

# UMKHANYAKUDE DISTRICT MUNICIPALITY



## INTEGRATED DEVELOPMENT PLAN REVIEW

**3<sup>RD</sup> GENERATION: 2013/2014**

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**Mkhuze, 3965**

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## MAYOR'S FOREWORD



The 2013/2014 financial year marks the first IDP review for the third term of Local Government. The implementation of the 2012/2013 IDP will be thoroughly assessed as soon as that year has been closed off after June 2013. There are indications though that gives an impression that there has been a steady improvement in the overall performance of the District Municipality on issues of basic service delivery. Various other administrative issues still needs to be addressed as Auditor General gave a very much unfavourable opinion for 2011/2012 financial year. The Council has the mandate to see to it that the administrative staff members under the leadership of the Municipal Manager address all issues raised by the AG. It is in the plans of the District Municipality that it should get a clean audit opinion very soon. A lot of unresolved issues still hang in the balance however a plan has been prepared to address these outstanding issues and will have to be followed uncompromisingly.

Major strides have been made in defining where the District Municipality should be heading to in the medium to long-term. Mechanisms to drive through the District Municipality to the desired destination are currently being developed. The District Planning Commission has now been established and is working towards steering the Municipality in the right direction. Corridor Development is one of the main focuses of the District Municipality and it is believed that corridors will also serve as linkages with tri-boarder advantages that are in the horizon.

Without a sound strategy for revolutionising basic service delivery, the District Municipality will be deserting its primary constitutional mandate that most of its community is still hungry for. Furthermore, if the 2030 Vision were to be a reality for the District Municipality, a clear programme for providing uninterrupted water and electricity would have to be implemented and used to attract local and direct foreign investment. Such an initiative would surely change the socio-economic profile of the entire District and the promise of a better life for all people from Umkhanyakude District, especially youth, women and vulnerable groups would become a reality. Already the Water Summit that was held during February 2013 at Tiger Lodge. The Honourable Member of Parliament Mr M. Mabuyakhulu gave a key note address that served as a sound base for a healthy debate for addressing water challenges faced by Umkhanyakude District. Effectively Mr Mabuyakhulu stressed that the focus should not only be in addressing basic service delivery backlogs but should also be on future demand which then put a spotlight on adequacy of Jozini Dam as a prime source for water within Umkhanyakude District. The commitment of water boards (Rand, Umgeni and uMhlathuze) was much appreciated during the Water Summit. Future engagements with any of the water boards would require carefully thought through partnership.

All engagements of the District Municipality will be for the benefit of local people. Establishing strategic partnerships with private sector as well as public sector entities and departments will maximise the ability of Umkhanyakude District municipality to

Cllr S. J. Vilane

**HIS WORSHIP THE MAYOR**

## **INTRODUCTION BY THE MUNICIPAL MANAGER**

The genealogy of an IDP can be traced as far back as 1996 in South Africa. Before then, the concept of an IDP had been in existence in some European countries but has evolved over time and is seen in many platforms as an instrument for bringing change in people's lives. The development of an IDP and review thereof is governed in terms of Section 25 (1) and Section 27 of Municipal Systems Act, Act 32 Of 2000 as amended.

The IDP document for 2013/2014 represents the first review in the 3<sup>rd</sup> generation IDPs. The preparation process started in July 2012 and culminated into the document that the Council for Umkhanyakude District Municipality adopted before the end of May 2013 after thorough consultations with local communities.

The preparation for 2013/2014 IDP Review was informed partly by a series of strategic planning sessions that were held between January 2013 till the end of February 2013. Officials and councillors held a strategic planning workshop whereby the previous financial year's strategies were reviewed. Towards the end of February 2013, a District-wide strategic planning session was held and the family of municipalities deliberated on issues of common interest regarding the strategic agenda of the entire District.

During 2012/2013, the Municipality functioned with a high vacancy rate in some critical positions. In the second half of the financial year only two posts had acting heads of departments out of six. By the time 2013/2014 commences, all departments will be having formally appointed heads of departments. Definitely this will improve accountability in the performance reporting systems of the Municipality which has been lacking in the previous financial year.

This reviewed IDP for 2013/2014 will shed light on how Umkhanyakude District Municipality intends addressing issues of governance and public participation, basic service delivery, socio-economic development, institutional transformation and development, sound financial management and management of physical space and environment. There are plans in place to turn around specifically basic service delivery capacity for Umkhanyakude District Municipality in order to achieve Vision 2030 which is not very far.

  
Mr S N Dubazana  
**Acting Municipal Manager**

## THE COUNCIL

The political leadership of the District Municipality is composed of the following:

<b>Political Party</b>	<b>Number of Councillors</b>
African National Congress	14
Inkatha Freedom Party	10
National Freedom Party	5

<b>NO</b>	<b>INITIAL AND SURNAME</b>	
1	SJ VILANE	MAYOR
2	C G SWARTZ	DEPUTY MAYOR
3	HGS MAVIMBELA	SPEAKER
4	SH NXUMALO	EXCO MEMBER
5	M C ZUNGU	EXCO MEMBER
6	G P MOODLEY	EXCO MEMBER
7	A T ZIKHALI	COUNCIL MEMBER
8	B N MTHETHWA	COUNCIL MEMBER
9	B Z MNGOMEZULU	COUNCIL MEMBER
10	BT TEMBE	COUNCIL MEMBER
11	D L GUMBI	COUNCIL MEMBER
12	L V KHUMALO	COUNCIL MEMBER
13	L X MKHWANAZI	COUNCIL MEMBER
14	M B SANGWENI	COUNCIL MEMBER
15	M C F MSWELI	COUNCIL MEMBER
16	M E LANGA	COUNCIL MEMBER
17	M S MABIKA	COUNCIL MEMBER
18	M S MSANE	COUNCIL MEMBER
19	M W NXUMALO	COUNCIL MEMBER
20	P J MABUYAKHULU	COUNCIL MEMBER
21	S F MDAKA	COUNCIL MEMBER
22	S M MATHENJWA	COUNCIL MEMBER
23	S P MTHETHWA	COUNCIL MEMBER
24	S R KHUMALO	COUNCIL MEMBER
25	T N NGEMA	COUNCIL MEMBER
26	T P MTHETHWA	COUNCIL MEMBER
27	V F HLABISA	COUNCIL MEMBER
28	Z E NYAWO	COUNCIL MEMBER
29	Z W MATHONSI	COUNCIL MEMBER

**Members of the Executive Committee**



**His Worship the Mayor  
Cllr SJ Vilane**



**Deputy Mayor  
Cllr CG Swartz**



**Speaker  
Cllr HG Mavimbela**



**Cllr MC Zungu**

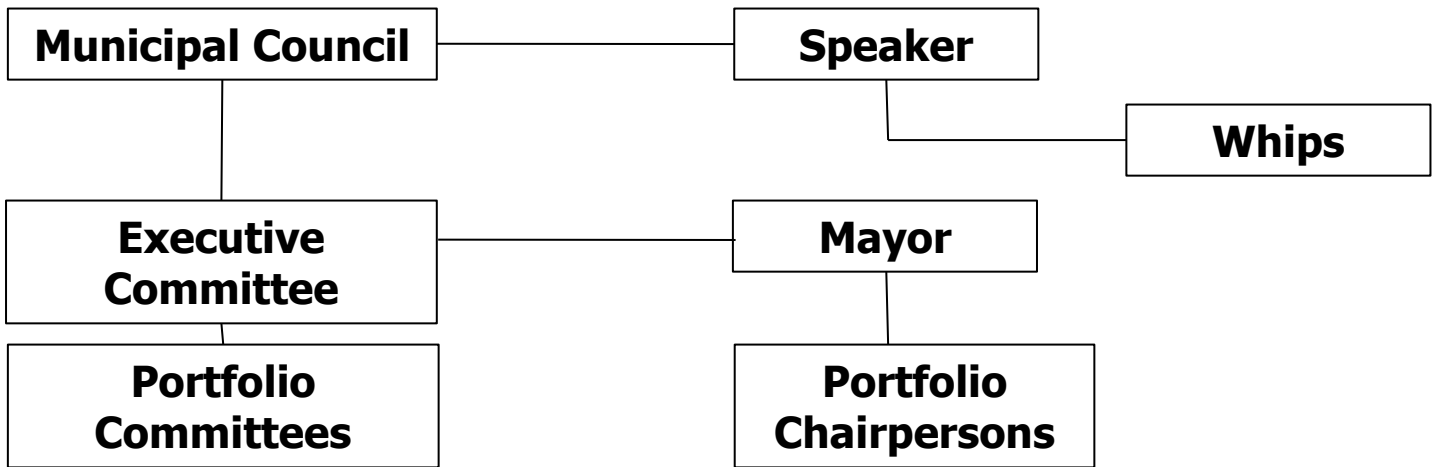


**Cllr GP Moodley**

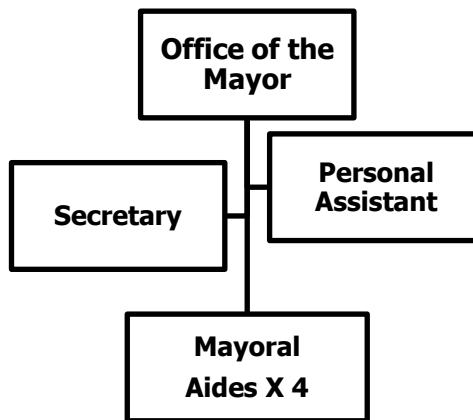


**Cllr SH Nxumalo**

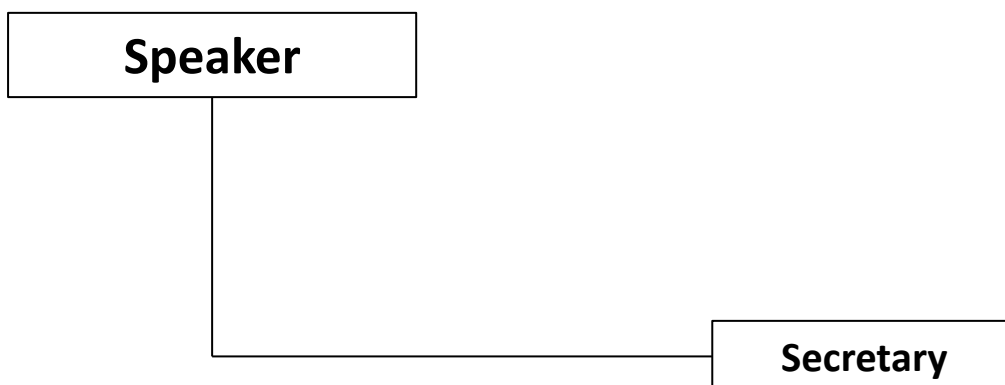
## POLITICAL STRUCTURE



## OFFICE OF THE MAYOR



## OFFICE OF THE SPEAKER





## **POWERS AND FUNCTIONS**

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 parlours 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.

