TERTIARY NODES
Umkhanyakude District <ul style="list-style-type: none"> • Mkuze (admin) • Hluhluwe • Mtubatuba 	Umkhanyakude District <ul style="list-style-type: none"> • Jozini • Mbazwana • Manguzi • Hlabisa • Isimangaliso Wetlands Park 	Umkhanyakude District <ul style="list-style-type: none"> • Ingwavuma • Ubombo • Bambanana • Phelendaba • Mseleni • KwaMduku • Somkhele • Ndumo
1. Umhlabuyalingana	1. Umhlabuyalingana	1. Umhlabuyalingana

PRIMARY NODES	SECONDARY NODES	TERTIARY NODES
<ul style="list-style-type: none"> • Manguzi • Mbazwana 	<ul style="list-style-type: none"> • Mseleni • Sikhemelele • Mboza 	<ul style="list-style-type: none"> • Phelendaba • Manaba • Mozi
2. Jozini <ul style="list-style-type: none"> • Jozini • Mkuze 	2. Jozini <ul style="list-style-type: none"> • Ingwavuma • Ubombo • Bambanana 	2. Jozini <ul style="list-style-type: none"> • Gwaliweni • Hlathikulu • Mamfene
3. Big 5 False Bay <ul style="list-style-type: none"> • Hluhluwe 	3. Big 5 False Bay <ul style="list-style-type: none"> • KwaMduku (major) • Mngqobokazi (minor) 	3. Big 5 False Bay <ul style="list-style-type: none"> • Nibela (social & tourism)
4. Hlabisa <ul style="list-style-type: none"> • Hlabisa 	4. Hlabisa <ul style="list-style-type: none"> • Somkhele • Mfekayi • Mthekwini 	4. Hlabisa <ul style="list-style-type: none"> • 7 identified on map
5. Mtubatuba <ul style="list-style-type: none"> • Mtubatuba 	5. Mtubatuba <ul style="list-style-type: none"> • Isimangaliso Wetlands Park (tourism) • 	5. Mtubatuba <ul style="list-style-type: none"> • Monzi - Ezwenelisha • Khula Village

Primary centres

Umkhanyakude is currently characterized by limited formal urban development confined to the major centres of which Mtubatuba, Hluhluwe and to a lesser extent Mkuze are perhaps the most developed. These main centres are characterised by defined central business Districts incorporating public sector, business (offices), wholesale and retail outlets and limited area allocated to manufacturing and processing. The main centres also have formal residential areas including upper and middle income housing and townships inclusive of lower income households. The main towns have for many years been small local service centres, but in recent years have been subject to major economic growth linked to a variety of factors such as location of municipal offices in these centres and associated activities, establishment of the GSLWP (Isimangaliso WP) as a world heritage site and the upgrade of the Lubombo SDI³⁰ route (primary corridor route).

This has meant pressures for access to land for development including residential, commercial, hospitality and housing eg. Hluhluwe. In these main centres there is a need for urban precinct planning to accommodate the 'old' and the 'new' demands on limited space. These demands include the bustling roadside informal fruit traders, the taxi's ferrying large numbers of rural people on pension pay days, the tourists in their combi's looking for refreshments, the farmers with truck loads of produce and the wholesalers with rural traders loading a month's worth of goods. Informal housing has developed in pockets within and around the edges of these main towns with people looking for employment and services testifying to the fact that development programmes have not kept pace with urbanisation pressures.

³⁰ Strategic Development Initiative

Secondary Centres

At District level, these are generally bustling local services centres each with a distinctive character. They tend to be substantially smaller than the primary centres³¹ with a single main street, a focus on wholesaling and retailing outlets both formal and informal and limited formal residential. These centres have also attracted a variety of services including social and welfare and limited support services such as motor or electronic repair facilities as an example. Hlabisa is small hinterland local services centre for surrounding communities mainly dependent of subsistence agriculture and remittance income.

Jozini in contrast is a 'buzzing' local services centre for surrounding communities who are mainly subsistence based, but who also have access to tourism (thoroughfare to Maputaland), commercial agriculture and public sector investment in services as well as operation of the Pongolapoort dam. Mbazwana and Manguzi share a great deal in common in that they are both gateways to well known coastal tourism sites (Sibaya/Sodwana and Kosi Bay respectively) and are not formally planned local centres. They have just evolved over the years with the Traditional Authorities allocating land parcels for development purposes. DLGTA has attempted to work with these authorities in drawing up spatial plans for these towns and further work is required to make provision for the growth and development anticipated over the next 50 years.

Land ownership in these centres varies in the District from being fully municipal (Hlabisa) to being state owned (Jozini) or located on Ingonyama Trust land (Mbazwana and Manguzi). Making provision for future growth and development and formalisation of these centres will require application of appropriate legislation (such as: Upgrading of Land Rights Act 112 of 1991 and Distribution and Transfer of Certain State Land Act No 119 of 1993, Less Formal Townships Establishment Act).

Tertiary Centres

A number of tertiary nodes have been identified on Map SDF 2 as the extension to the accessibility framework identified for this District. These include Ndumo, Ingwavuma and Ubombo. As in the case of the higher order centres these all differ in character and function to some degree, but have in common the provision of social and welfare services and limited commercial facilities to households located in relatively inaccessible areas of the District.

Ndumo comprises a trading store, a number of other small scale service facilities including a school, a clinic and a pension pay point, post boxes and a poor quality airstrip. Ingwavuma is more developed with a Traditional Authority office, a post office, schools and clinic facilities. There are also a number of commercial outlets and an airfield. Ubombo has a number of government offices including a court, commercial outlets, health and educational facilities and no airstrip. All these centres are linked by road into the transportation grid and have access to Telkom and in most cases, Eskom.

These tertiary nodes, when linked with a large number of other non-identified nodes in the District, could be used to extend services on a periodic basis to communities in inaccessible areas through periodic markets linked to pension payouts on a monthly basis. This would serve to extend services without the additional costs of infrastructure development and allow for the provision of higher order services in identified centres and nodes where they can be sustained.

³¹ This is not true in the case of, for instance, Manguzi compared with Hluhluwe as Manguzi is considerably larger – spatially and in population. However, the location, potential for growth and level of services offered makes Hluhluwe a higher order district centre than Manguzi

3.5.4 The key transportation corridors and investment lines

In the 2005 SDF, investment lines indicated in **Map SDF 2** were identified as the basis for future development of the District. In this revision of the SDF these investment lines or transportation corridors (in terms of the Accessibility Framework (AF) outlined above, are supported since they conform to the principles announced in the AF namely:

- providing access on a grid basis to poorly serviced rural areas; while
- protecting the core or wilderness areas of the District.

The proposed corridors are based on existing alignments which will require upgrading. These routes include nodes on main intersections for the location of a wide range of services for residents whose access would have hitherto been poor. The map indicates a range of different routes ranging from primary through secondary to tertiary, all linking back to the core transportation framework for the District. These routes are also aligned with the provincial and national transportation routes thereby ensuring that Umkhanyakude is accessible at a provincial scale. Finally the tertiary routes terminate in buffer areas adjoining core areas of the District following the principles contained in Model 4 of the AF above. In the preparation of the Land Use Management System further detail will be required at each entry point into the wilderness areas since much uncontrolled development is in fact taking place in the buffer areas for example outside Kosi Bay Nature Reserve, Sodwana Bay, IWP etc.

Corridors or routes can be simply graded as primary, secondary or tertiary. However, this does not take into account the difference between the national route (primary route at provincial spatial framework scale) and a primary route at District scale. It also does not take into account the fact that some routes may not be main through routes, but have significance as important activity corridors for local businesses. Other routes may cater almost entirely for tourism traffic, with very little local traffic. In the analysis section of the report, this was summarised by identifying the following possible types of corridors:

Movement corridors:	These are primarily corridors that act as through routes for traffic. Freeways are a clear example of this, where there is no direct access onto the roads except at designated off-ramps and where there is an extensive road reserve which prohibits any settlement or other activities
Retail / activity corridors (or investment corridor):	These may also be important through routes, but are characterised for at least part of the corridor, by residential and business activities. People move to be closer to the main route and set up homesteads and / or businesses to take advantage of the ease of access to services and transport. Typically, the activity is denser the closer to towns, and tails off in the middle of the corridor between two centres. A typical example of this is the approaches to Manguzi where there is a gradual build up of activity, business and residential, from about 10 kms out of Manguzi on the western approach, intensifying to the edge of the town itself. It is in fact, hard to distinguish where the "town" begins.
Services corridors:	These are corridors which may be (and usually are) also serving as through routes and / or activity corridors. These are the routes which the bulk infrastructure follows, primarily for ease of access for repair and maintenance. The presence of the bulk infrastructural lines tends to itself attract people, particularly in the case of water lines.
Tourism corridors:	Routes which primarily serve the tourist trade as well as local residents. These would also be considered potential investment corridors for tourism related activities.
Agricultural corridors:	These would mainly serve the farming community as access routes to and from suppliers and the markets.

3.5.4.1 National route

The national route through the District is the N2 from Durban to Mpumalanga, entering Umkhanyakude just south of Mtubatuba and exiting the District just north of Mkuze. This corridor has national and provincial significance as the main road through to Swaziland and an alternative route to the N3 from Durban to Johannesburg. It functions primarily as a movement corridor with a secondary function as a tourism route.

3.5.4.2 District investment corridor (tourism)

The previous SDF identified the old main road running parallel to and east of the N2 and the railway line from south of Hluhluwe to Mkuze as a District investment corridor. This is reinforced in this updated SDF as the road (currently unsurfaced) links a range of private game reserves and tourism facilities. Given that the N2 is primarily for through traffic and has restrictions on access, the development of this route as a tourism investment corridor would allow traffic to leave the N2 and use this route as a means of accessing tourism facilities in the region. The route needs to be upgraded and surfaced.

3.5.4.3 Primary corridors

The primary corridors are those that link the region into the national route and form the main accessibility lines in the District, more or less on the 80 km grid. The primary corridors are:

- the road linking Isimangaliso Wetlands Park and Mtubatuba to the N2
- the road linking Hluhluwe – Umfolozi Park to the N2 at Hluhluwe
- MR 439 from the N2 through Hluhluwe, Mduku, Mbazwana to the Phelendaba T-junction and through Manguzi to the Mozambique border at Farazel
- the road north of Mkuze from the N2 up the pass over the Lebombo mountains to Jozini, through to the T-junction at Bambanana then east to join the MR439 at Phelendaba.
- the road linking Jozini and Mbazwana through Tshongwe.

All of these corridors have tar surfaces with the exception of the Jozini – Mbazwana road which is only partially surfaced currently. This is clearly a priority for upgrading in order to provide an essential east-west link in the southern portion of Maputaland.