## **STRUCTURE OF THE DOCUMENT**

The structure of this IDP document is divided into 12 sections as recommended by KZN CoGTA:

**SECTION A:** EXECUTIVE SUMMARY

**SECTION B:** PLANNING AND DEVELOPMENT PRINCIPLES

**SECTION C:** SITUATIONAL ANALYSIS

**SECTION D:** DEVELOPMENT GOALS AND STRATEGIES

**SECTION E:** SPATIAL STRATEGIC INTERVENTION

**SECTION F:** FINANCIAL PLAN

**SECTION G:** ANNUAL OPERATIONAL PLAN - SDBIP

**SECTION H:** PROJECTS

**SECTION I:** ORGANISATIONAL PERFORMANCE REPORT – 2011/2012

**SECTION J:** SECTOR PLANS

**SECTION K:** SECTOR INVOLVEMENT

**SECTION L:** ANNEXURES

# 1. SECTION A: EXECUTIVE SUMMARY

Umkhanyakude District Municipality is located in the far Northern region of KwaZulu-Natal Province in South Africa (**Latitude 27°37'21.63"S, Longitude 32°01'47.14"E**). At 12 818 km<sup>2</sup> and with a population totalling 625,846, the District is the 2nd largest District in KwaZulu-Natal, in terms of size, behind its neighbouring District, Zululand District Municipality. Umkhanyakude District also has the World Heritage Site known as Isimangaliso Wetland Park which encompasses the entire coastline of more than 200 km. The Map below indicates the boundaries of the 5 local municipalities within the Umkhanyakude District and surrounding neighbourhoods. The District Municipality consists of the following municipalities:

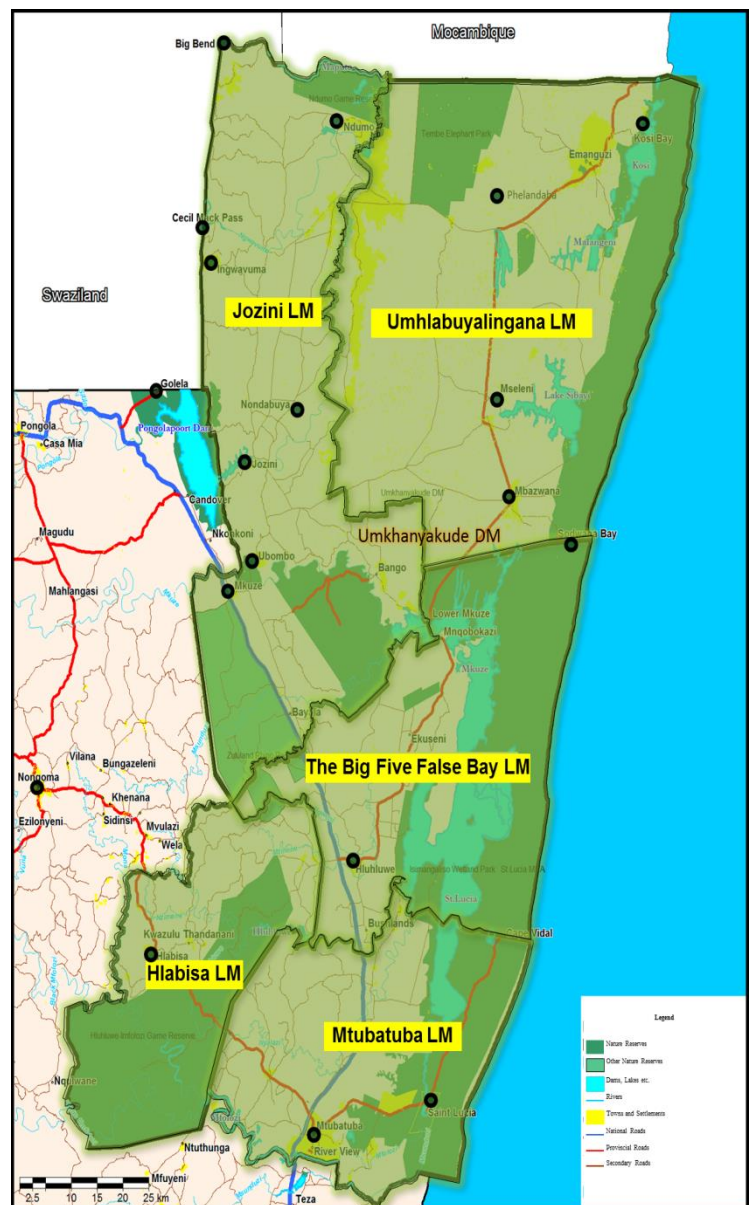
## 1.1 Local Municipalities within the District

- Umhlabuyalingana Municipality (KZ 271)  
Location: **26°59'52.22"S ; 32°44'7.13"E**
- Jozini Municipality (KZ 272)  
Location: **27°25'58.42"S ; 32° 3'55.09"E**
- The Big 5 False Bay Municipality (KZ 273)  
Location: **28° 01'70.91"S ; 32°16'23.12"E**
- Hlabisa Municipality (KZ 274)  
Location: **28° 08'38.46"S ; 31°52'30.75"E**
- Mtubatuba Municipality (KZ 275)  
Location: **28°24'50.24"S ; 32°11'23.65"E**

The District Municipality is located in Mkhuze

UMkhanyakude is surrounded by:

- The Republic of Mozambique to the North
- The Indian Ocean to the East
- uThungulu to the South (DC28)
- Zululand to the West (DC26)
- the Kingdom of Swaziland to the North-West



## 1.2 Brief Demographic Profile for Umkhanyakude Municipalities

### The Population

**Table 1: Population Figures - STATSSA 2011 Census**

Municipality	Population (2011 Census)	Household Size	No of Wards	Traditional Council
Umhlabuyalingana	156,736	33857	17	4
Jozini	186,502	38849	20	7
The Big 5 False Bay	35,258	7998	4	3
Hlabisa	71,925	12586	8	3
Mtubatuba	175,425	34905	19	1
<b>Total</b>	<b>625,846</b>	<b>128195</b>	<b>68</b>	<b>18</b>

STATSSA, Census 2011

- From 2001 to 2011 the population of Umkhanyakude District increased by 0.9% to 625,846.
- After boundary changes in 2011, Hlabisa Municipality was scaled down from 19 wards to 8 wards and Mtubatuba inherited those wards which resulted in an increase from 5 to 19 wards.
- A significant portion of the land in Umkhanyakude is under Ingonyama Trust and it is estimated that it is about 50 % of 12 819 km<sup>2</sup> belongs to traditional authorities.
- Individuals per household are estimated to be about 5

### Umkhanyakude Sex Ratio

**Table 2: Sex Ratio - STATSSA 2011 Census**

Municipality	Male			Female		
	1996	2001	2011	1996	2001	2011
KZ 271: Umhlabuyalingana	57 426	63 134	71 769	71 191	79 431	84 967
KZ 272: Jozini	70 233	83 339	86 116	81 514	100 867	100 386
KZ 273: The Big 5 False Bay	13 714	15 050	16 505	15 143	16 432	18 753
KZ 274: Hlabisa	29 953	31 034	32 942	36 025	38 235	38 983
KZ 275: Mtubatuba	58 482	66 832	81 314	70 077	78 987	94 111
<b>DC27: Umkhanyakude</b>	<b>229 807</b>	<b>259 389</b>	<b>288 646</b>	<b>273 950</b>	<b>313 952</b>	<b>337 200</b>

STATSSA, Census 2011

- Females are more in number than males
- Males represent 46% of the population
- Females represent 54% of the population

### **1.3 Economic Profile**

- Umkhanyakude District is a Presidential Node as it is one of the poverty stricken in the country;
- Unemployment rate is estimated to be about 43% of the total population;
- The average household income increased from R 19,173 p.a. per household in 2001 to R47,201 p.a. per household in 2011, which is 146% increase in income earned per household;

The District economy is largely dependent upon the following sectors:

- general government services
- wholesale and retail trade
- accommodation and catering
- transport and communication
- finance and business services
- agriculture, forestry and fisheries

It is estimated that Umkhanyakude District contributes about 2.1% to the provincial GDP, making it the second-to-least contributor after uMzinyathi.

## 1.4 Development of the 2013/2014 IDP

The beginning of 2012/2013 marked commencement of the preparation phase for the 2013/2014 IDP. The 2013/2014 IDP is the first review of 2012/2013 IDP during the 3<sup>rd</sup> term of Local Government. The process plan was developed and was adopted by the ExCo in August 2012.

The development of the IDP Process Plan is guided by the Municipal Systems Act, Act 32 Of 2000. In terms of Section 25 (1) of the Act, *Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality which:-*

- *Links, integrates and co-ordinates plans and take into account proposals for the development of the Municipality;*
- *Align the resources and capacity of the Municipality with the implementation of the plan;*
- *Forms the policy framework and general basis in which annual budgets must be based;*
- *Complies with the provisions of this Chapter; and*
- *Is compatible with National and Provincial development plans and planning requirements binding on the Municipality in terms of legislation.*

The development of the IDP is the primary responsibility of the Council, its Councillors, 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 and 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 District Municipality coordinates 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.

The senior management attends 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.

**Table 3: Summary of 13/14 IDP Preparation Activities**

<b>KEY ACTIVITY</b>	<b>KEY OUTPUT</b>	<b>BY WHOM?</b>	<b>TARGET DATE</b>
<b>STEERING COMMITTEE MEETING</b>			<b>16 July 2012</b>
<b>Development &amp; Submission of the Process &amp; Framework Plan</b>	IDP Process & Framework Plan	Steering Committee	16 July 2012
<b>ExCo Adoption of the Process &amp; Framework Plan</b>	ExCo Resolution	MM& DC 27 ExCo	26 July 2012
<b>Advertisement of the Process &amp; Framework Plans</b>	Copy of an advert	IDP/PMS Unit & Finance	06 August 2012
<b>IDP RF Meeting</b>	Presentation of IDP Process Plan	MM	15 August 2012
<b>STEERING COMMITTEE MEETING</b>			<b>17/09/2012</b>
<b>Compilation of Situational Analysis</b>	Status quo reports	Heads of Departments	November 2012
<b>Municipal-wide analysis</b>	<b>Needs Analysis reports</b>	<b>Local Municipalities</b>	<b>November 2012</b>
<b>STEERING COMMITTEE MEETING</b>			<b>19/11/2012</b>
<b>Identification of Priority Issues</b>	Priority issues report	Steering Committee	November 2012
<b>Consolidation of Analysis results</b>		IDP/PMS Unit	December 2012
<b>Development of Objectives &amp; Strategies</b>	Draft Strategies	Municipal Departments	December 2012
<b>Identification of Priority Projects</b>	Draft list of 2013/2014 Projects	Portfolio Committees	December 2012
<b>IDP RF Meeting</b>	Presentation of Q1 reports	MM	05 Dec 2012
<b>STEERING COMMITTEE MEETING</b>			<b>21 January 2013</b>
<b>Finalization of the IDP Document</b>	Draft IDP	IDP/PMS Unit	08 March 2013
<b>STEERING COMMITTEE MEETING</b>			<b>18/03/2013</b>
<b>Opportunity for Comments by Provincial/National Departments &amp; Parastatals</b>	Attendance and presentation at Provincial Assessments week	Heads of Departments and IDP/PMS Unit	March 2013
<b>Incorporating and Responding to Comments from Provincial/National Departments &amp; Parastatals</b>	Submitted Project Proposals	Heads of Departments and IDP/PMS Unit	April 2013
<b>IDP RF Meeting</b>	Presentation of Draft IDP	MM	11 April 2013
<b>Opportunity for Public Comments</b>	District-wide Public Consultation Meetings	DC 27 EXCO	May 2013 (06;07;08;09;10)
<b>Advertisement of the IDP Document</b>	Copy of an advert	IDP/PMS Unit & Finance	May 2013
<b>STEERING COMMITTEE MEETING</b>			<b>25/05/2013</b>
<b>Final Adoption of the IDP</b>	Council Resolution	MM & Council	June 2013
<b>Submission of an IDP Document to COGTA</b>	Final IDP & Acknowledgement letter from COGTA	IDP/PMS Unit	May 2013



**Table 4: 13/14 IDP Action Plan**

		<b>IDP ACTION PLAN 2013/2014FY</b>																																																					
<b>IDP PHASES</b>	<b>Months</b>	<b>Jul 12</b>		<b>Aug 12</b>			<b>Sep 12</b>			<b>Oct 12</b>			<b>Nov 12</b>			<b>Dec 12</b>			<b>Jan 13</b>			<b>Feb 13</b>			<b>Mar 13</b>			<b>Apr 13</b>			<b>May 13</b>			<b>Jun 13</b>																					
	<b>Weeks</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48						
<b>Preparation Phase</b>																																																							
Development of IDP Process Plan and Framework Plan	6																																																						
Integration of IDP and Budget Processes	6																																																						
Council Adoption of the IDP Process and Framework Plans	2																																																						
Advertising of IDP Process Plan and Framework Plan for Public Noting	3																																																						
<b>PHASE 1: Analysis</b>																																																							
Compilation of Existing Information	4																																																						
Community and Stakeholder Analysis	10																																																						
Reconciliation of Information	2																																																						
Municipal-wide Analysis	11																																																						
Identification of Priority Issues	1																																																						
Consolidation of Analysis Result	2																																																						
<b>PHASE 2: Strategies</b>																																																							
Vision, Mission, Objectives and Development Strategies	1																																																						
Public Debate on Development Strategies	4																																																						
District-wide Development Strategy Workshop	12																																																						
Identification of Priority Projects	3																																																						
<b>PHASE 3: Projects</b>																																																							
Forming Projects Task Team	1																																																						
Designing Projects Proposals	12																																																						
Preparation of Implementation Plans for Priority Projects	4																																																						
<b>PHASE 4: Integration</b>																																																							
Preparation of an Operational Strategy	36																																																						
Preparation of Integrated Programmes	20																																																						
Finalisation of Draft IDP Document	12																																																						
<b>PHASE 5: Approval</b>																																																							
Opportunities for Comments by Provincial/National Departments & Parastatals	3																																																						
Incorporating and Responding to Comments from Provincial/National Departments & Parastatals	2																																																						
Opportunity for Public Comments	4																																																						
Incorporating and Responding to Comments from the Public	1																																																						
Compilation of District-wide summaries of Local IDPs	11																																																						
Final Adoption by the Council	2																																																						
<b>Submission of Final IDPs</b>																																																							
Submission of IDP Documents to the DLGTA for MEC Comment	1																																																						