3.5.4.4 Secondary corridors

The secondary corridors form more localised investment lines, in many ways, more important for the local communities in creating local accessibility corridors for businesses and agriculture. These include:

- The route from Mtubatuba across the N2 to Somkhele extending north around the top end of the Hluhluwe-Umfolozi Park turning south to link up with Hlabisa. The direct route from Mtubatuba through the corridor area of the Park remains a main road rather than an investment line in order to protect the integrity of the Park.
- The roads parallel to the Pongola river floodplain on the east and west banks are important to service the communities who live along the floodplain.
- The old main road from Jozini north to Ingwavuma closer to the base of the mountains remains an important local route.
- The road from Bambanana to Ingwavuma
- The road from Mkuze up the pass to Ubombo where it descends to the Makathini Flats to join the primary corridor from Jozini to Mbazwana.
- The road linking the MR439 through KwaJobe to the Jozini – Mbazwana road

- The link up to Ndumo.

All of these routes are either gravel or tar surfaced. All of them ensure that the areas of highest population density (refer to Map 10, Annexure 3) are serviced by this network of secondary corridors.

3.5.4.5 Tertiary corridors

The tertiary corridors form the more minor routes, none being surfaced with tar; some are graveled but in the eastern portion of Maputaland, some are still sand roads. These form important local networks, linking in those communities to the secondary and primary routes.

3.6 The Built Space (rural)

3.6.1 Introduction

The key principle for the rural areas is that of “**managing the landscape**”. Maintaining the integrity of biodiversity (and with it the landscape) in the Umkhanyakude District is one of the key priorities since this is the basis for future economic growth in the key economic sectors including agriculture, tourism and services provision. The priority areas are identified in Part 1 of the report under sections dealing with the Biosphere Reserve and Tourism and Agriculture – particularly the section on bio-resource units. (Refer to Map SDF 3)

3.6.2 General points

Point 1: Settlement potential and the growth and decline of settlements

Aside from the primary, secondary and tertiary nodes there are an enormous number of smaller settlements ranging in size and density. The demographic and settlement study for this report identified 1075 settlements, each with their own footprint (defined in size and density terms). 27 of these settlements have been identified as more significant and therefore likely to grow, perhaps into tertiary nodes. The trend in terms of the assumptions made regarding population growth, is that these smaller rural settlements will decline in size, with residents moving towards the larger tertiary, secondary or primary centres. A critical factor in the growth or decline of rural settlements is the levels of service provided. This has repercussions on local government in terms of the capital cost of provision of services, and more especially, the cost of maintenance and the general sustainability of both the settlements and the services.

Point 2: Service backlogs

To reinforce what was said under the built space section, the issue of service backlogs needs to be addressed in the primary, secondary and tertiary nodes, with only basic services supplied in the rural settlements. This supports the current trend of the decline in population numbers in the outlying rural settlements as people move voluntarily to be closer to employment opportunities as well as better service levels.

Point 3: Function and performance of rural settlements

This also supports the question: “What is should the function and performance of the rural areas of the municipality be? The rural areas in Umkhanyakude should:

- generate income and employment opportunities in the main sectors of agriculture and tourism;
- provide for a level of subsistence agriculture to support household survival strategies; and
- be predominantly rural in character with residents predominantly reliant on rural pursuits and income generating activities.

If (as most are) the rural settlements are functioning neither as sustainable settlement or “urban” entities, but neither are they allowing for sustainable “rural” pursuits (eg. agriculture), then the dynamics of those settlements need to be

examined to determine how to make them function more effectively and thus improve opportunities for the residents. This may be done by³²:

- promoting greater levels of public investment in those settlements which are well-located and have the potential to succeed and grow (and ultimately, attract private investment);
- planning improved public transport access to external opportunities; this will mean the settlement may continue to function as a dormitory town with basic services, but at least the residents will have easier access to services and income earning opportunities;
- limiting investment (basic services only) to discourage further growth in poorly located settlements; and
- trying to structure rural space to achieve minimum thresholds which allows for the establishment of viable local economies.

Point 4: Social objectives

In order to achieve these objectives, there are certain social issues which require management (these also require attention in the urban centres as well, but it is of particular importance in the rural areas which traditionally have fewer social facilities and lower education and skills levels. Social objectives are:

- Skills development of local people to become involved in building a top quality hospitality sector in the District where they share in ownership, operation and maintenance of the facilities.
- A comprehensive environmental education programme is required in the District to achieve greater alignment between local survival strategies and protection and management of threatened biodiversity in the sub-region-conservation management needs to take place throughout the District and not only in proclaimed reserves for both biodiversity and local economic reasons.
- Skills development in agriculture so that those that are interested can move towards becoming commercial farmers, and even those practicing subsistence level agriculture can increase their ability to provide good household nutrition with a move towards marketing surpluses.
- Improved social services provision in defined centres allied to increasing levels of migration to urban centres will lead to improved levels of education and employment over a number of decades particularly when linked to economic diversification in these centres; there is therefore incentive to move to the urban centres, freeing up land in the rural areas for land uses that can assist with economic generation.

3.7 The Economic Space

3.7.1 Introduction

Clearly, an essential part of the "economic space" is the network of towns and corridors joining those centres. As pointed out previously, this network and the rural areas that surround it, are interdependent. Unless there is a centre with a specific specialisation in the tertiary sector with stronger external links, most centres depend on the economic health of their rural hinterlands for survival. Most small towns and villages in the province began their life either as stops along transport routes and / or as service centres to supply surrounding farmers with necessary goods and services. This section therefore looks at management of the rural economic space which, in the case of Umkhanyakude, relies almost entirely on agriculture and tourism and is largely found in the "transitional" areas as defined in Map SDF 1.

As this rural economic space depends to an extent on projects, the **Map SDF 4** indicates the principal project areas which are, or have the potential of, stimulating the rural economy of Umkhanyakude.

³² PPDC, 2007, Assessment of Rural Human Settlements in KZN

3.7.2 General points

Point 1: Enhancing the creation of job opportunities

The main function of the “economic space” is to manage the area(s) so that the land use activities and / or human settlement does not detract from the ability to improve economic opportunities, but rather enhances and supports the growth and strengthening of the local economy with the primary aim of providing jobs and therefore increasing household income.

Point 2: Focus area of the economic space

The focus of the economic space is on the second and third “drivers” of sustained growth and development in the District – the buffer areas where the eco-tourism sector predominates, and the high potential and commercial agricultural areas which generates the produce for the fourth driver of the economy – the “industrial’ sector which is currently and should continue to be centred on agricultural processing. These are in the transitional areas of the District.

Point 3: Protecting the District economic potential

The economic basis of the District needs to be “protected”. This means that the medium to high potential agricultural land needs to be kept, as far as possible for agricultural purposes (it is acknowledged that some of this land is already densely settled and some areas are within areas where there is also high eco-tourism potential). The current proclaimed conservation land is already under protection. However, important ecosystems and potential eco-tourism areas extend beyond these borders, providing additional opportunities for community based tourism. As far as possible, these areas have been demarcated as “buffer areas”.

3.8 Broad Spatial Zoning

3.8.1 Introduction

The overall Spatial Development Framework map for Umkhanyakude, **Map SDF 5**, incorporates all of the previous layers into a broad zoning plan for the District.

3.8.2 General points

Point 1: District scale

Apart from the proclaimed conservation areas which have national and provincial legislation proscribing their management, the zoning at District level can only be a broad guideline. It cannot provide for the kind of detail that the local SDFs can include. It does, however, ensure that the provincial and national policy is given expression at District level and helps to promote alignment between the family of local municipalities, as well as alignment with neighbouring Districts.

Point 2: Thinking global, acting local

Umkhanyakude is part of a global community; the challenges and opportunities facing countries and regions throughout the world, are similar to the challenges and opportunities that Umkhanyakude District also has to give thought to:

- Water scarcity and the need to protect our water supplies
- The need to protect biodiversity – flora and fauna and their ecosystems
- The issues surrounding global warming
- Poverty and unemployment which affects most countries, but more so in developing countries

- Trying to improve human health, particularly preventing those water borne diseases that effect so many children as well as the global scourges of malaria, TB and HIV/ AIDS
- Education and skills – the need to provide for more comprehensive and relevant education
- Sustainable development: not producing the kind of development that brings negative consequences (eg. pollution, overcrowding, social problems, environmental problems)
- Stewardship : the importance of ensuring that future generations can enjoy the same (or better) benefits from our land that we currently experience.

The way in which we use and manage our land and environment, our only living space, is critical to these global issues. The SDF provides a framework for sound land use management which hopefully, will ensure that these global issues are incorporated into local land use management practices.

3.9 Intervention / management areas

3.9.1 Introduction

These are areas that require special attention due to land use conflicts, pressure on resources and / or fragile environments or for reasons of intensive use. Not included are those areas already under formal conservation management. These areas may cross over different land use zones or areas – eg. extend from the buffer areas into the transitional areas, but certain management precautions should apply throughout, whatever the underlying land use may be.

3.9.2 Main areas of intervention

The areas of intervention that are identified through management overlays are:

- Catchments
- River, lake and wetland systems
- The Pongola river and floodplain pans
- The Mkuze River and swamp area
- Hluhluwe River
- Mfolozi river and floodplain pans
- The Mozi swamps
- Kosi Bay Swamp Forest
- Threatened ecosystems
- The Sand Forest areas
- Land use conflict
- Ndumo Irrigation Scheme
- Buffer areas along the Isimangaliso Wetlands Park – uncontrolled tourism development
- Dukuduku Forest
- Corridor management
- National roads
- Primary transport routes

To a certain degree, all the areas mentioned have land use conflicts. All rivers and water bodies naturally attract people, yet it is critical that they are not degraded which over use by humans tends to do.

4. THE IMPLEMENTATION FRAMEWORK

4.1 Introduction

In order to bring about significant change in an area such as Umkhanyakude, a programme of progressive change management is required. This needs strong leadership in government working in partnership with the private sector. Strong leadership needs courage and conviction and a far sighted approach to development since in an area such as Umkhanyakude development takes a 'long time to happen' based on limited resources and skills, complex local politics and land tenure systems and limited economic drivers to power change.

The principles that may be applied with some degree of success by leadership may be best illustrated by example. The situation in Umkhanyakude is not unlike building a good quality house, but not having sufficient money up front to proceed. The best strategy is to prepare a comprehensive plan of the site and the housing working out design aspect, quantities of material etc. Over time as the family is able to save money so the site can be purchased and then in due course the foundations can be laid. Progressively the house will be completed and while there may be changes to the original plan on the way, in the end it will be completed.

In the same way in Umkhanyakude, the leadership needs to prepare a far sighted plan of what the spatial, social and economic future of the District should be in 50 years time and then on a 5 year basis work out what can be achieved towards fulfilling this plan. This should form part of the IDP process where the SDF feeds into the IDP strategic framework. Such planning processes need to be reviewed and all departments need to be aligned with the vision and strategies to ensure it proceeds as planned. Similarly the people of the area need to participate in the development and institutionalization of the planning process.