**MEC 's Comments for 2012/2013 IDP**

<b>SUMMARY OF MEC'S COMMENTS</b>		<b>RESPONSE BY UMKHANYAKUDE DISTRICT MUNICIPALITY</b>
<b>Municipal Transformation and Institutional Development</b>	The Municipality should fast-track the filling of vacant posts especially S56 employees	Appointment of senior managers will be finalised before the end of May 2013 all Technical and Development Planning posts would have been filled. By the end of June 2013 Corporate Services post would have been filled
<b>Local Economic Development</b>	Assessment of economic issues should be supported in the document by figures and tables	With the Census 2011 data, relevant figures and tables will be presented in the document
<b>Basic Service Delivery and Infrastructure Development</b>	The Municipality should give attention to social facilities backlogs (i.e. areas that lack schools, clinics, police stations etc.) and housing backlogs.	This would require a concerted effort from all relevant sector departments to assist in addressing backlogs and information will be sought from local municipalities before final adoption of the 13/14 IDP
	The Municipality should develop a Five Year Capital Investment Framework	A Five Year Capital Investment Framework will be developed
<b>Financial Viability and Management</b>	The Municipality should focus on addressing issues that result in bad audit opinions	Management responses to AG comments will be implemented
<b>Good Governance and Public Participation</b>	The Municipality should focus on devising strategies for addressing social cohesion and tolerance considering the threat of xenophobia as it has international borders along the North and Eastern boundaries	Strategies will be developed to address social cohesion issues and programmes for the Province will also be used as they are well advanced on this subject matter
<b>Spatial Planning and Environmental Planning</b>	Alignment with neighbouring municipalities should be improved	The comment is noted and efforts will be made to engage with Zululand and uThungulu District Municipality
	The SDF should be reviewed and aligned with the KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008) (KZN PDA)	The Development Planning Shared Services will assist to address the review of the SDF

## 1.5 Key Challenges for the District

The following table is a summary of challenges that the District Municipality is facing:

<b>KPA</b>	<b>Challenges</b>
Municipal Transformation And Institutional Development	Disciplinary cases unresolved Lack of human capacity in the HR Section Critical vacant positions not filled Shortage of office space & office Shortage of skilled personnel
Service Delivery and Infrastructure Investment	Vandalism of infrastructure and illegal connections result to massive water losses Poor operation and maintenance due to financial constraints Huge basic infrastructure backlogs and capital expenditure requirements to address these backlogs
Local Economic and Social Development	Prevalent tendency to reduce Local Economic Development to small scale poverty alleviation projects High concentration of the economy in urban areas or the so-called white areas Lack of a coherent and common view and approach to economic development (municipalities, business and civil society) High unemployment rate which perpetuates various types of crime especially against women, elderly and children
Municipal Financial Viability and Management	Long history of bad audit opinions High grant dependency
Good Governance and Public Participation	IGR with local municipalities still needs to be improved Public participation strategy is not available Internal audit, Audit Committee and MPAC lack harmony in performing their duties
Spatial Planning and Environmental Management	Scattered settlement patterns Slow progress in implementing a GIS Hub in the District IWMP needs to be reviewed and implemented

### Addressing Challenges

In order for the District Municipality to deliver meaningfully on its mandate it would have to focus on the following:

- Ensure employment of staff that is suitably qualified to deliver on the mandate of the as dictated by the Constitution of RSA;
- Ensure provision of water and sanitation services without fail to its citizen;
- Engage with ESKOM on the provision of electricity
- Ensure skilled citizenry;
- Address poverty, unemployment and inequality

More details will be made available in the Strategic Agenda Section.

## 1.6 The Long-term Vision

### "Umkhanyakude Metro by 2030"

The District Family of Municipalities will continue to receive skepticism from cynics who will among other reasons question the logic of the area becoming a Metropolitan City by 2030.

The vision is about two things; i.e. the resolve, by the Family of Municipalities to bridge the urban/rural divide insofar far as development is committed to ensuring that the people of the District have access and enjoy the **conveniences** of a metropolitan city; and to rally the people of the district around one **BIG** developmental and planning idea.

### **Measuring Progress**

The District Municipality will use a Performance management System to measure progress made in the achievement of set objectives. A Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review, and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. Furthermore, a municipality's PMS must also facilitate increased accountability, learning, improvement, provide early warning signals and facilitate decision-making.

The District Municipality has chosen the Key Performance model of the PMS. In the said model all indicators are grouped together under the national key performance areas as per the Systems Act and the local key performance areas as per the Umkhanyakude District Municipality's IDP. The said Model therefore enables the District Municipality to assess its performance based on the national and its own local key performance areas.

The following KPAs inform the OPMS of the Municipality:

- Good Governance and Public Participation
- Service Delivery and Infrastructure Investment
- Local Economic Development
- Municipal Transformation and Institutional Development
- Municipal Financial Viability and Management
- Spatial Planning and Environmental Management

## 2. SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES

**Table 5: Planning and Development Principles**

<b>Principles</b>	<b>Implementation of principles</b>
Millennium Development Goals	P. 18
National Spatial Development Perspective	P. 17
National Outcome	P. 21
New Growth Path	P. 23
National Development Plan	P. 23
LGTAS	P. 20 & Appendix 4
PGDS	P. 18

## 2.1 Government Policies and Imperatives

The main expectation for the 3<sup>rd</sup> Generation of IDP document is that it should be outcome based. The IDP Review document for 2013/2014 will reflect on the development mandate that the newly elected Council intends implementing. The following issues have been considered during the preparation of the 2013/2014 IDP document:

- Responding on the Outcome Delivery Agreement (Outcome: 12) and its seven (7) outputs, as signed by the Minister (COGTA); all nine (9) Provincial COGTA MECs and all Mayors on the 1<sup>st</sup> of October 2010;
- Responding to KZN priority issues ;
- Addressing Local Government manifesto;
- Responding to the comments and issues raised by the MEC for COGTA (KZN) in the 2012/2013 IDP;
- Responding to issues identified as part of the Municipal Turnaround Strategy;
- Strengthening focused community and stakeholder participation in the IDP processes; and
- Aligning Sector Departments' strategic plans to the District-wide priorities and service delivery programmes.

This IDP document has also been informed and is aligned to the following strategic documents and National and Provincial strategic objectives:

- The National Spatial Development Framework (NSDP);
- Millennium Development Goals;
- National Development Plan
- Provincial Growth and Development Strategy;
- Municipal Turnaround Strategy; and
- National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

## 2.2 The National Spatial Development Framework (NSDP)

The National Spatial Development Framework (NSDP) is based on the following principles:

**Principle 1:** Rapid Economic Growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.

**Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

**Principle 3:** Beyond Principle 2 above, 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 Economic activities and create long-term employment opportunities.

**Principle 4:** Focus on people, not places, in efforts to address past and current social inequalities.

**Principle 5:** In order to overcome the spatial distortions of Apartheid, future settlements and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

In the State of the Province address on 22<sup>nd</sup> February 2011 by the Premier of KwaZulu-Natal, the Honourable Dr. Zweli Mkhize outlined the following priorities for KZN, which have also been considered during the development of the IDP for 2013/2014:

- Rural Development / agrarian reform and food security;
- Creating decent work and economic growth;
- Fighting crime;
- Education;
- Health; and
- Nation building and good governance.

### **2.3 The Provincial Growth and Development Strategy (PGDS)**

The Provincial Growth & Development Strategy (PGDS) is based on the following goals:

- Job Creation **(KPA 3)**
- Human Resource Development **(KPA 4)**
- Human and Community Development **(KPA 4)**
- Strategic Infrastructure **(KPA 2)**
- Environmental Sustainability **(KPA 6)**
- Governance and Policy **(KPA 1)**
- Spatial Equity **(KPA 6)**

KPAs for the Municipality are linked to the PGDS as indicated in brackets. Furthermore, through COGTA the Municipality will participate in the programme for developing the District growth and Development Plan which is a 20 year plan.

### **The Millennium Development Goals (MDG)**

South Africa is a signatory of the Millennium Development Goals with other concerned countries.

The Millennium Development Goals (MDG) initiative was aimed at attaining the following goals. Each goal has specific target (s):

#### ***Goal 1: Eradicate Extreme Poverty & Hunger (KPA 3)***

**Target 1:** Halve between 1990 and 2015 the proportion of people whose income is less than 1\$ per day.

**Target 2:** Halve between 1990 and 2015 the proportion of people who suffer from hunger

***Goal 2: Achieve Universal Primary Education (KPA 1)***

**Target 3:** Ensure that by 2015, children everywhere, boys & girls alike, will be able to complete a full course of primary schooling

***Goal 3: Promote gender equality & Empower Women (KPA 1)***

**Target 4:** Eliminate gender disparity in Primary and secondary education, preferably by 2005 and in all levels of education by no later than 2015

***Goal 4: Reduce Child Mortality***

**Target 5:** Reduce the under-five year child mortality rate by two thirds, between 1990 and 2015

***Goal 5: Improve Maternal Health***

**Target 6:** Reduce the maternal Mortality ratio by two thirds, between 1990 and 2015

***Goal 6: Combat HIV/AIDS, Malaria and other diseases (KPA 1)***

**Target 7:** Have halted and began to reverse the spread of HIV/AIDS by 2015

**Target 8:** Have halted and began to reverse the spread of malaria and other infectious diseases by 2015

***Goal 7: Ensure Environmental Sustainability (KPA 6)***

**Target 9:** Integrate the principles of sustainable development into country policies & programmes and reverse the loss of environmental resources

**Target 10:** Halve the proportion of people without sustainable access to safe drinking water & sanitation by 2015

**Target 11:** By 2020, have achieved a significant improvement in the lives of at least 100 million slum dwellers

***Goal 8: Develop a Global Partnership For development***

**Target 12:** Develop further an open, rule-based, predictable, non-discriminatory trading and financial system, including a commitment to good governance, development and poverty reduction, both Nationally & Internationally

**Target 13:** Address the special needs of the least Developed Countries, including tariff- and quota free access for Least Developed Countries exports, enhanced programme of debt relief for heavily indebted poor countries and cancellation of official bilateral debt and more generous official development assistance for countries committed to poverty reduction

The Local Government Manifesto outlines five priorities that the African National Congress commits itself to. The IDP document for 2013/2014 is also aligned to these five commitments and these priorities are closely related to the KZN Provincial priorities, KZN PGDS and the National KPAs:

Creating conditions for an inclusive economy that will reduce unemployment, poverty and inequality and produce **decent jobs and sustainable livelihoods.**



Access for more and more of our people, especially the youth, to adequate **education and training** to enable them to participate productively in the economy and society.

Better **health care** in a system that is accessible to more South Africans, including the introduction of national health insurance.

More and more **rural communities** benefiting from investments in basic services (water, electricity, sanitation and roads) and empowered to end hunger by productively using the available or redistributed land. Through rural development we seek to modernise the countryside and bring dignity to rural dwellers.

**Safer communities** as serious and priority crimes are reduced, corruption defeated, and our criminal justice system is radically changed.

## 2.4 The Local Government Turnaround Strategy (LGTAS)

Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) on the 2<sup>nd</sup> of December 2009<sup>1</sup>.

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.

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<sup>1</sup> Department Cooperative Governance and Traditional Affairs' Local Government Turnaround Strategy, November 2009. Available at: [http://www.dplg.gov.za/index.php?option=com\\_docman&task=doc\\_download&gid=476](http://www.dplg.gov.za/index.php?option=com_docman&task=doc_download&gid=476)

## 2.5 National Outcome Delivery Agreements

Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

The 12 National Outcome Delivery Agreements are as follows:

**Outcome 1:** *Improved quality of basic education;*

**Outcome 2:** *A long and healthy life for all South Africans*

**Outcome 3:** *All South Africans should be and feel safe; there should be decent employment through inclusive growth*

**Outcome 4:** *Decent Employment through Inclusive Economic Growth;*

**Outcome 5:** *An efficient, competitive and responsive economic infrastructure network;*

**Outcome 6:** *There should be vibrant, equitable, sustainable rural communities with food security for all;*

**Outcome 7:** *Vibrant, equitable and sustainable rural communities with food security for all.*

**Outcome 8:** *Sustainable Human Settlements and Improved Quality of Household Life*

**Outcome 9:** *A responsive, accountable, effective and efficient Local Government System.*

**Outcome 10:** *environmental assets and natural resources that are valued, protected and continually enhanced*

**Outcome 11:** *Create a better South Africa and contribute to a better and safer Africa and World; and*

**Outcome 12:** *An efficient, effective and development oriented Public Service and An empowered, fair and inclusive citizenship.*

The outcome as the Department Of Co-operative Governance and Traditional Affairs (National and Provincial departments) and all municipalities is Outcome 9: A responsive, accountable, effective and efficient local government system. Notwithstanding; all National Outcome Delivery Agreements talk to local government, due to an understanding that local government is where the tyre hits the road on service delivery. It is therefore crucial that there should be thorough coordination and alignment between local municipalities and sector departments towards the realization and attainment of the targeted results.

### **Outcome 9 has been broken down into seven (7) outputs:**

*Output 1: Implement a differentiated approach to municipal financing, planning and support*

*Output 2: Improving access to basic services.*

*Output 3: Implementation of the Community Work Programme*

*Output 4: Actions supportive of the human settlement outcome*

*Output 5: Deepen democracy through a refined Ward Committee model*

*Output 6: Administrative and financial capability*

*Output 7: Single window of coordination*

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery.
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation,
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance.

Through the service delivery agreement; COGTA and municipalities commit to the following:

- The extension of basic services which include water, sanitation, electricity and waste Management;
- Creation of job opportunities by 2014 through the Community Works Programme;
- Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- The filling of six critical senior municipal posts in various municipalities namely Municipal Manager, Chief Financial Officer, Town Engineer, Town Planner, Human Resources Manager and Communications manager as the basic minimum for every Municipality;
- That all municipalities in the province will achieve clean audits by 2014;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management systems for improved service delivery and accountability to the communities;
- Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key performance Areas (KPA's) and should form basis for every Municipality's strategic objectives.

Through the service delivery agreement; the Honourable Mayors of all municipalities commit themselves to the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate and actively work towards corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is uprooted;
- That, working with esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government.

The entire programme of oversight is being performed by the Municipal Public Accounts Committee which will also ensure that the service delivery agreements for mayors is realised.

## **2.6 National Development Plan**

Through a *Diagnostic Report*, the National Development Plan identifies nine key challenges which are:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and of poor quality;
- Corruption is widespread; and
- South Africa remains a divided society

The commission then identifies two challenges that are interrelated those being, too few people work and the quality of education for the majority is poor. Basically the NDP The NDP contains proposals for tackling the problems of poverty, inequality and unemployment.

The key challenges identified in the National Development Plan are deeply rooted within the District and as such, the approach of the IDP for 2013/2014 going forward will seek to develop strategies that will tackle these challenges.

## **2.7 The New Growth Path**

The main thrust of The New Growth Path is identification of strategic areas where employment is possible, then it analyses the policies and institutional developments required to take advantage of employment opportunities. The Municipality through EPWP is ensuring that it aligns itself with the proposals for the New Growth Path.

## **2.8 Provincial Growth and Development Plan (PGDP)**

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the Province towards its 2030 vision. The cabinet the identified a need to further prepare an implementation in the form of PGDP.

## **2.9 District Growth and Development Plan (DGDP)**

A service provider has been appointed by COGTA to assist the Municipality to Develop the DGDP. The DGDP is intended to feed into the PGDP and is a 20 year plan as opposed to the 5 year plan of the IDP. The DGDP is key to achieving the 2030 Vision.

## **2.10 State of the Nation Address**

Focus of the Government will be on education, health, the fight against crime, creating decent work as well as rural development and land reform. Furthermore the NDP was identified as a key to addressing the economic growth and achieving 11 million jobs by 2030. The strategies for the IDP will be aligned with the NDP.

## **2.11 State of the Province Address (SOPA)**

Of the programmes presented by the Honourable, Dr Zweli Mkhize, the Premier of KZN, mentioned the development of Regional Airfields of which Mkhuze is part of. Plans are well underway to develop this airport. Details are covered under LED and Social Development. The District Municipality will tap into other programmes that were mentioned during the SOPA such as Building SMMEs and Cooperatives, Rural Development and Agriculture just to mention the most relevant ones.

### **2.12 Cabinet Lekgotla**

The NDP was once again identified not as a political document, but a living document that will guide government and all its stakeholders on the path to rebuild society. It therefore goes without saying that the IDP should be aligned with the NDP.

### **2.13 District Lekgotla**

The first session for discussing the strategic agenda was held in February 2013 and the final session was held during the second week of April 2013 which then marked the finalisation of the district-wide strategic agenda.

## **3. SECTION C: SITUATIONAL ANALYSIS**

### **3.1 Spatial Analysis**

#### **Background**

The main aim of an environmental analysis is to ensure that the municipality's development strategies and projects take existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the constitution and relevant legislation such as the Municipal Structures Act and Systems Act, the Bill of rights imposes another important duty on municipalities. As such, municipalities play a fundamental role in the protection of the environment; they are obliged to ensure that the environment is protected for the present and future generations. The difficulty that many face is balancing the development needs of the local communities and the protection of the environment.

The uMkhanyakude District (DC 27) is situated in northern KwaZulu-Natal and is noted for its scenic beauty and rich biodiversity levels. The district is home to the iSimangaliso Wetlands Park world heritage site and is known to attract tourists from all over the world. The district is also known for its game reserves, both private and state owned, marine protected areas and natural forests.

The iSimangaliso Wetlands Park stretches along the Zululand coast from Mapelane in the south to Kosi Bay in the north. The name reflects the many areas that make up its 220 000 hectares, such as Lake Sibaya, Sodwana Bay, Mkhuze Game Reserve, False Bay, Fannies Island, Charters Creek, Lake St Lucia, and Cape Vidal.

#### **Terrain Morphology and Drainage**

The uMkhanyakude municipal area is characterised by diverse terrain morphology and numerous incised river catchments that account for the range of environments that can be attributed to the wide range of geological formations and long period of landscape development in this region. The contrasting terrain is characterised by the low lying coastal plain in the east which is flanked by the Lebombo mountains with further topographic contrast created by the low-lying plains defining the western Lebombo foothills. The structurally complex, block faulted upper Karoo Supergroup rocks underlie the hilly terrain west of the N2 freeway. The structurally complex lower Karoo Supergroup and older Natal Group rocks underlie the Hluhluwe-iMfolozi and Hlabisa area in the southwest.

#### **Terrain Morphological Classification**

The 1:250,000 Terrain Morphological Map of South Africa (Kruger, 1983) classifies the uMkhanyakude region into terrain morphological classes based on slope form, relief and drainage density. The low-lying Maputaland coastal plain east of the Lebombo Mountains is classified as "plains" with low relief and low drainage density. The eastern Lebombo mountain foothills extending south from Ndumo to Mkhuze are "moderately undulating plains" with variable relief (30-210m) underlain by the Cretaceous siltstones and influenced

by the Neogene palaeo-dune ridge along the Phongola River valley. The Lebombo steep mountains are classified as "low mountains" with high relief. The characteristic steep western scarp and lower gradient, hill crest and eastern slopes are defined by the easterly dip of the Jozini rhyolite Formation. The "slightly undulating plains" west of the Lebombos are defined by the Letaba Formation basalts. The undulating hills in the area around Hluhluwe-Imfolozi Park and Hlabisa town is underlain by the block faulted Karoo Supergroup rocks with large intrusive dolerite sills that juxtaposes the older Natal Group sandstone and the ancient Nseleni Gneiss complex.

The National Aeronautics and Space Administration (NASA) 90 m gridded Shuttle Radar Topography Mission (SRTM) digital elevation data was modeled using the ESRI ArcMap 9.3 and Spatial Analyst module to categorized the uMkhanyakude district municipality region into slope categories according to urban development suitability (Partridge et al., 1993). This classification system indicates that slopes steeper than 18° in KwaZulu-Natal are 'least favourable' and considered too steep for development. In general slope instability and landslide activity is often associated with steeper slopes but under specific conditions slope angles less than 18° are susceptible to instability. In the UKDM region steep slopes are associated with the Lebombo Mountains, high hills around Hlabisa and the Hluhluwe-iMfolozi Game Reserve, deeply incised river valleys and barrier dune ridges along the coastline.

## **Geology**

The geology of the UKDM region has been compiled from numerous geological investigations that date back to the first reconnaissance geological survey of eastern Zululand by Anderson (1901). The area is covered by parts of three 1:250,000 lithostratigraphic series geological maps published by Geological Survey of South Africa (now Council for Geoscience); 2632 Kosibaai, 27½32 St Lucia, 2730 Vryheid and 2830 Dundee, published by Geological Survey (1985a, b; 1988 a, b). The maps depict the extent and relationships between lithostratigraphic rock groupings spanning the ~3.2 billion year geological history of the region during which successive phases of continental assembly and mountain building events were followed by long periods of deep erosion.

## **Geological Evolution**

In the catchments of the Mfolozi and Mkhuze Rivers and the smaller Hluhluwe, Nyalazi and Mzinene Rivers, the oldest rocks are the 3.2 Ga Kaapvaal craton granites and the overlying Pongola Supergroup sedimentary and volcanic rocks (~2.9 Ga). These basement rocks are unconformably overlain by the Permo-Triassic Karoo Supergroup sedimentary succession (~260-210 Ma). The ancient continental crust beneath this region has been part of several continental assembly and rifting processes driven by global plate tectonics.

The Permo-Carboniferous, Dwyka Group is overlain by the Ecca Group (~260 Ma) comprising the Pietermaritzburg shale Formation, Vryheid Formation sandstone, siltstone and shale, and the upper Volksrust Formation. A north-south aligned fault zone juxtaposes the Ecca Group rocks with the overlying Emakwezeni Formation and the overlying Ntabene, Nyoka and Clarens Formations (230-210 Ma) in the high hills extending north from the eastern boundary of the Hluhluwe-Imfolozi Park.

The supercontinent Pangaea split in the Early Jurassic to form Gondwana which subsequently rifted, beginning the evolution of the Indian Ocean and emergent south east African continental margin. The breakup of Gondwana was initiated by the injection of Karoo magmas as dykes and sills that extruded as the Letaba Formation basaltic lavas around 182 Ma. Final Gondwana rifting occurred about 40 million years later, associated with seafloor



spreading linked to the the gradual opening of the Indian Ocean after ~140 Ma (Broad et al., 2006; Watkeys et al., 1993; Watkeys, 2006).

Jurassic dolerite dykes and sills intruded the country rock around 183 Ma. The Lebombo Group volcanic rocks (~184 to 133 Ma) (Duncan et al., 1997, Watkeys, 2006) separate the Permo-Triassic sedimentary succession in the Hlabisa area from the younger Mesozoic and Cenozoic marine deposits that underlie the coastal plain. The basal Letaba Formation basalt underlies plains west of the Lebombo Mountains which are formed by the ~ 2000 m thick Jozini Formation rhyolite and pyroclastic volcanic rocks. The final Bumbeni volcanic event on the eastern Lebombo foothills within Mkhuze Game Reserve can be traced north eastward under Mesozoic cover forming a palaeo-ridge that influenced subsequent Cretaceous sedimentation.

Post-rifting erosion stripped 1-3 km of mainly Karoo Supergroup cover rocks off the landsurface, exposing the ancient Kaapvaal craton basement, and deposition of thick offshore sediments onto the subsiding continental shelf. The development of the drainage systems flowing from the proto-Drakensberg escarpment is an ongoing geomorphological process than can be traced back some 140 million years. During this period erosional degradation of a succession of land surfaces has resulted in preservation of isolated remnants of the oldest, the African Surface remain in the St Lucia catchments (Partridge and Maud, 1987, 2000).

Sedimentation in the Mesozoic Zululand Basin below the Maputaland coastal plain was initiated after uplift of the emergent continental margin led to sedimentation into subsiding rift valleys and accumulation of the Makatini Formation conglomerate and sandstone (Barremian to Aptian age; ~130-112 Ma) of the Zululand Group (Kennedy and Klinger, 1975, Dingle et al., 1983). The continental margin was submerged as a shallow continental shelf for much of the Cretaceous Period (Late Barremian to Late Maastrichtian, ~130-65 Ma). A major mid-Cretaceous hiatus separates the Mzinene Formation from the overlying Late Cretaceous, St Lucia Formation (Coniacian to Maastrichtian; Kennedy and Klinger, 1975).

The cliffs around the Nibela peninsula and the western shoreline near Fannies Island expose the low eastward dip ( $< 3^\circ$ ) of the St Lucia Formation deposits (Kennedy and Klinger, 1975). The buff and greenish grey, richly fossiliferous glauconitic siltstone and fine-grained sandstone with large calcareous concretions contain plant fossils and drifted logs.