In the final analysis real and effective planning takes place at implementation level. In the same way as the house, it is only when the money is available that any real action takes place on the ground. Similarly, at District level the municipalities and private sector need to be prepared for action, particularly over the next 5 years. Plans and action plans need to be in place to proceed with development. Provisions need to also be in place to ensure environmental protection in all developments to safeguard against short term gain (expediency) at the expense of long term sustainability.

In order to achieve these goals a clear set of regulations is required for land use and development control in the District to be applied at local municipal level. These would need to be based on the broad zoning identified under the previous section and based on Biosphere reserve concepts with defined permitted and prohibited use conditions in each zone. As always, implementation of a zoning system is complex and not often effective, particularly in areas where there is communal tenure and where there is not a culture of regulated land use management.

As noted, this requires a long lead in time and residents have to realise the benefits of this 'bold' approach to development in their area. It is such an ambitious goal that government, private sector and other key stakeholders such as traditional leaders and the international community need to become involved in both funding and supporting the different aspects of the plan as it is both developed and implemented as funds and resources are made available.

4.2 Objectives

The objectives will be guided by the final vision and principles that will be agreed upon through the public participation process. The objectives need to take into account sound planning and development principles.

The main objectives identified for the implementation of the Spatial Development Framework are:

Objective 1: Conceptual Framework

The conceptual basis for meaningful spatial planning in the District needs to be aligned with that in the region and the province following the principles contained in the Accessibility Framework (AF) dealt with in Section 3.2 above to achieve improved accessibility for all people while at the same time it creates opportunities for services, trade and investment all the time protecting the sub-regions key natural resources.

Objective 2: Align National And Provincial Policies

Municipalities in Umkhanyakude to co-operate and align their suite of plans (IDPs, SDFs and LUMS) to include key principles set out in the national and provincial spatial planning frameworks as the starting point in finding a common vision for the future of the District.

Objective 3: Long Term Planning Framework

In the planning process municipalities need to first and foremost develop a long term framework for the development of their areas within the wider context of the District and region. Locating, planning and budgeting for individual infrastructure projects within this wider context then becomes more meaningful and contributes to issues relating to long term sustainability.

Objective 4: Social and Infrastructural Services

Municipalities and provincial departments are to ensure that investment in social and infrastructural services follows national and provincial frameworks and fits within the long term spatial planning framework for Umkhanyakude. Investment in short term 'quick fix' programmes will have serious long term consequences for the people and the sub-region.

Objective 5: Demographics

In the spatial and sector plans make provision for pressures for urbanisation in identified centres and nodes in the District. Following national planning principles make provision for the full range of social and economic services in the centres and limit services in rural areas to only the most basic required.

Objective 6: Economy

Formulate a working strategy as part of the overall spatial plan for the District that identifies economic development potentials of the area and a programme for implementation in the most appropriate zones. This will not involve new work as there is a solid foundation with the existing economic studies (the existing Economic Profile of Umkhanyakude drawn up by the Business Trust and the economic components of the successive IDPs). The strategy should address income leakage, poverty and working age migration through economic diversification and private sector investment in key niche markets that may be developed in this area. Successful implementation of economic opportunities is closely linked to tenure issues and overcoming local political barriers to change.

Objective 7: Agriculture

Realization of the agricultural potential of the District depends upon government creating the framework within which private sector investment is attracted to the area to realize its development potential in production, processing and marketing of its agricultural resources in sugar, bio-fuels, timber, livestock, fisheries, nuts and fresh produce. One of the keys to private sector investment is opening up a commercial land market in areas of high potential which hitherto has been 'locked' up due to communal tenure issues.

Objective 8: Biodiversity

Maintaining and enhancing natural and cultural biodiversity is one of the key drivers to the future economic development of the District. An appropriate zoning system is required for land use management in the District closely allied to an environmental education programme to enable local people, officials and developers to work together on implementation and thereby prevent the destruction of the very resources on which the development of the District could prosper-its natural resources.

4.3 Institutional arrangements

4.3.1 General

Good governance and sound land use management requires not only a long-term vision and a sound set of principles and objectives. What is most essential, is the institutional structure that manages and oversees the implementation of municipal activities. This covers understanding who makes the decisions, on what basis those decisions are made and how those decisions are implemented.

The IDP is clearly the principal management tool to which the budgeting process, and therefore ultimately, implementation is tied.

Currently, the Umkhanyakude District Municipality internal structure comprises the Municipal Manager, together with the Directors of the following departments:

- Corporate Services
- Financial Services
- Waste and Environmental Services
- Water and Sanitation Technical Services
- Development Planning and Tourism.

While all departments will have some part to play in the implementation of the SDF, the departments that will be interacting most often with the SDF are the Development Planning and Tourism Department and the Water and Sanitation Technical Services Department.

4.3.2 Development applications

All development applications and changes of land use have to receive some kind of official assessment and authorization before they are allowed (or declined). These procedures are now well established in terms of the various pieces of legislation governing the different areas of land and the type of development that is being applied for.

There are three aspects to consider regarding development applications:

Location / land ownership	Type of development	Policy and legislative requirements / procedural path
<ul style="list-style-type: none"> ▪ Municipal land in former town planning scheme areas ▪ Private / freehold land outside of Scheme areas ▪ Ingonyama Trust land / Traditional Council land where non-residential land is generally under some form of Permission to Occupy (PTO) or lease agreement ▪ State land; need to know which state department is responsible for the administration of that land ▪ Proclaimed conservation area under Ezemvelo KZNW management ▪ World Heritage Site area ▪ Land claim considerations / land reform 	<ul style="list-style-type: none"> ▪ Agricultural ▪ Industrial ▪ Residential ▪ Commercial ▪ Mining and quarrying ▪ Scale of development in terms of either area (footprint of development) and / or cost can make a difference as to the procedural requirements ▪ Duration of development (temporary activity or permanent land use change) 	<ul style="list-style-type: none"> ▪ Municipal Structures Act (no 117 of 1998) ▪ Municipal Systems Act (no 32 of 2000) ▪ Town Planning Ordinance (no 27 of 1949) ▪ KZ Land Affairs Act (no 11 of 1992) ▪ Coastal zone : will soon have the Coastal Management Act applicable ▪ Development Facilitation Act (no 67 of 1995) ▪ Environmental legislation including NEMA (no 107 of 1998), the World Heritage Act ▪ Legislation governed by the Department of Mineral and Energy Affairs ▪ Agricultural policy and legislation such as the Conservation of Agricultural Resources Act ▪ Water Services Act (no 108 of 1997) ▪ Housing Act (no 107 of 1997) ▪ KZN Housing Act (no 12 of 1998) ▪ The IDP and its associated SDF
<p><i>This will determine which authorities / institutions need to participate in either commenting on and / or approving the development. All applications would need to go through the relevant local authority (district and / or local municipality) as well as the Department of Traditional and Local Government Affairs.</i></p>	<p><i>If the development means a change of land use or is likely to have a significant impact, it will follow a different procedural path for decision-making compared with proposed development in a town which is on a site zoned for that type of land use.</i></p>	<p><i>There is a range of legislation which needs to be taken cognisance of depending on the location of the development, the ownership of the land and the type of development with the most often used being listed above.</i></p>

No development applications should be considered unless tested against the local municipality SDFs – is the proposed location of the development appropriate in terms of the SDF zoning and land use management guidelines?

4.3.3 Provision of infrastructure and services

National, provincial and / or local government departments must test any application or request for services against the municipal SDFs. In the past there has been a disjuncture between the spatial development frameworks which identify the nodes and centres for investment in infrastructure, and the practical provision of infrastructure related to demand from residents.

Departments providing social facilities such as Education and Health, must work through the local government IDPs and SDFs before they make decisions on the location of clinics and schools.

4.3.4 Using the District SDF

The District SDF on its own provides the broad guideline for development. The local municipal SDFs and LUMS must take those guidelines and provide more detail to the level of specific zoning of individual properties as well as ensuring that the development control guidelines comply with the overall guidelines and principles set by the District SDF. Municipal by-laws must also take cognisance of the provisions of the SDF where appropriate.

4.4 Conclusions

The Umkhanyakude Spatial Development Framework is based on principles contained in the Access Framework (AF), the NSDP, PSEDS and ASGISA. In this report the SDF is treated as a guideline document providing a set of principles within which Land Use Management and Spatial Planning should take place in the District.

The Accessibility Framework is used to provide a conceptual base for the SDF wherein the District is aligned with the provincial transportation grid as the basis for accessibility and economic development. The AF is also used to identify a transportation grid in the District that could be used to locate centres and nodes for services provision and economic development and defined routes and corridors which need to be upgraded for the movement of people, goods and services throughout the area.

A suggested land use zoning system, based on UNESCO's biosphere reserve concept, has been indicated in the SDF as the basis for effective management and regulation of the area. The suggested zones include a core conservation area surrounded by a limited use buffer followed by a transition zone. Different uses are allocated to each of the zones for consideration by the key stakeholders in the District.

The planning principles underpinning the SDF are dealt with in terms of landscape, built environment, economy, social issues and institutional arrangements. Within each section principles are identified that need to be taken into consideration in implementation of the SDF through to land use management systems, sector plans and the IDPs for the District.

Finally eight key objectives are identified that address key social, economic, environmental and spatial issues arising from the status quo assessment. These objectives align with the planning principles and provide the basis for implementation of the SDF.

BUILT SPACE - RURAL

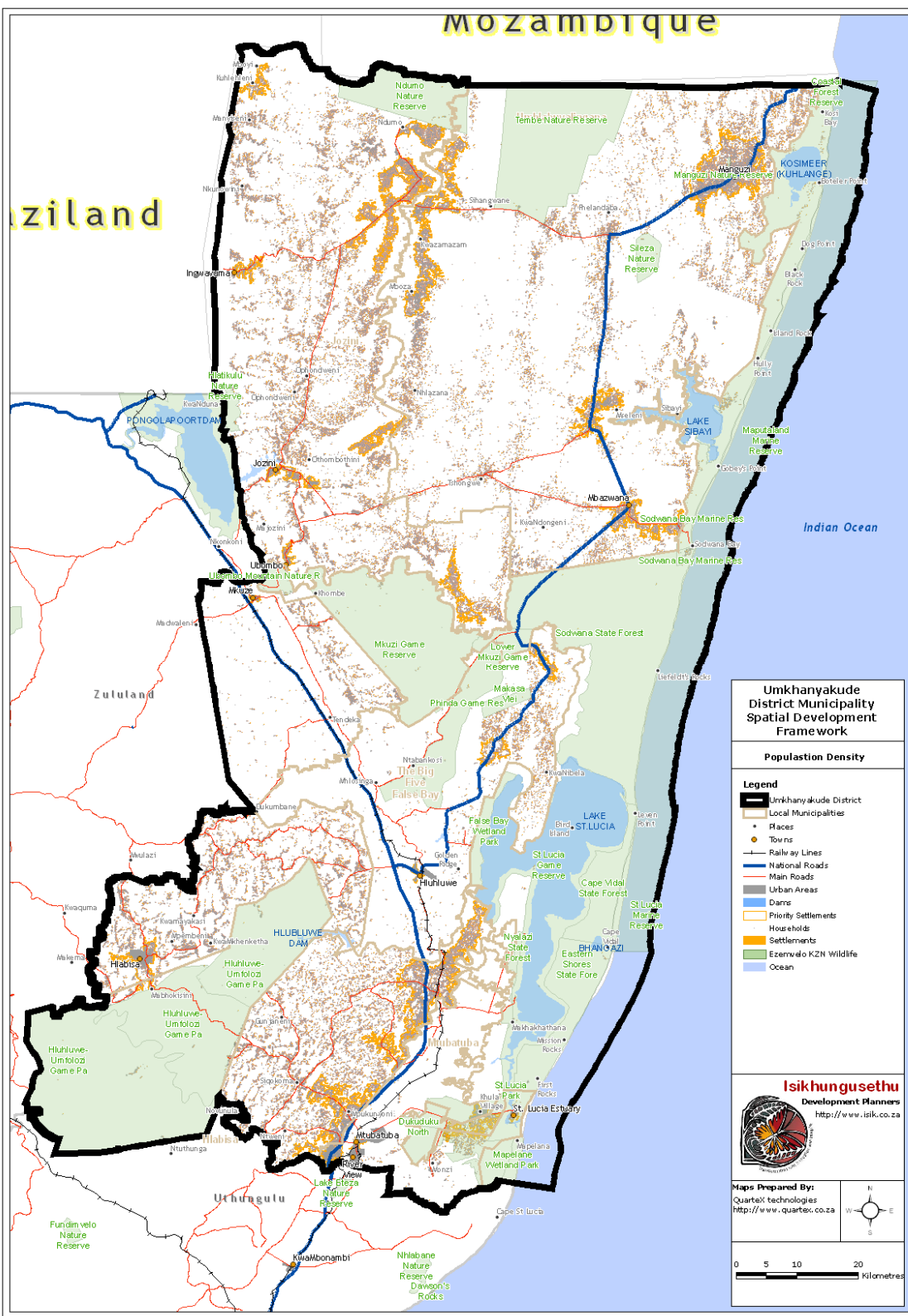
The objectives governing rural settlements are:

- Objective 1: The rural settlements in the district need to be differentiated between those located within identified development corridors and those located external to these routes (those with growth potential and those with no growth potential). The differentiation is essential in terms of future investment by municipalities in services provision in these areas.
- Objective 2: Local municipal SDFs will need to take cognisance of the differentiation of settlements through assessing their potential for growth and ensure appropriate planning guidelines and controls in their local land use management plans (LUMS).
- Objective 3: In time the settlements in corridors will become an integral part of the centres qualifying for services upgrade and formalization.
- Objective 4: In contrast the rural settlements outside of these corridors should only qualify for basic services following principles in the NSDP and the PSEDS
- Objective 5: Based on the NSDP principles continued high level capital investment in services provision in rural areas needs to be seriously reviewed by municipalities.

Objective 6: The management of rural settlements includes ensuring the following:

- provision for basic needs in rural areas;
- provision for higher order services in housing developments in defined centres, nodes and corridors;
- provision for investment in locations, infrastructure and support services that provides incentives for private sector investment; and
- provision for the upgrade of services infrastructure in established urban areas much of which is outdated and not suitable for progressive economic growth and expansion.

MAP SDF 1: BUILT SPACE



BUILT SPACE – URBAN

THE MAIN NODES / CENTRES

OBJECTIVES FOR THE LAND USE MANAGEMENT OF THE PRIMARY NODES:

- Objective 1: Through the local municipal LUMS, define a realistic urban edge for each of the centres, within which future urban expansion can be accommodated
- Objective 2: Review and refine the existing use of space within these urban areas in terms of current and future functions in the context of the sub-region
- Objective 3: Through the local municipal LUMS, make provision in planning terms for substantial future growth in the built environment involving:
- creating a functional differentiation in use of space between the complimentary and non-complimentary land uses in these primary centres in order to enhance the movement of goods and services and overall efficiency in the use of space accompanying future densification;
 - creating opportunities for levels of specialization in the provision of goods and services which are required in the district which saves residents having to travel to regional centres to find these higher order goods and services;
 - enhancing the existing or/and creating a local sense of place within each centre thereby making them attractive and safe for the residents, business people and for visitors;
 - making provision in terms of land availability and services for private sector investment in appropriate sectors including housing, tourism, commercial, services and manufacturing;
 - set in place appropriate regulations and mechanisms to ensure goals set in the precinct plans are realised in the longer term.

OBJECTIVES FOR LAND USE MANAGEMENT OF THE SECONDARY CENTRES

As with the primary centres, the more detailed planning should take place through the local municipal LUMS process.

- Objective 1: Recognise a differentiation in the level of centres and the functions that they provide
- Objective 2: Formalise the growing towns which were not previously proclaimed (this process is already underway and some have already been formalised). This includes towns such as Jozini, Manguzi and Mbazwana
- Objective 2: Make provision in planning terms for secondary centres to only provide up to a certain level of services, thereafter provision will have to be made in the main centres to accommodate a higher level of service
- Objective 3: Provision will also have to be made in these secondary centres to accommodate substantial housing - a services sector requirement over the next 50 years. Land, budgets and services should be identified for this purpose by local government
- Objective 4: Land ownership in these centres varies in the district from being fully municipal (Hlabisa) to being state owned (Jozini) or located on Ingonyama Trust land (Mbazwana and Manguzi). Making provision for future growth and development and formalisation of these centres will require application of appropriate legislation (Upgrading of Land Rights Act 112 of 1991 and Distribution and Transfer of Certain State Land Act No 119 of 1993)

OBJECTIVES GOVERNING THE LAND USE MANAGEMENT OF TERTIARY CENTRES:

It must be remembered that the District SDF tertiary centres are generally enjoy a higher status at local municipal SDF level. These are therefore broad guidelines from a district perspective.

- Objective 1: The established centres (already formalised) of Ingwavuma and Ubombo, may move up to becoming secondary centres, largely because of their existing commercial function and the fact that both have a hospital as a major sub-regional service. Consideration therefore needs to be given to allowing for secondary level services where these are not already present.

THE KEY TRANSPORTATION CORRIDORS AND INVESTMENT LINES

Objectives governing transportation corridors are:

National route

- Objective 1: The controls on access, road reserve restrictions and all other regulations governing development along a national road as stipulated by the National Roads Agency (NRA), must be adhered to.
- Objective 2: To add to the movement corridor function of the road, by seeing as a tourism access corridor to the many attractions in Umkhanyakude
- Objective 3: To liaise with the NRA on the management of development along the route, including addressing unplanned and illegal accesses onto the route through district and / or local level precinct plans where there are denser settlements by creating parallel internal roads to manage access through a single point onto the N2
- Objective 4: In conjunction with the NRA, to continue with the policy of creating pedestrian walkways in areas where there are denser settlements alongside the road and therefore high pedestrian activity
- Objective 5: To assist the NRA in awareness of the controls regarding development along a national route and associated road safety issues

District investment line

- Objective 1: To surface this road as a tourism route, linking the various private game reserves and attractions along this section of the road. This will encourage tourist traffic to use this route and it will allow for greater numbers of access points and activities, which the N2 does not.
- Objective 2: To market this as part of the tourism experience within Umkhanyakude
- Objective 3: To approach Transnet and possible investors to consider reviving the use of the railway line for tourist passenger transport to add value to the District investment line

Primary corridors

- Objective 1: To manage the location and density of development along the primary corridor routes, including controlling the number and quality of access points to ensure safety of vehicle and pedestrian traffic, as well as to observe road reserve restrictions
- Objective 2: To ensure that the controls and road reserve restrictions on the national road MR 439 from Hluhluwe through Manguzi to the Mozambique border, are observed; to prepare local precinct plans where the road passes through nodes or dense settlements so that access points are limited and made safer. An example of this is the planning of the road passing through Mbazwana. The current policy of providing traffic calming measures and pedestrian pathways alongside the road where the road passes through towns/ nodes and where there are dense settlements, needs to be extended where necessary and in keeping with the guidelines set by the municipal SDFs and LUMS.
- Objective 3: To direct, as far as possible, heavy duty traffic away from MR 439 as this was upgraded primarily to function as a tourism route, linking into access points to the iSimangaliso Wetland Park.
- Objective 4: To control the spread of development along the primary routes to the nodes and certain rural settlements so that there is not continuous ribbon development, but rather in the form of beads on a string.
- Objective 5: To create awareness about road safety issues, including the control of livestock along the primary routes, as all these roads are surfaced with traffic traveling at speeds of up to 100 kms an hour.
- Objective 6: To specifically pay attention to access and safety measures in areas where schools are located directly alongside these routes to ensure the safety of schoolchildren

Secondary corridors

Objective 1: To manage the location and density of development along the secondary corridor routes, including controlling the number and quality of access points to ensure safety of vehicle and pedestrian traffic

Objective 2: To control the spread of development along the secondary routes to the nodes and certain rural settlements so that there is not continuous ribbon development, but rather in the form of beads on a string.

Tertiary corridors










Objective 1: To ensure that settlement areas as identified in the SDF as having the potential for growth, are linked by, or into tertiary corridors or higher order routes.