The development of the Maputaland coastal plain during the late Quaternary Period is preserved in Maputaland Group deposits (Figs 1, 2). The continental margin was inundated by rising eustatic sea level during part of the Eocene (56-34 Ma), followed by the regression of the Oligocene (34-23 Ma). Deposits associated with this period are not exposed at the surface in the UMkhanyakude municipality region. During the Neogene Period (23 to 2.6 Ma) the mid-Miocene marine highstand was followed by the regression in response to eustatic sea level lowering and epeirogenic uplift during the late Miocene to Pliocene (~12.5 – 2.6 Ma) (Maud and Botha, 2000; Partridge and Maud, 1987, 2000). The regression left a stepped, marine planed bedrock surface overlain by a series of strandline deposits comprising Mio-Pliocene Uloa Formation boulder beach and shallow marine shelly limestone and sandstone.

These palaeo-shoreline deposits are exposed along the western Phongola River valley channel, the linear western margins of the Nibela-Ndlosi peninsulas and False Bay. The overlying cross-stratified Umkwelane Formation aeolianite forms a pronounced ridge along the western margin of False Bay, the Mantuma camp ridge in Mkhuze Game Reserve, and

extends along the Phongola valley to Ndumo hill. The aeolianite is generally decalcified and weathered to produce clayey reddish brown soil (Maud and Botha, 2000; Botha and Porat, 2007)

### **Soils and Land Types**

The landtypes of the uMkhanyakude district municipality span three 1:250,000 Landtype Series maps; 2632 Mkuze, 2730 Vryheid and 2830 Richards Bay (Soil and Irrigation Research Institute, 1986 a, b; 1988). The landtypes have been compiled to differentiate areas with similar terrain morphology, soil, geology and climate parameters (Fig 3).

The municipality covers in excess of 2 500 km<sup>2</sup> so this assessment adopts the broad landtype classification; (i) red/yellow freely drained soils (Ab, Ac, Ae, Ah, Ai); (ii) Prismaeutanic, pedocutanic and/or gleyeutanic horizons (Db and Dc); (iii) Undifferentiated; vertic, melanic or red structured soil horizons (Ea); Glenrosa and /Mispah soil forms (Fa, Fb); (iv) Grey regic sands (Ha, Hb) and (v) Undifferentiated deposits (Ia,Ib). The soil landtypes form a critical component of the development potential assessment of the municipal area where the geotechnical characteristics of the different soil forms can be interpreted in terms of soil activity, drainage, collapse potential or erodibility. The broad landtype patterns are described below.

#### **Broad soil pattern Ab, Ac, Ae, Ah and Ai: Red/yellow freely drained soils**

The broad landtype "Ab" is limited to some steep slope areas underlain by sandstones of the Vryheid Formation and Dwyka tillite. The area of "Ac" is restricted in the municipal region being confined to a small area of Quaternary Aeolian "redistributed sands" west of Lake Bhangazi. Extensive area of landtypes "Ae" and "Ah" are associated with Maputaland Group dune sands whereas "Ai" is associated with deposits ranging from the Cretaceous to the Quaternary sands. Landtype "Ab" is red, dystrophic / mesotrophic soils which are moderately to highly leached (yellow soils <10%) whilst red and yellow, dystrophic / mesotrophic soils constitute the "Ac" landtype and the "Ae" landtype pattern comprise red, deep soils.

#### **Broad soil pattern Db and Dc: Prismaeutanic, pedocutanic and/or gleyeutanic horizons dominant (>50%)**

The "Db" and "Dc" landtypes are associated with a wide variety of geological units such as the basement granites, Natal Group sandstones, Dwyka tillites, Ecca shales and sandstones, mudstones, shale and/or sandstones of the Escourt, Emakwezini, Nyoka, Ntabene and Clarens Formations, siltstone/sandstone of the Zululand Group and some Cenozoic deposits. The "Db" and "Dc" broad soil pattern are generally situated in low gradient slopes and are therefore prone to inundation/flooding. "Db" landtype unit is characterised by duplex soils with non-red B horizons whilst the "Dc" landtype constitute some soil forms that may have vertic, melanic and/or red structured horizons that occur in areas of impeded drainage and include clays with swell/shrink potential.

#### **Broad soil pattern Ea: Undifferentiated; vertic, melanic or red structured soils**

In the uMkhanyakude municipal region the "Ea" landtype pattern is associated with various stratigraphic units but there a definite association with the Early Jurassic volcanics of the Letaba Formation.

The "Ea" unit generally occurs in areas of low slope gradients where drainage is limited and often occurs on the deeply weathered, clayey bedrock. Flat areas of "Ea" landtype are often situated close to major rivers and are at risk of occasional inundation. This landtype is

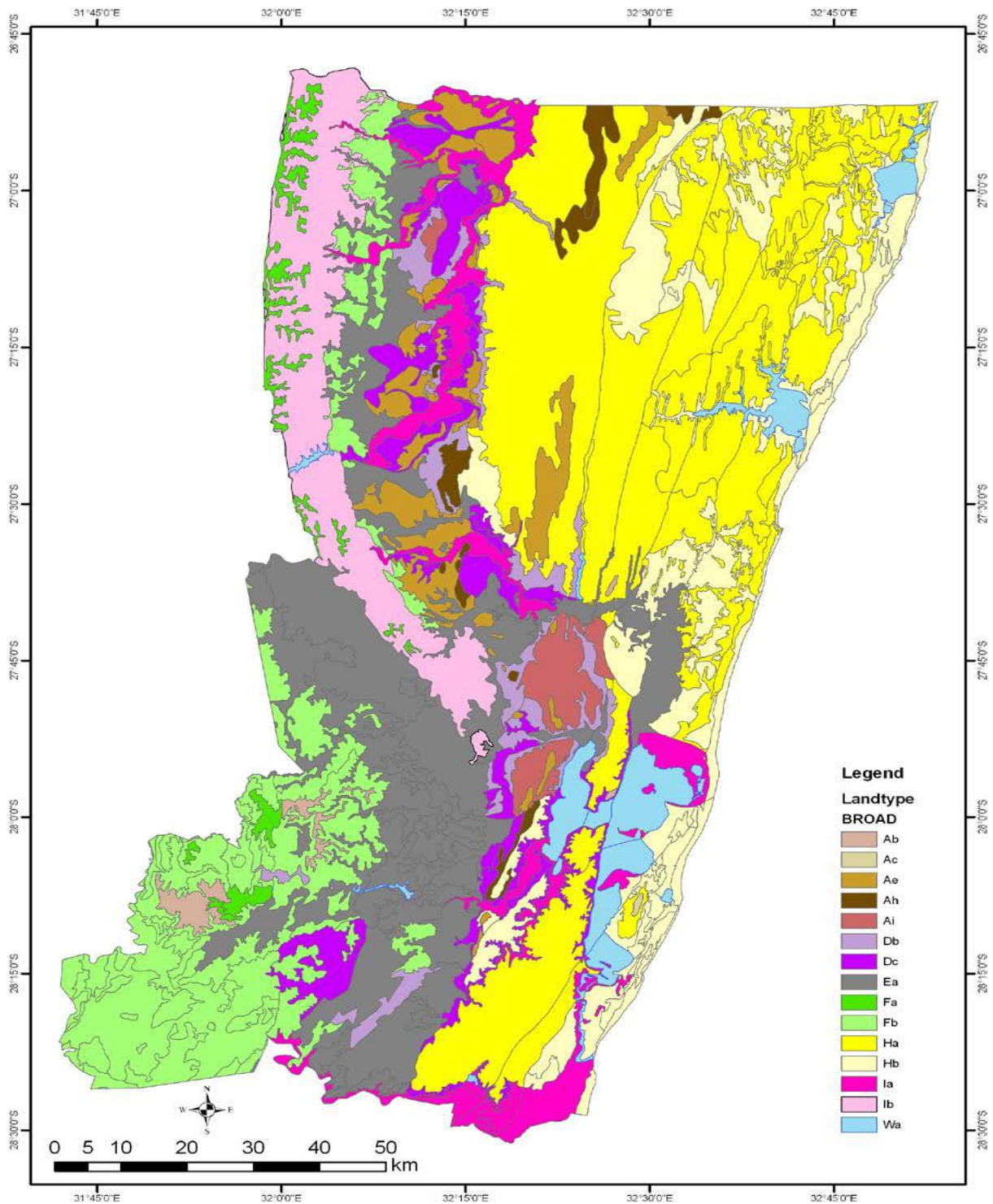
characterised by soils which comprise dark, blocky structured clays and/or red, structured subsoil horizons (Swartland, Shortlands, Bonheim Forms) that contain swelling clays.

**Broad soil pattern Fa and Fb: Lithosols; Glenrosa/Mispah**

These broad soil patterns are associated with rocky/shallow lithosols typically of the soils of the Mispah and Glenrosa forms. The "Fa" and "Fb" broad landtype occurs predominantly in the hilly areas west of the Letaba Formation volcanics where the landtype unit is underlain by diverse geology. In this southwestern region of the uMkhanyakude municipality the "Fa" and "Fb" landtypes are underlain by a variety of rock types which include the basement rocks, Natal Group sandstones and the tillites, shales and sandstones of the Karoo Supergroup. The gentle slopes of Lebombo Mountains underlain by Jozini Formation volcanics also form part of the "Fa" and "Fb" landtypes.

**Broad soil pattern Ha and Hb: Grey regic sands**

These broad soil patterns are described as deep, grey, structureless soils which are often associated with the Fernwood form. Landtypes "Ha" and "Hb" may also include the Constantia, Shepstone and Vilafontes soil forms associated with the Maputaland Group dune sands on the coastal dune cordon.



**Figure 1: Soil Land Types**

Fig1: Soil land types of the uMkhanyakude District Municipality region showing the close association of soil distribution with geology and terrain. (After Soil and Irrigation research Institute, 1986 a, b; 1988; AGIS, 2004)

### **Broad soil pattern Ia and Ib: Undifferentiated deep deposits**

The "Ia" landtype is associated with deep, alluvial deposits which is characteristic of incised river channels and floodplains of the Hluhluwe, Mfolozi, Mkuze, Nyalazi, Ngwavuma, Phongola and Msunduzi Rivers. The common soil include Dundee, Oakleaf and Valsrivier Forms. These soils are typical of stable floodplain areas where soil formation has occurred in alluvial deposits of different ages. The steep slopes of the Lebombo Mountains are characterised by the "Ic" landtype which comprises 60-80% rock, mainly rhyolite, with limited shallow soils.

### **GEOHYDROLOGY**

The groundwater of uMkhanyakude District Municipality region is closely linked to the diverse rock types described in section 2.1.1. The municipality falls within the "Usuthu to Mhlatuze" Water Management Area 6. The aquifer potential of different rock types is related to the primary porosity of the rocks or secondary porosity associated with brittle fracturing or weathering. Regional groundwater assessments of the region have been conducted at different scales.

The KwaZulu-Natal Geohydrological Mapping Project (EMATEK-CSIR, 1995; Groundwater Development Services, 1995) conducted by consultants on behalf of Department Water Affairs and Forestry (DWAFF), provided a hydrogeological classification of the uMkhanyakude region. Other DWAFF publications show the regional context of the lithologically based aquifer assessment. The location of the municipal area straddling the Lebombo mountains and the coastal plain makes the combination of potential groundwater aquifers contexts in this area unique in KZN (Vegter, 1995). Groundwater utilisation in the area ranges from extraction of seasonal groundwater from shallow, hand dug wells to drilling of boreholes for family or communal use and development of groundwater well-fields for agricultural projects.

Maud (1998) summarised the aquifers in the eastern part of the municipal region during a Maputaland groundwater resource conference held in St Lucia in March 1998. The lithologically controlled aquifers are related to the primary porosity of the underlying sedimentary deposits. The deeper confined aquifer is associated with the weathered, decalcified and locally karst weathered Uloa/Umkwelane Formation deposits which underlie the surficial Pleistocene dune deposits. The shallow unconfined aquifer is associated with the permeable, porous KwaMbonambi Formation dune sands and seasonally is "perched" above the slightly more clay enriched Kosi Bay Formation. Some lateral groundwater seepage along this unconformity results in ponding of water within interdune depressions and watercourses such as the Sihadla (Kosi system), Lake Sibaya drainages and around pans.

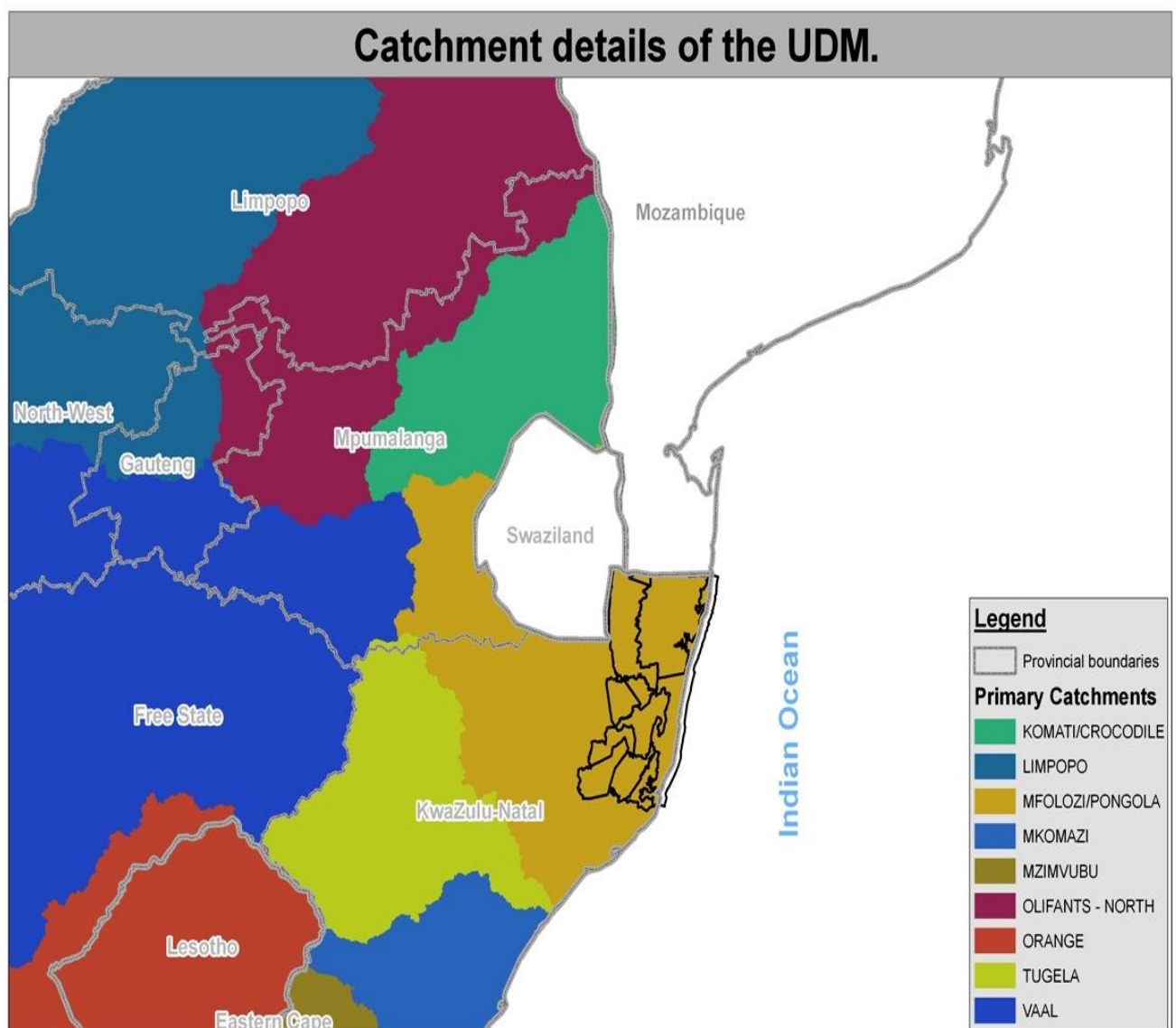
The eastern coastal region of the UKDM is predominantly underlain by the Maputaland Group dunes where the principal groundwater occurrence as an "Intergranular Aquifer" with moderate to good borehole yields of  $>0.5 - >3$  l/s generally expected (Consulting Groundwater Services, 1995). According to Vegter (1995 a, b, c) borehole yields of these various semi-and unconsolidated coastal deposits are highly variable depending on grain size and thickness and are associated with a drilling depths ranging between 20-50 m below ground level (Vegter, 1995b). In this the coastal region the probability of drilling a successful borehole is  $>60\%$  with a 50% probability of a successful borehole yielding  $>2$  l/s (Vegter, 1995a). The groundwater associated Maputaland group is commonly of hydrochemical class "Type D" where the groundwater is cation-dominated by  $\text{Na}^+$  and/or  $\text{K}^+$  and anion-dominated by  $\text{Cl}^-$  and/or  $\text{SO}_4$  (Vegter, 1995b).

## CATCHMENT CHARACTERISTICS

The UDM falls within the Mfolozi/Pongola (W) Primary Catchment, which is a catchment shared with Swaziland and Mozambique. The UDM area includes a wide diversity of aquatic and wetland habitat units, and includes various aquatic Eco regions. The diversity of aquatic and wetland habitat units supports a great diversity of faunal and floral species. This is due to the area incorporating both subtropical and temperate features, which are governed by the warmer Mozambique and Agulhas Ocean Currents, which converge with the northern influence of the relatively cooler Benguela Ocean Current.

This, together with the dramatic changes in topographical features – from high-lying mountainous areas in the west, to flat areas in the east – makes the area rather unique, with an aesthetic appeal that makes it a sought after tourist destination. Incorporating a diversity of aquatic ecoregions also adds to the abundance of biodiversity.

**Figure 2: Catchment details of the UDM and surrounding region**



This area falls within the Usutu-Mhlatuze Water Management Area (WMA). Mhlatuze Water has provided a supportive management role to the Department of Water Affairs since 1980 for this catchment area, through the establishment of the Usutu-Mhlatuze Catchment Management Agency

(CMA) (Mosai, 2004). The core area of active management for the Usutu-Mhlatuze CMA is, however, the Richard's Bay/Port Shepstone area as one of its mandates is to provide regional effluent disposal and discharge management to these highly-populated and industrialised areas (Mosai, 2004). The more rural northern areas of the catchment area are therefore of lesser concern and, as such, are not the primary focus of the CMA.

### **Aquatic Eco regions of the UDM.**

The Natal Coastal Plain Eco region incorporates the eastern coastal areas, including the flatter topographical areas (Maputaland Plains) of the Umhlabuyalingana Municipal area. The Jozini Municipal area incorporates the Lebombo Uplands ecoregion in the northern to central areas, transitioning into the Lowveld Eco region in its southern areas. The lower-lying areas of The Big 5 False Bay and Hlabisa Municipal areas incorporate the Lowveld Eco region, with the higher-lying areas being incorporated within the North Eastern Uplands Eco region. The area of Mtubatuba Municipality is mostly incorporated within the Natal Coastal Plain Eco region, with some transitioning into the Lowveld Eco region as well.

The major watercourses include the Pongola River, which drains the north-western area northwards toward the Great Usutu River, to drain northwards into the Maputo River and ultimately, the Indian Ocean just south of Maputo. The central areas are drained mostly by the Msunduzi River (from the central south) and Mkuze River (from the central west), which then runs in a southerly direction toward Lake St Lucia. The southern areas are drained in a west-east direction, mostly by the Hluhluwe and Nyalazi Rivers, and, further south, by the Mfolozi River. The central and southern areas form feeder systems to the Isimangaliso Wetland Park (formerly the St Lucia Wetland Park), which has Natural World Heritage status, with wetland areas within the park declared habitat units of ecological importance through the Ramsar Convention. Further major conservation areas are incorporated into the UDM, namely the Hluhluwe-Mfolozi Game Reserve, Mkuze Game Reserve, Ndumo Game Reserve, Tembe Elephant Park and various smaller formal conservation areas.





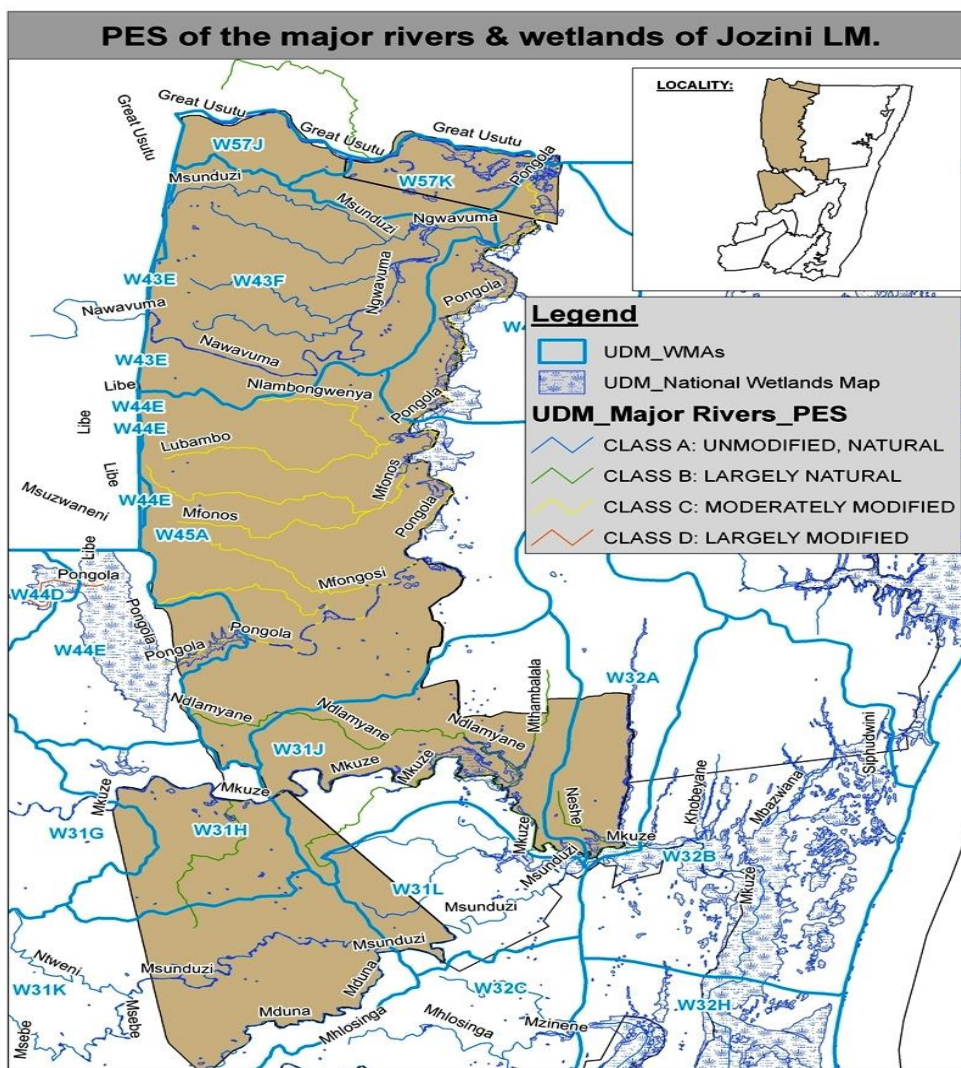
## Major watercourses and wetlands: Per local municipalities.

### Jozini municipality:

The Jozini Municipal area is bordered by the Lebombo/Ubombo Mountain Range along its western boundary. Many smaller, non-perennial rivers and their tributaries have their source within the higher-lying mountainous areas and drain in an easterly direction toward the Pongola River. Some larger rivers, such as the Nawavuma River and the Pongola River itself, cut through gorges, having originated further to the east and, together with the Great Usutu River, are considered the only perennial systems within the central to northern area.

The Pongolapoort Dam is established along the Pongola River as it flows through the Pongolapoort Gorge within this area (Jozini town). All of these rivers drain into the Pongola River (the eastern boundary of the municipal area), which drains northwards toward the Great Usutu River into Mozambique.