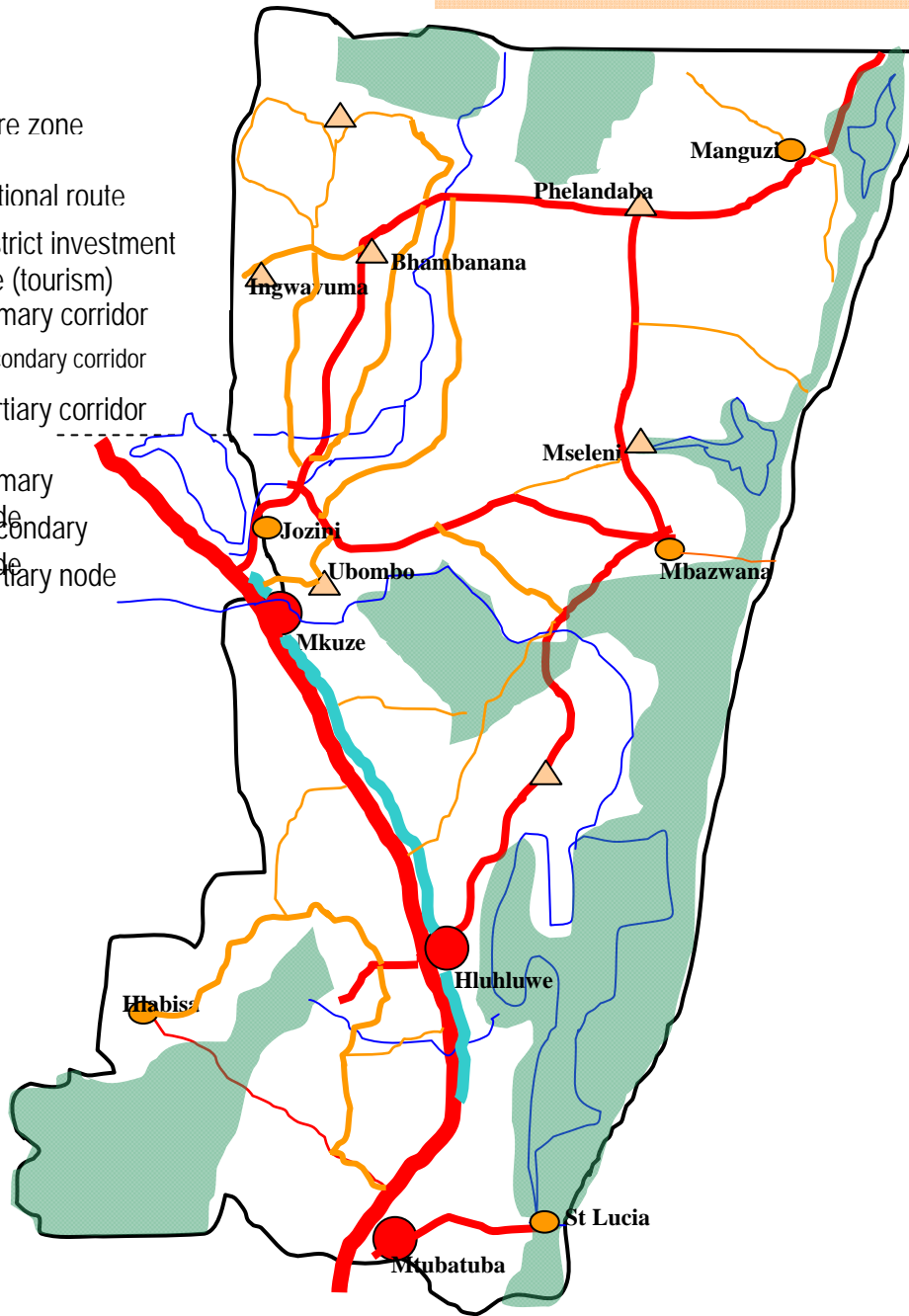
Objective 2: To maintain these tertiary routes as important local business and residential access roads

UMKHANYAKUDE DISTRICT

MAP SDF 2: BUILT SPACE (urban)

KEY:

-  Core zone
-  National route
-  District investment line (tourism)
-  Primary corridor
-  Secondary corridor
-  Tertiary corridor
-  Primary node
-  Secondary node
-  Tertiary node



ECONOMIC SPACE










THE AGRICULTURAL AREAS

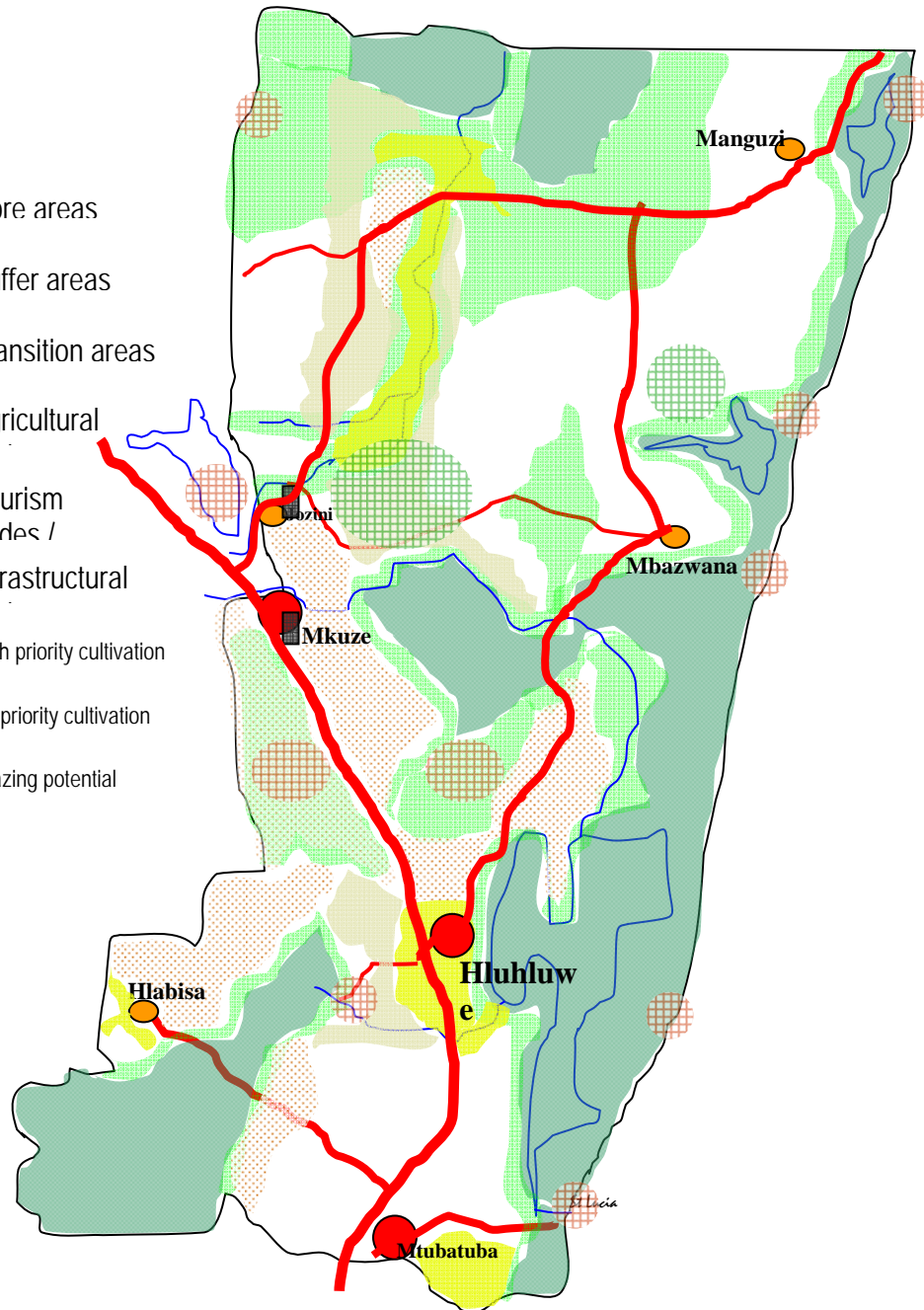
- Objective 1: The transitional areas in the district need to be clearly demarcated for a mix of economic activities including subsistence and commercial agriculture, processing and livestock. Once again clear management principles need to be identified for these areas to ensure sustainable use of resources and to protect against incremental 'creep' of development into buffer and core areas
- Objective 2: Identification of blocks of good agricultural land which are still available for development and on the basis of the 'core-outgrower' principle establish commercial production units involving local people in the process;
- Objective 3: Locate and establish processing and packaging units close to the areas of production for the processing, packaging and export of product at provincial and potentially international levels depending upon outputs achieved.
- Objective 4: A final category of land use may need to be identified within the transition zone termed 'industry' (Category E Spatial Planning Categories – Phase 2 Tourism report) to accommodate a number of different types of processing units in the district for agricultural produce. This zone may be important since it is likely that processing industries will be located in ecologically sensitive rural areas due to the source of the raw material and the nature of the processing required. This type of zone will have to be investigated further, but an obvious first site is the Makhathini irrigation estate where a sucrose processing plant is envisaged.

UMKHANYAKUDE DISTRICT

MAP SDF 3 : ECONOMIC SPACE

KEY:

-  Core areas
-  Buffer areas
-  Transition areas
-  Agricultural
-  Tourism nodes /
-  Infrastructural
-  High priority cultivation
-  2nd priority cultivation
-  Grazing potential



INTERVENTION AREAS

OBJECTIVES FOR INTERVENTION AREAS

ISSUE	Objectives
1 Catchments	<ul style="list-style-type: none"> ▪ To follow the policy and legislation set by the Department of Water Affairs and Forestry in terms of the Water Act, the National Forest Act and the Catchment Management Act
2 River, lake and wetland systems	
The Pongola river and floodplain pans	<ul style="list-style-type: none"> ▪ To manage the release of water from the Jozini Dam so that it emulates as far as possible, previous natural cycles of flooding so that the fish and aquatic stock are sustained ▪ To apply the Conservation of Agricultural Resources Act in terms of land use being kept back from the river banks and pans ▪ To undertake rehabilitation work where there has been ongoing erosion and sand-blown areas due to overuse of the river banks and shores of the pans
The Mkuze River and swamp area	<ul style="list-style-type: none"> ▪ To manage the Mkuze river swamp area so that the communities in the KwaJobe, Makhasa, Nibela and Mngobokasi areas can still retain benefit from the environment, but allow for predominantly eco-tourism use ▪ To rehabilitate where channels have been dug and where there has been overuse of this fragile environment
Hluhluwe River	<ul style="list-style-type: none"> ▪ The catchment as a whole needs to be managed, but a critical area is the floodplain between it and the Nyalazi rivers as they enter Lake St Lucia at the southern end False Bay (Mfekayi area).
Mfolozi river and floodplain pans	<ul style="list-style-type: none"> ▪ The Mfolozi River east of the Hluhluwe-Imfolozi Park is characterised by a series of floodplain pans. Many of these are in densely settled rural areas and some are considerably polluted through poor sanitation systems not controlling effluent. This needs to be addressed and managed to prevent pollution and degradation of the river and pan system
The Mozi swamps	<ul style="list-style-type: none"> ▪ The Mozi swamps are fortunately in an area of low population; however, it is an important wetland system
Kosi Bay Swamp Forest	<ul style="list-style-type: none"> ▪ The swamp forest all along the edges of the Kosi Lake system and extending up its many tributaries has been under heavy cultivation pressure. Many of these tributaries, particularly in the area around Manguzi are drying up. This needs considerable management and incentives to restore the water flows as to prevent negative effects on the lake system.
3 Threatened ecosystems	
The Sand Forest areas	<ul style="list-style-type: none"> ▪ This is a critically endangered vegetation type with the conservation target of 100%. Therefore all remaining patches of sand forest need the strongest conservation measures. The main threats are the clearance of trees for slash and burn cultivation and the extraction of wood. ▪ All remaining patches outside of the proclaimed reserves need to be identified and management initiatives put in place.
Coastal grasslands	<ul style="list-style-type: none"> ▪ This is a highly threatened vegetation type with heavy grazing pressure in this region and urban development pressure further south. The threat of alien weed infestation from <i>lantana</i> and <i>chromoloena odorata</i> is considerable.
4 Land use conflict	
Ndumo Irrigation Scheme	<ul style="list-style-type: none"> ▪ The area currently forming part of the Ndumo Irrigation scheme is identified in the information maps as a high priority area for cultivation. However, there have been problems with the chemicals and poisons being used on the crops in the form of pesticides and herbicides in terms of their effect on the neighbouring flora and fauna of the Ndumo Game Reserve. This land use is within a buffer area and should not be