**Figure 4: PES of the major rivers & wetlands of Jozini LM**



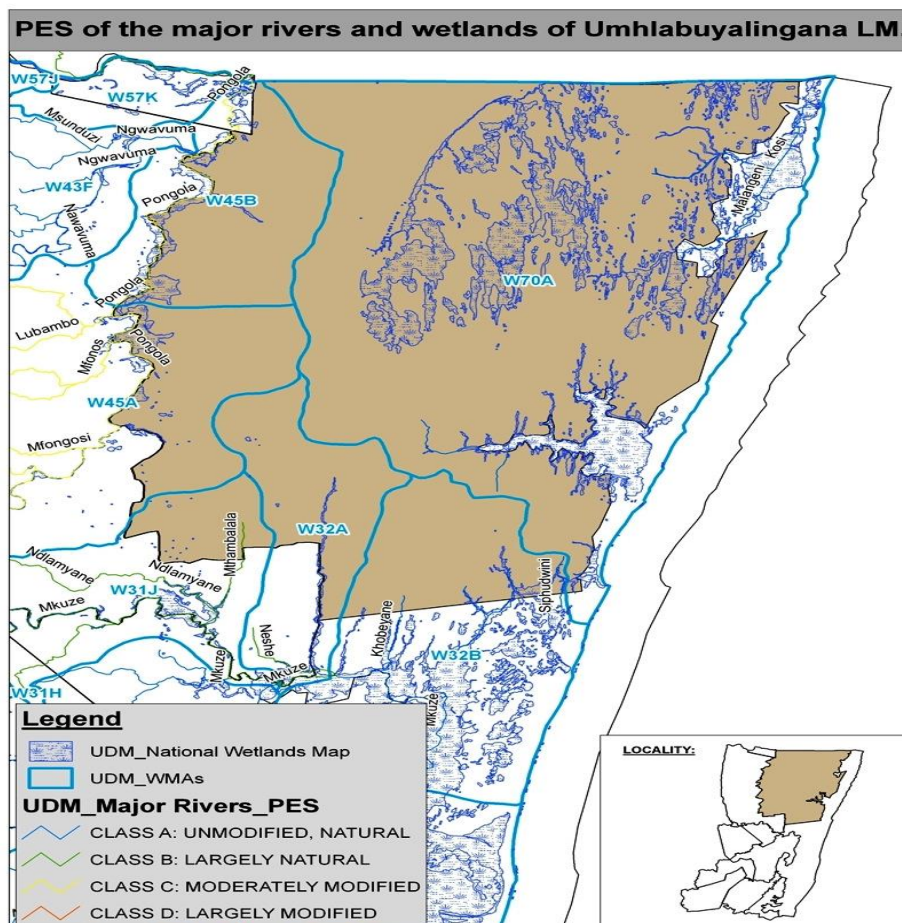
The southern areas of Jozini Municipality are drained by the perennial systems of the Mkuze and Msunduzi Rivers, which originate to the west of the UDM and flows into Lake St Lucia, draining southwards toward the Indian Ocean. The Jozini Municipal area incorporates steep-sloped areas of the mountain range and is therefore rich in riverine habitat with relatively steep gradients, typified by many non-perennial systems. This area therefore supports relatively fewer floodplain wetland types until the watercourses reach the eastern side of the mountain range, where the topography flattens rather substantially (to approximately 1:3000 (DWA, 2001)) and develop into lowland undulating watercourses toward the eastern areas. This slows down the water velocities and allows for the deposition of sediments and the formation of floodplains and off-channel pan-type wetlands. This is a characteristic feature of the Pongola and Mkuze Rivers within this area.

### Umhlabuyalingana Municipality:

The Umhlabuyalingana Municipal area incorporates the low-lying eastern area (the Maputland Plain) that has a generally flat topography. This flattened, low-lying topography does not induce channel formation and therefore there is a general lack of major watercourses draining the area.

The result of which is the formation of large expanses of wetland areas. The eastern (coastal) areas are drained by smaller rivers, with the Swamanzi River being considered the only perennial system within the municipal area. This municipal area is the most rural of the UDM.

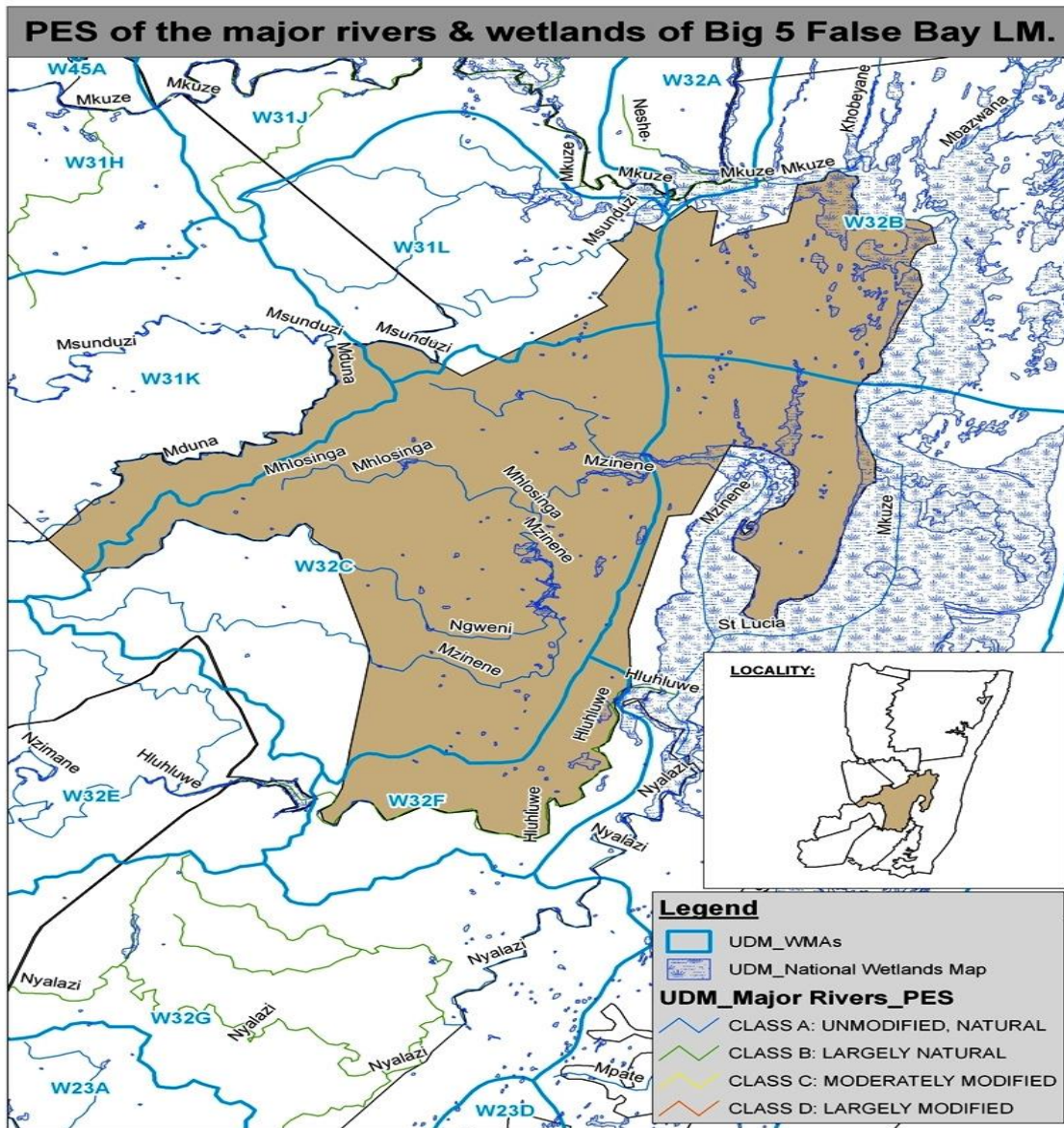
**Figure 5: PES of the major rivers systems and the major wetlands of Umhlabuyalingana LM**



**The Big 5 False Bay Municipality:**

The Big 5 False Bay Municipal area has a relatively flatter topography. All of the major watercourses are regarded as being non-perennial, with the area being drained by the Mzinene River, which flows into Lake St Lucia to eventually drain into the Indian Ocean. The Hluhluwe River (a perennial system) forms the northern boundary of the municipal area, and drains eastward toward Lake St Lucia. This municipal area is also rich in wetland habitat units, including floodplain and pan-type wetland habitat units.

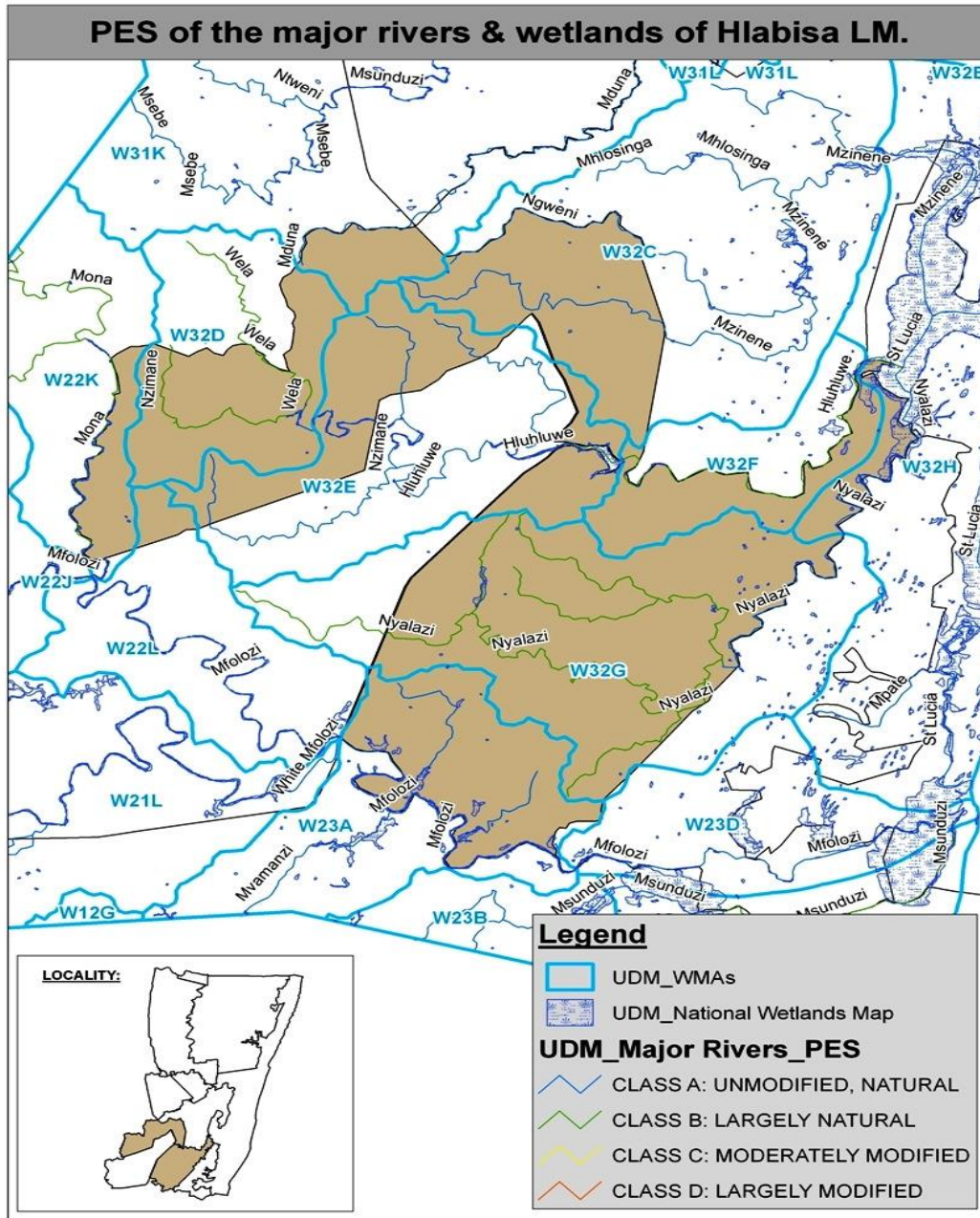
**Figure 6: PES of the major rivers systems and wetlands of Big 5 False Bay LM**



**Hlabisa Municipality:**

The Hlabisa Municipality also has a relatively flatter topography and many of the river systems included within this area are regarded as being perennial. These include the Mfolozi River (forming the southern boundary of the municipal area) and the Nyalazi River (draining the central area), which also forms the eastern boundary of the area. The Nyalazi River drains northwards toward Lake St Lucia.