ISSUE		Objectives
		<p>located so close to a proclaimed conservation area.</p> <ul style="list-style-type: none"> ▪ Stricter controls on the use of agricultural chemicals needs to be imposed to mitigate the effects of this conflicting land use in this area
	Buffer areas along the Isimangaliso WP	<ul style="list-style-type: none"> ▪ There are a number of "illegal" or unauthorised developments along the boundary of the Isimangaliso Wetland Park and in certain areas, within the Park itself. These have largely been due to outsiders making private land transactions with the local traditional council leaders, but without any development approval. ▪ This area needs to be managed and controlled more carefully so that there is not too much pressure on the Park.
	Dukuduku Forest	<ul style="list-style-type: none"> ▪ This has been a long-standing land use conflict with people moving into the formerly pristine Dukuduku forest south of the Mtubatuba – St Lucia Road. Much of it has been destroyed, but the current settlement there needs to be contained with people moved into denser villages for ease of servicing and to allow at least parts of the forest to cover. Some of this is within the IWP.
5	Corridor management	
	National roads	<ul style="list-style-type: none"> ▪ The management objectives for these areas are concerned with transport routes and investment lines. The main areas of conflict are where these routes pass through traditional authority areas and there are problems of livestock entering the road, buildings within the road reserve and unsafe and unauthorised accesses onto the road from homesteads along its length. ▪ This needs to be managed for safety of both vehicles and pedestrians.
	Primary transport routes	

UMKHANYAKUDE DISTRICT

MAP SDF 4: INTERVENTION AREAS

KEY:

CORRIDORS

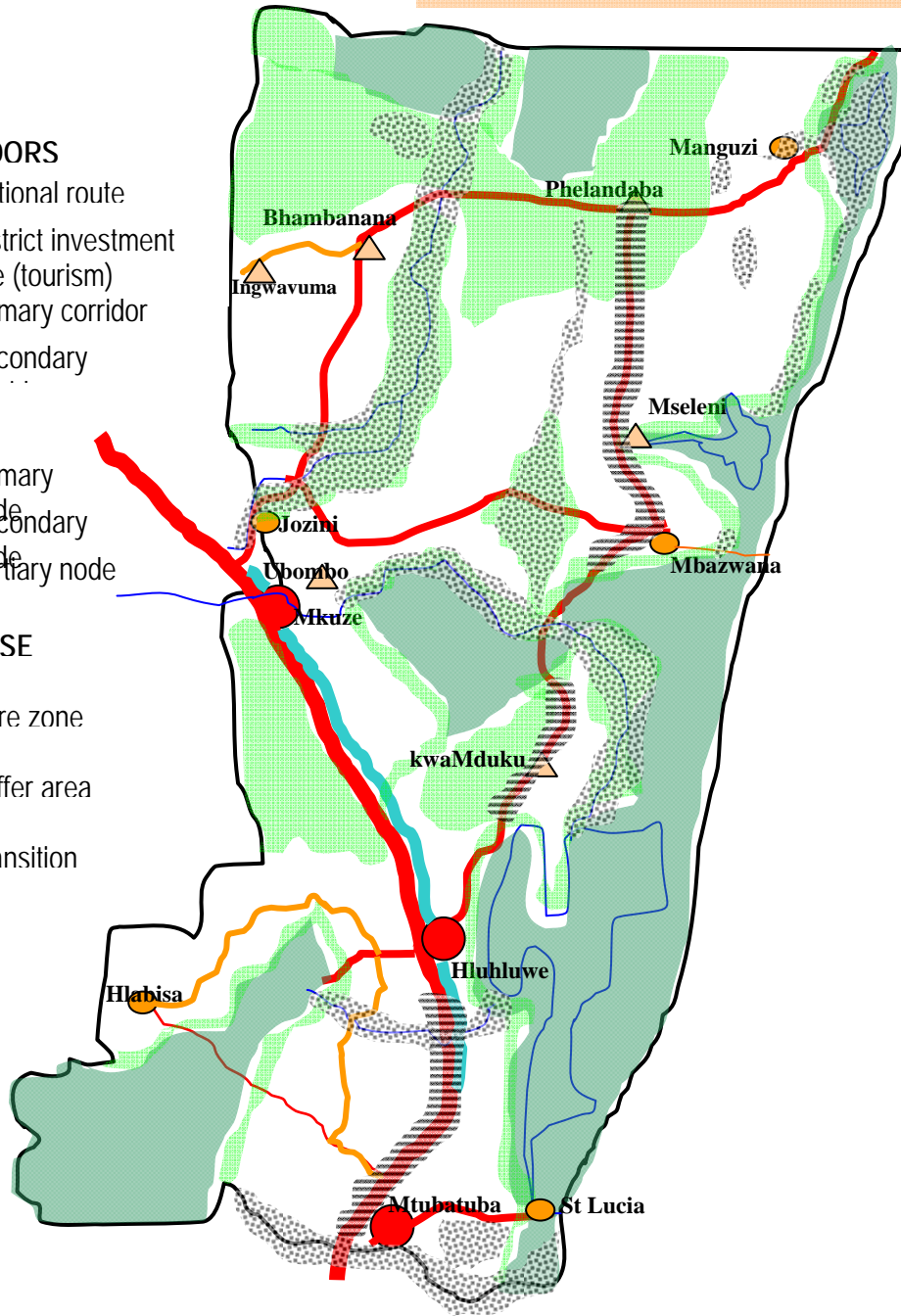
- National route
- District investment line (tourism)
- Primary corridor
- Secondary

NODES

- Primary node
- Secondary node
- ▲ Tertiary node

LAND USE

- Core zone
- Buffer area
- Transition



THE GREEN SPACE

The principal zoning criteria and guidelines and the primary functions are set out in the table below, taken from the guidelines set for the Biosphere Reserve Plan.

CORE AREA

Definition: A defined natural area of conservation importance

ZONING /AREA CRITERIA AND GUIDELINES

- Statutory / proclaimed conservation reserves / parks
- Natural areas that are relatively undisturbed by human activities or have the potential to be restored to such a state
- Areas which are representative of specific habitat or landscape types, and which have high scenic values
- Should be large enough to contribute effectively to the conservation of rare and endangered species
- Presence of outstanding natural features, unique rock formations, fossil material, sensitive habitats, endemic species, and
- Areas of archaeological importance, containing historical sites or features

PRIMARY FUNCTIONS

- *In situ* biodiversity conservation
- Conservation of representative examples of ecosystems
- Monitoring pristine ecosystems
- Base-line research
- Water conservation
- Non-consumptive land-uses (e.g. 'wilderness outdoor recreation') and
- Environmental education

BUFFER ZONE

Definition: A primarily natural area adjoining or surrounding the core areas

ZONING CRITERIA AND GUIDELINES

- Areas containing a large percentage of natural vegetation, unique landscape features, important archaeological and cultural-historical sites
- Areas that have other unique features such as uninterrupted views and vistas, and
- Areas where any form of development, including agriculture, requires strict control

PRIMARY FUNCTIONS

- 'Protecting' the core area from negative unnatural impacts
- Enhancing the natural functioning of the ecosystem(s) within the core area
- Accommodating low-impact land-uses and development (e.g. for ecotourism), and
- Providing for environmental education, *in situ* biodiversity and water conservation

TRANSITION ZONE

Definition: Defined zones surrounding or adjoining the buffer zone, representing the development areas within the biosphere reserve (also referred to as the 'area of co-operation')

ZONING CRITERIA AND GUIDELINES

- Natural corridors, or linkages comprising rivers, continuous tracts of natural vegetation
- Generally land in private ownership that contains at least 505 naturally vegetated areas
- Land with good potential for agriculture and forestry, where these activities are already practices
- Existing small urban settlements and sparsely populated areas where potential exists for the establishment of new compact settlements, and
- Urban areas

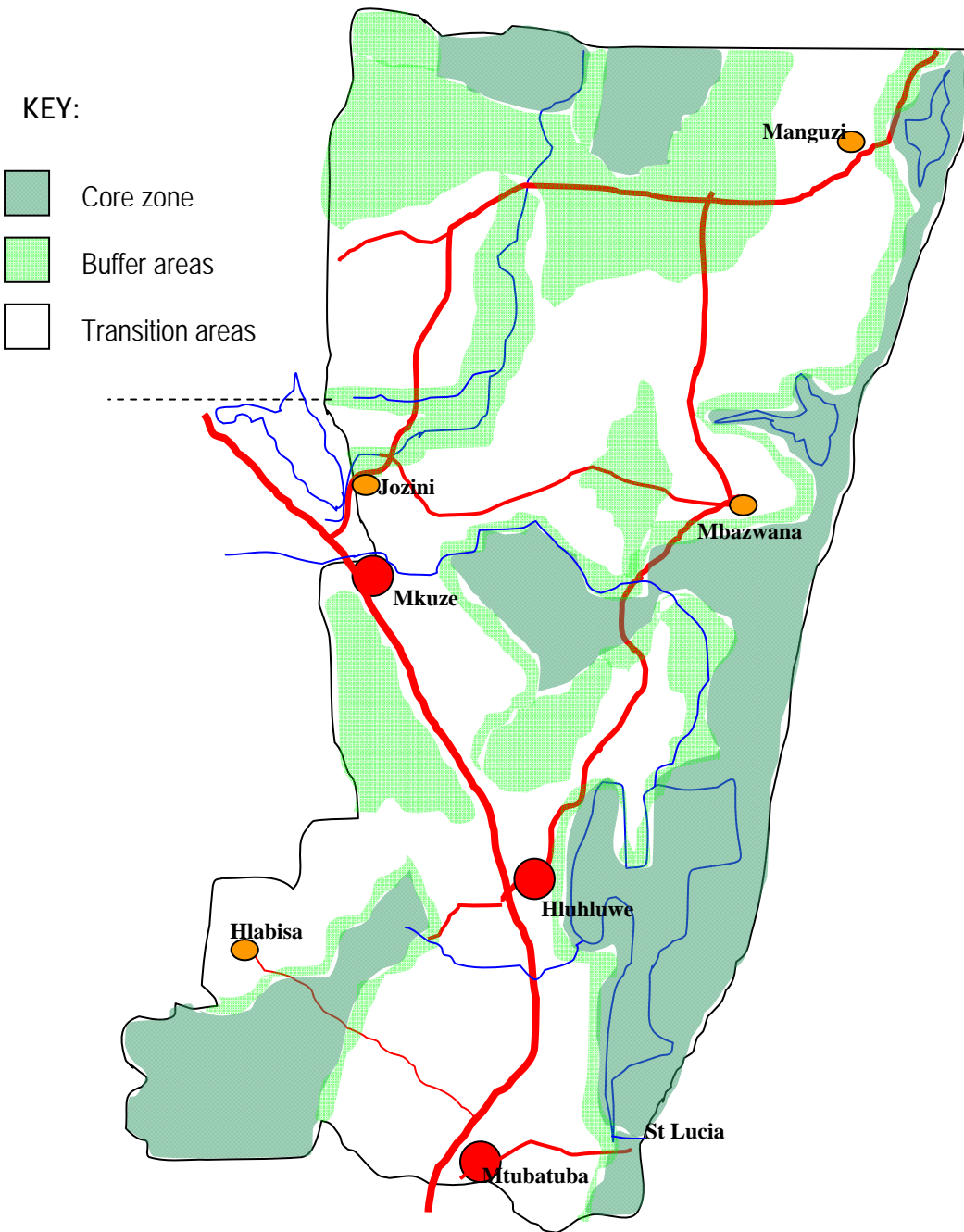
PRIMARY FUNCTIONS

The transition zone has varying functions and intensities of human activity, namely:

- It surrounds the buffer zone and represents an area where the natural and cultural environment is of high value
- It accommodates activities that extract natural resources and supply food and other primary material sources (e.g. agriculture, forestry and mining)
- It accommodates urban areas where the highest intensity of human activity is found, ranging from small towns to large metropolitan areas, and
- It accommodates industrial areas or sites.

UMKHANYAKUDE DISTRICT

MAP SDF 5: GREEN SPACE





UMKHANYAKUDE DISTRICT MUNICIPALITY
Consolidated Service Delivery and Budget Implementation Plan

Period: 2010/2011

Project/ Programme Description	Key Performance Indicator	Unit of Measurement	Performance Target and Timeline	Responsible Unit	Vote No	Budget Allocation	Source of Funding	Sep 2010		Dec 2010		March 2011		June 2011		Remark
								Projected Q1	Actual	Projected Q2	Actual	Projected Q3	Actual	Projected Q4	Actual	
Umkhanyakude District Isicathamiya Competition	Staging of the event	Date	February 2011	Community Services	Community Participation	R 10,000.00	Internal					100%				
Maskandi Competition	Staging of the event	Date	March 2011	Community Services	Community Participation	R 10,000.00	Internal					100%				
Workshop for District Religious Leaders Forum (UDRLF)	Workshop facilitation	Date	August 2010	Community Services	Community Participation	R 15,000.00	Internal	100%								
Umkhanyakude District Siyayishaya Ingoma	Staging of the event	Date	December 2010	Community Services	Community Participation	R 70,000.00	Internal			100%						
Umkhanyakude District Municipality Mayoral Choral competition	Staging of Choral Workshops in all municipalities	Date	2 workshops facilitated by July 2010 (1 wkshp for KZ 271 & KZ 272, 1 wkshp for KZ 273, 274 & 275)	Community Services	Community Participation	R 10,000.00										
	Staging of the music competition	Date	September 2010	Community Services	Community Participation	R 80,000.00	Internal	100%								
Umkhanyakude District Municipal Shononzayoni Competition	Staging of the music competition	Date	October 2010	Community Services	Arts and Culture	R 61,000.00	Internal			100%						
Umkhosi womhlanga	Staging of the ceremony	Date	September 2010	Community Services	Community Participation	R 20,000.00	Internal	100%								
Umkhanyakude District Gospel Music Workshop	Facilitation of the gospel workshop	Date	January 2011	Community Services	Community Participation	R 20,000.00	Internal					100%				
Kwana loga Camp		Date	enable participating codes to receive intensive training and Team Building	Community Services	Sport DC 27	R 200,000.00	Internal						100%			

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Kwanaloga Game :Uthungulu		Date	Improve codes position to at least position one and two and increase number of players selected for inter provincial games and	Community Services	Sport DC 27	R 1,800,000.00	Internal						100%			
Youth Day Celebration		Date	To comemoration of Youth Day	Community Services	Youth	R 30,000.00	Internal							100%		
Staging of District Women Celebration day	Staging of the event	Date	August 2010	Community Services	Women Celebration	R 30,000.00	Internal	100%								
Children Day Jamboree	Staging of the event	Date	December 2010	Community Services	Community Participation	R 66,000.00	Internal			100%						
Gender Based Violance Awareness in 5 Local Municipalities	Staging of the event in all municipalities	Date	5 events complete by November 2010	Community Services	Community Participation	R 200,000.00	Internal			100%						
Staging of District Senior Citizens Day	Staging of the event	Date	March 2011	Community Services	Old Age Pensioners	R 280,000.00	Internal					100%				
Disability Forum	Number of Meetings conducted	Number of meetings	4 meetings	Community Services	Disability	R 10,000.00	Internal	1		1		1		1		
Learnship Programme	Number of Learners affiliated and certificate issued	Number of learners	30 learners awarded certificates on business admin- NQF Level 2 by June 2011	Community Services	Disability	R 50,000.00	Internal	30 learners		30 learners		30 learners		30 learners		
Training of People with Disabilities on UN Document	Number of people trained	Number of people	30 people trained by August 2010	Community Services	Disability		external	100%								
Training on Sign Language	Number of People Trained	Number of people	15 People trained by February 2011	Community Services	Disability	R 30,000.00	Internal					100%				
IDPD (International Day for people with Disability) event	Staging of the IDPD event	Date	3 December 2010	Community Services	Disability	R 20,000.00	Internal			100%						

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Empowerment of people with disabilities through music	Handover of music instruments to the performing group	Date	August 2010	Community Services	Disability	R 40,000.00		100%												
Graduation ceremony for people with disabilities	Staging of the graduation ceremony	Date	September 2010	Community Services	Disability	R 40,000.00	Internal	100%												
Municipal health Service Level Agreement	Service Level Agreement in place between KZN Department of Health and Umkhanyakude District Municipality	Number of staff transferred	Transfer of MHS to the District Municipality from KZN Department of Health, by 30 June 2011	Community Services	Environmental Health	R 2,600,000.00	Equitable Share	25%		25%		25%		25%						
Section 78 assessment	Implementation of section 78 findings					R 270,000.00		25%		25%		25%		25%						
environmental Health management workshop	Facilitation of the workshop	Date				R 20,000.00		100%												
Environmental Health management forum	At least four meetings per annum	Number of meetings				R 10,000.00		25%		25%		25%		25%						
Environmental Health Management plan and Strategy	Municipal Health Services Plan and strategy approved by Council	Date				R 100,000.00								25%		75%				
environmental Health Bylaws	Bylaws approved by the Council	Date				R 300,000.00								25%		75%				
Disaster Management Centre	Compliance with National and Provincial Disaster Management legislation		Compliance with Disaster Management act	Community Services	Disaster Management	R 2,000,000.00	Internal	100%		100%		100%		100%						
Disaster Management Forum			Compliance with Disaster Management act	Community Services	Disaster Management	R 10,000.00	Internal	100%		100%		100%		100%						
Disaster Management Plan review			Compliance with Disaster Management act	Community Services	Disaster Management	R 120,000.00	Internal	100%		100%		100%		100%						
Volunteer Selection & Registration			Compliance with Disaster Management act (Chapter 7)	Community Services	Disaster Management	R 50,000.00	Internal	100%		100%		100%		100%						
Volunteer Uniform			Compliance with Disaster Management act (Chapter 7)	Community Services	Disaster Management	R 126,000.00	Internal	100%		100%		100%		100%						
Volunteer Training			Compliance with Disaster Management act (Chapter 7)	Community Services	Disaster Management	R 250,000.00	Internal	100%		100%		100%		100%						

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Disaster Management Tent, Clothes, Food Parcel ,Blankets & stipends	Compliance with National and Provincial Disaster Management legislation		Compliance with Disaster Management act	Community Services	Disaster Management	R 450,000.00	internal	100%		100%		100%		100%			
Disaster Management awareness campaigns in 4 local municipalities			Copliance with Disaster Management Act	Community Services	Disaster Management	R 500,000.00	internal	100%		100%		100%		100%			
HIV/ AIDS SYMPOSIUM	Staging of the Symposium	Date	31 May 2011	Community Services	HIV/AIDS	R 690,000.00	internal							100%			
DAC meeting	Staging of the meeting	Date	To improve the livelihood of the poor, vulnerable groups and support initiatives to reduce vulnerability of the infectious diseases			R 10,000.00	internal	1		1		1		1			
Review of HIV/AIDS strategy	strategy approved by Council		To improve the livelihood of the poor, vulnerable groups and support initiatives to reduce vulnerability of the infectious diseases			R 0.00	internal						100%				
review of HIV/AIDS workplace policy	Policy approved by Council	Date	reviewed workplace policy			R 0.00	internal							100%			
Implement filing management system	Compliance of filing system in line with National Archives Act	% compliance	30-Jun-11			Registry	Corporate Services	R 0	Stationery budget	100%		100%		100%		100%	
Ensure Safety and security of municipal property	Monthly reports on safety and security submitted to ExCo	Number of reports	12 reports by 30 June 2011	Administration	Corporate Services	R 1,210,030	Security budget	3		3		3		3			
Ensure time and attendance management	% compliance with access control system	% compliance	31-Dec-10	Administration	Corporate Services	R 0		100%		100%		100%		100%			
Ensure the availability of office equipment for all employees	Purchase of office equipment	Expenditure on furniture and equipment	30-Jun-11	Administration	Corporate Services	R 100,851	Furniture and equipment	100%		100%		100%		100%			
Ensure Procurement of stationery	Stationery purchased	Expenditure on stationery	30-Jun-11	Administration	Corporate Services	R 214,000	Stationery budget	100%		100%		100%		100%			

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Maintain municipal buildings and grounds	Properly maintained municipal buildings and grounds	Expenditure	30-Jun-11	Administration	Corporate Services	R 157,000	Cleaning Services budget	100%		100%		100%		100%		
Ensure municipal grounds cleaning	Management of Cleaning services	Monthly reports	12 reports by 30 June 2011	Administration	Corporate Services	R 0	Cleaning Services budget	3		3		3		3		
Manage all council committees	84 Portfolio Committee meetings held	Number of meetings	30-Jun-11	Committee support	Corporate Services	R 0	Entertainment budget	21		21		21		21		
	12 EXCO meetings held	Number of meetings	30-Jun-11	Committee support	Corporate Services	R 0		3		3		3		3		
	4 Council meetings held	Number of meetings	30-Jun-11	Committee support	Corporate Services	R 0		1		1		1		1		
To ensure effective and efficient IT System	Systems integrated	Number of systems integrated	5 systems integrated by 30 June 2011	IT		R 424,909	System support	100%		100%		100%		100%		
	Quarterly reports on functionality of all computer programmes	Number of reports						100%		100%		100%		100%		
Implement policies	42 policies reviewed and approved	Number of policies	31-Dec-10	Labour relations	Corporate Services	R 0	Consultants and Special Services			100%						CoGTA
Enkanyezini CWSS	Percentage of Project Completed	% completion of a project	Complete by December 2010	PMU	Technical Services	R 1,814,312.00	MIG	80%		20%						
Sod Turning and Handover	Number of Projects Handed Over	Number of projects	4 projects by June 2011			R 100,000.00	Internal			1		1		2		
Electricity Purchases	Kilowatts of Electricity Purchased	Quantity purchased	2 megawatts by June 2011			R 3,500,000.00	Internal									

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Review of ESDP	Approved ESDP by Council	Date of approval	45% Complete by 30 June 2011			R 200,000.00	intrenal			10%		45%		45%		
Ezibayeni CWSS Phase 2	Percentage of Project Completed	Date of completion	30 December 2010	PMU	1012705155004	R 6,539,279.00	MIG	80%		20%						
Ntshongwe/Malobe ni CWSS 2	Percentage of Project Completed	% completion of a project	85% complete 30 June 2011	PMU		R 2,998,125.00	MIG	5%		15%		50%		30%		
Hluhluwe CWSS Phase 3	Percentage of Project Completed	% completion of a project	December 2010	PMU		R 3,322,824.00	MIG	90%		10%						
Shemula Sanitation	Percentage of Project Completed	% completion of a project	March 2011	PMU	1012705155020	R 2,629,154.00	MIG	60%		30%		10%				
Makhathini Sanitation	Percentage of Project Completed	% completion of a project	60% complete by June 2011	PMU	1012705155010	R 4,389,682.00	MIG	10%		20%		30%		40%		
Othobothini Water Supply	Percentage of Project Completed	% completion of a project	March 2011			R 1,800,000.00	MIG	60%		30%		10%				
Othobothini Sanitation	Percentage of Project Completed	% completion of a project	60% complete by June 2011	PMU	1012705155015	R 5,121,087.00	MIG			20%		20%		60%		
Mpembeni- Matshamnyama	Percentage of Project Completed	% completion of a project	60% complete by June 2011	PMU		R 6,805,529.00	MIG			20%		20%		60%		
Jozini rural roads, water and sanitation	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 2,583,393.00	MIG			0%		50%		50%		
KwangwanaseCom munity Water Supply Phase 3	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 14,607,643.00	MIG	60%		10%		20%		10%		
Mpophomeni Community Water Supply Scheme Ph 2	Percentage of Project Completed	% completion of a project	March 2011	PMU		R 12,174,435.00	MIG	70%		20%		10%				
Isihlangwini Phase 2 water Supply	Percentage of Project Completed	% completion of a project	December 2010	PMU		R 315,918.00	MIG	80%		20%						

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Phelandaba San Phase 2	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 7,408,852.00	MIG	60%		20%		10%		10%		
Phumlani Storm Water Drainage	Percentage of Project Completed	% completion of a project	July 2010	PMU		R 846,522.00	MIG	100%								
Mtuba Treatment Works Upgrade	Percentage of Project Completed	% completion of a project	20% complete by June 2011	PMU		R 32,377,107.00	MIG					10%		20%		
Hlabisa Mandlakazi Bulk	Percentage of Project Completed	% completion of a project	40% complete by June 2011	PMU		R 29,000,000.00	MIG			20%		20%		40%		
Jozini sewage/sanitation (Low Cost Housing)	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 2,300,000.00	MIG					50%		50%		
Indlovu village Sewerage (Low Cost Housing)	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 1,300,000.00	MIG			20%		40%		40%		
Nordale Sewerage/sanitation	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 2,400,000.00	MIG					50%		50%		
Mbazwana Sewrage (Low Cost Housing)	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 1,500,000.00	MIG			20%		40%		40%		
Jozini/Ingwavuma/B ulk/ Reticulation	Percentage of Project Completed	% completion of a project	60% complete by June 2011	PMU	N/A	R 10,000,000.00	MIG			20%		40%		40%		
KwaJobe Water Purification Plant	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 4,000,000.00	Internal			40%		40%		20%		
Mtubatuba Community Hall	Percentage of Project Completed	% completion of a project	June 2011	PMU		R 1,665,000.00	Internal			40%		20%		40%		
Annual Financial Statements	Submission of AFS to AG	Date of submission of a report	31 August 2010	Budget	N/A	R 0	N/A	100%								
Provision of Water, Sanitation and Electricity	Households with access to basic water	Number of Households	15 175 by June 2011					5777		2440		1000		5958		
	New water connections	Number of new connections	2 000 by June 2011					500		500		500		500		
	Households with access to basic sanitation	Number of Households	10 600 by June 2011					2600		2667		2667		2666		
	New sanitation connections	Number of new connections	5 200 by June 2011					340		340		2260		2260		
	Households with access to electricity	Number of Households	3 000 by June 2011					150		150		1500		1200		
	New electrical connections	Number of new connections	2 500 by June 2011			R 500,000		0		375		1500		625		
	Households with access to free basic water	Number of Households	2 702 by June 2011					135		135		1350		1082		
	Households with access to free basic sanitation	Number of Households	7 745 by June 2011					387		388		3873		3097		
Households with access to free electricity	Number of Households	2 500 by June 2011					125		125		1250		1000			
Operations and Maintenance	% of O&M budget spent	% expenditure	100% by 30 June 2011		O%M	R 41,116,765	Internal	25%		25%		25%		25%		

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Financial Plan	Submission of a Financial Plan to the OMM	Date of submission of a report	13 January 2011	Budget	N/A	R 0	N/A					100%				
S71 Monthly Reporting	Submission to PT	Date of submission of a report	Within 10 working days after each month end	Budget	N/A	R 0	N/A	100%		100%		100%		100%		
	Submission to NT	Date of submission of a report	Within 10 working days after each month end	Budget	N/A	R 0	N/A	100%		100%		100%		100%		
S72 Mid year budget and performance assessment	Submission to PT	Date of submission of a report	25 January 2011	Budget	N/A	R 0	N/A					100%				
	Submission to NT	Date of submission of a report	25 January 2011	Budget	N/A	R 0	N/A					100%				
Adjustments Budget	Submission to PT	Date of submission of a report	28 February 2011	Budget	N/A	R 0	N/A					100%				
	Submission to NT	Date of submission of a report	28 February 2011	Budget	N/A	R 0	N/A					100%				
	Submission to CoGTA	Date of submission of a report	28 February 2011	Budget	N/A	R 0	N/A					100%				
2011/12 Draft Budget	Submission to PT	Date of submission of a report	31 March 2011	Budget	N/A	R 0	N/A					100%				
	Submission to NT	Date of submission of a report	31 March 2011	Budget	N/A	R 0	N/A					100%				

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2011/12 Approved Budget	Submission to CoGTA	Date of submission of a report	31 March 2011	Budget	N/A	R 0	N/A					100%				
	Submission to PT	Date of submission of a report	31 May 2011	Budget	N/A	R 0	N/A						100%			
	Submission to NT	Date of submission of a report	31 May 2011	Budget	N/A	R 0	N/A						100%			
	Submission to CoGTA	Date of submission of a report	31 May 2011	Budget	N/A	R 0	N/A						100%			
Preparation of Process and Framework Plan	ExCo approved IDP Process and Framework Plan and submitted to the COGTA	Date of approval	31-Jul-10	DIP/PMS	N/A	R 0.00	N/A	100%		0		0		0		
	Approved Districtwide Events Calendar by ExCo	Date of approval	Approval of the events calendar by the 30 July 2010	DIP/PMS	N/A	R 0.00	N/A	100%								
Preparation of a IDP 11/12 document	Number of IDP Steering Committee meetings held	Number of Meetings	At least 6 IDP SC meetings held by 30 June 2011	DIP/PMS	N/A	R 0.00	N/A	2		1		2		1		
	Submission of a Draft IDP to COGTA for provincial assessment	Date of submission	31-Mar-11	DIP/PMS	N/A	R 0.00	N/A	25%		25%		50%				
	Advertising the IDP for public comment at least for 14 days	Date of advert	13-Jun-11	DIP/PMS	N/A	R 0.00	N/A					50%		50%		
	Council adoption of a final IDP	Date of adoption	30-Jun-11	DIP/PMS	N/A	R 0.00	N/A							100%		
	Submission of the final IDP for MEC comments	Date of submission	10-Jul-11	DIP/PMS	N/A	R 0.00	N/A	25%		25%		25%		25%		

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Finalisation of 2010/2011 Performance Plans and Performance Contracts for HoDs	ExCo approved performance plans and performance contracts	Date of approval	30-Jul-11	DIP/PMS	N/A	R 0.00	N/A	100%								
Compilation of a PMS Framework	ExCo approved PMS Framework by august 2010	Date of approval	31-Aug-11	DIP/PMS	N/A	R 0.00	N/A	100%								
Monitoring and Evaluation of the achievement of service delivery targets	Number of quarterly reviews conducted	Number of reports	4	DIP/PMS	N/A	R 0.00	N/A	2 (08/09 & 09/10)		1 Mid term review		1				
	Mid-term review conducted	Date of reviews	31 January 2011	DIP/PMS	N/A	R 0.00	N/A					100%				
Compilation of an Annual Report	Submission of an annual report to the ExCo for adoption	Date of submission	31-Jan-11	DIP/PMS	N/A	R 0.00	N/A	50%		50%						
Submission of the annual report to NT, PT and COGTA	Receiving confirmation letters from PT, NT and COGTA	Date of submission	19-Feb-11	DIP/PMS	N/A	R 0.00	N/A	0%		20%		80%				
Advertising of the annual report on local newspapers	Advert placed on newspapers	Date of an advert	19-Feb-11	DIP/PMS	N/A	R 0.00	N/A					100%				
Hosting of IDP Representative Forum Meetings	Number of IDP RF meetings held	Number of Meetings	4 meetings	DIP/PMS	N/A	R 0.00	N/A	1		1		1		1		
Alignment of projects and programmes	Number Development Planning Forum meetings held	Number of Meetings	6 meetings	DIP/PMS	N/A	R 0.00	N/A	1		1		2		2		
Staging of District-wide budget and IDP consultative meetings	At least one meeting per local municipality	Number of Meetings	5 meetings by May 2011	DIP/PMS	Board and General	R 200,000.00	Internal	0		20%		80%		0		
						R 216,220,417.00										