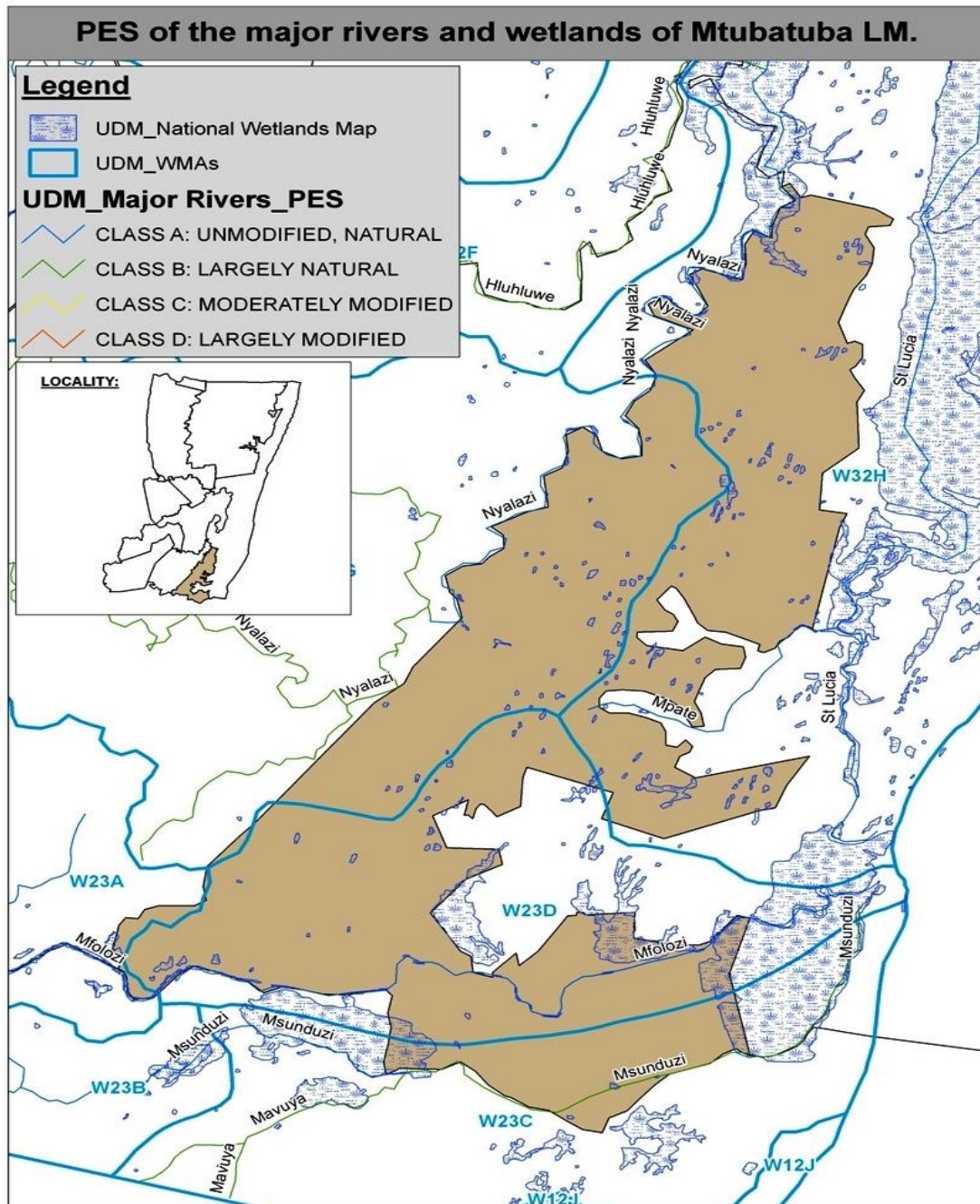
**Figure 7: PES of the major rivers systems and wetlands of Hlabisa LM**



### Mtubatuba Municipality:

The Mtubatuba Municipality area is drained by the Mfolozi and Msunduzi Rivers in the south (both perennial systems). The western boundary is the Nyalazi River, draining northwards, and the eastern boundary is the Isimangaliso Wetland Park. This area is also rich in floodplain wetland areas.

Figure 8: PES of the major rivers systems and major wetland of Mtubatuba LM



## **FACTORS DRIVING THE ECOLOGICAL INTEGRITY OF RIVERS AND WETLANDS**

### **Socio-economic factors & associated pressures on aquatic resources**

The priority of the UDM seems to lie in poverty alleviation, service delivery (provision of piped water, sanitation and refuse management), and provision of electricity, job creation, basic education and housing. The integration of environmental conservation and management therefore remains a challenge for the region to be integrated into sustainable development – especially within an impoverished region. Dependence on the natural resources, especially within rural areas of higher population densities, creates serious conservational concerns.

The implementation of plans pertaining to the environmental management sector is still a major challenge to most of the municipalities because of the budget constraints (UDM IDP, 2011). It is reported that as little as only 10% of the rural households within Jozini municipality have any income (Marais, 2001). It has also been reported that as much as 18% of the population within the more rural municipal areas of Hlabisa depend upon the surface water resources as their only source of water (Hlabisa - IDP Review 2008). As much as 45% of the household within the Umhlabuyalingana Municipal area reportedly have no income (Umhlabuyalingana Local Municipal IDP 2011/12) and 11% of households within the Big 5 False Bay Municipality also report zero income, with a 49% unemployment rate (The Big 5 False Bay Local Municipality IDP 2011/12).

The natural resources most profoundly impacted are surface waters (for consumption, basic domestic use (washing, bathing, etc.), irrigation of subsistence crops, watering of subsistence livestock herds, etc.). Further to this, watercourses are also utilised for waste disposal (solid waste, urban and domestic refuse) as well as water-borne waste disposal (sewerage and industrial effluents). As the rural areas are transformed to a more urban setting, these impacts are exacerbated by the increase in population densities surrounding the water resources.

Basic service delivery is very often inadequately provided (which is the case for most of the more populated areas within the UDM) and therefore dependency on the water resources grows together with the impacts associated with high population densities. This is mostly through sewerage contamination of the watercourses. Coupled to the direct dependency on the surface waters as a resource, the catchment areas also suffer impacts through vegetation clearing for subsistence agriculture, grazing of livestock and clearing of areas to make provision of housing.

These are impacts within the catchment areas that also have profound impacts on the surface waters as a resource as well as the ecological integrity of the surface waters as a habitat unit. The locality of the watercourses within the topographical profiles (the bottom of valleys, etc.) usually means that the watercourses receive the runoff from the entire catchment. The overall ecological health of an aquatic or wetland system can therefore be a reflection of the overall health of the catchment area.

Each of the municipal areas including within the UDM incorporate nodes of high human population densities. Formal towns are most often closely associated with satellite informal and semi-formal settlements, which have negative impacts on the overall ecological integrity of the aquatic and wetland habitat units.

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. This could lead to flooding of stormwater management systems, overflowing of sewerage disposal systems and flooding of waste disposal systems. Flooding and overtopping of these mechanisms will lead to dangerous effluents and leachates entering the aquatic and wetland habitats through stormwater runoff.

#### **AGRICULTURE & AFFORESTATION**

##### **Jozini Municipality:**

Historically, the greatest density of local inhabitants to the region surrounded the floodplain areas of the major rivers (Heeg & Breen, 1982). People have depended on the resources of the floodplains,

which has been an important source of fish (main protein source) and building materials (reeds and thatching) as well as a source of water.

The purpose of the development of Pongolapoort (Jozini) Dam on the Pongola River (constructed between 1963 and 1973) was to develop formal largescale agriculture and provide a reliable source of irrigation water to the fertile alluvial soils of the areas immediately downstream of the dam (Pongola Floodplains) and the areas flanking the Pongola Floodplains, namely the Makatini Flats (WRC, 2009 and Heeg & Breen, 1982).

Of the estimated 40 000 to 50 000 ha of irrigated fertile lands that the dam was able to support, only some 3 000 ha was ever developed into viable sugar fields (WRC, 2009). The development of the Pongolapoort Dam has impacted on the natural hydrological cycling of the river system and, initially, decreased the seasonal floodwaters that were vital to maintenance of ecological functionality in terms of governing vegetation structures, alluvial deposition (the dam traps up to 95% of fertile sediments) and fish migrations.

Studies undertaken by Heeg & Breen (1982) were the first published data that explored the viability (and necessity) of managing dam releases to coincide with the natural hydrological regime of the river system. After this, flood conditions are either seasonally or sporadically simulated (after consultation with stakeholders) for ecosystem maintenance, and, therefore, maintenance of the ecosystem services to the people dependent on the resources provided by the floodplains (WRC, 2009). Base-flow of release of the dam is maintained at 5m<sup>3</sup>/s, with simulated flood conditions increasing this up to 850m<sup>3</sup>/s, which is maintained for 3 to 4 days (DWA, 2007).

The dominant formal crop in the region is sugarcane. Formal agriculture has had an impact on the local watercourses. Sugarcane farming practices tend to encroach to within the riparian areas of rivers, which have a negative impact, and the high volumes of irrigation water required means that the watercourses receive a substantial amount of agricultural runoff. Contaminants would include agrochemicals (pesticides and fertilisers) and silts. and sugar cane productions dominant, with soil loss and some nutrient and biocide contamination possible.

Waste and bi-products from the milling of cane are potentially and historically sources of significant organic pollution (Mosai, 2004). Afforestation within the catchment area is regarded as one of the largest "users" of the water resource, removing a large proportion of the water resource from the aquatic environments. Afforestation usually occurs within the higher-lying areas of the catchments where the sources of many of the streams occur from hillslope seepage wetlands within the mountains. Afforestation is also the introduction of exotic, and very often highly invasive, species to an area. If not adequately managed, these species quickly spread along the watercourses.

Agriculture, afforestation, overgrazing, unstructured urban sprawl (including informal settlements) have all contributed to degradation of the catchment areas. It is reported that degraded areas account for 16% of the Jozini Local Municipality area (Marais, 2011). Looking at river catchment areas, 3% of the catchment of the Great Usutu River, 19% of the catchment of the Pongola River, and 15% of the catchment of the Mkuze River is regarded as degraded. This is mostly due to severe erosion or high-density exotic vegetation inundation.

#### **Umhlabuyalingana Municipality:**

The Umhlabuyalingana Municipality is bordered by the Pongola River in the west and therefore incorporates the Pongola Floodplains and Makatini Flats – both areas of formal, irrigated croplands. Only sporadic subsistence agriculture takes place within the central and eastern areas. This is partly due to the general lack of watercourses, and therefore permanent water for irrigation of crops, and partly due to the area being poorly drained.

Large expanses of flooded areas occur seasonally that would merely drown out croplands (Umhlabuyalingana IDP, 2011/12). The result of this area being largely unsuitable for agriculture is that the greater area has remained in a near natural ecological state.

**Hlabisa Municipality:**

The Hlabisa Municipality is not regarded as an area with a high agricultural potential, with only 20% of the area being thought to be arable. The majority of this area is degraded through extensive settlement and other land uses (Addo, 2010). Commercial and formal agriculture has therefore had little impact on the area and therefore is an insignificant driver of aquatic and wetland ecosystem health.

**The Big 5 False Bay Municipality:**

The Big 5 False Bay Municipal area is not conducive to supporting large-scale agriculture. Subsistence sporadic agriculture does occur. Commercial and formal agriculture has therefore had little impact on the area and therefore is an insignificant driver of aquatic and wetland ecosystem health.

**Mtubatuba Municipality:**

The Mtubatuba Municipality is regarded as the least rural municipal area of the UDM. Expansion of the Isimangaliso Wetland Park has meant that competition of land resources has grown within the municipal area – especially within the southern areas. The local municipality has therefore “firmed up” its urban edge development strategy as a way of protecting the commercial agriculture and forestry.

This municipal area also incorporates the highest density of developing residential estates with a generally more affluent residential population. Formal agriculture occurs along the riparian areas of the Mfolozi River as well as within the Mfolozi Flats, which would impact the aquatic ecological integrity of the river.

**ECOLOGICAL STATUS OF THE MAJOR RIVERS**

The Department of Water Affairs is regarded as the custodians of the surface water resources throughout South Africa and is therefore mandated to monitor overall ecosystem health on a regular basis as part of a surface water management strategy. The National River Health Programme (NRHP), which forms part of the National Aquatic Ecosystem Health Monitoring Programme (NAEHMP), has fixed monitoring points strategically located along major watercourses that are surveyed routinely for both habitat and overall ecological integrity and functionality.

Monitoring, however, within the UDM is seemingly lacking as only relatively few monitoring points are routinely surveyed. This is partly due to inaccessibility and rurality of many of the watercourses, lack of personnel and resources to undertake regular monitoring or to expand on the monitoring schemes to incorporate more sites. There are 11 RHP monitoring sites within or associated with the UDM. These occur along the Usuthu River, Pongola River, Ngwavuma River, three along the Mkuze River, Mzinene River, Hluhluwe River and 2 along the Mfolozi River. Indeed, it is reported that not enough data are available to produce either a technical report or a State of Rivers report on the ecological state of the rivers in the Usutu to Mhlatuze WMA (DWA, 2007).

This would include the rivers within the UDM. The recently-released Atlas of National Freshwater Ecosystem Priority Areas (Nel, et al., 2011) indicates that the UDM incorporates many areas relevant to freshwater ecosystem conservation and conservation priorities. These aspects include wetland clusters, refuge or critically endangered and endangered, as well as otherwise threatened, fish species within the Mkuze River, Pongola River and the freshwater coastal lakes.

The UDM also incorporates “open rivers”, which are river reaches that have no substantial barriers along their course that would present as a barrier to migratory freedom of aquatic biota. These include the Mkuze River and tributaries and the Black Mfolozi and tributaries. This area is therefore highly relevant to overall aquatic ecological conservation on a national scale. Indeed, the establishment of the three lakes associated with the St Lucia estuary as Ramsar sites, together with the whole of the Isimangaliso Wetland Park being designated as a natural World Heritage Site, makes the conservation of the surface water resources and the biodiversity which it supports, relevant on a global scale.



The coastal freshwater lakes and river system falling within the UDM are reported to support 55 freshwater fish species, including six South African and five KwaZulu-Natal endemic fish species. Sixteen species are listed in the South African Red Data Books (Isimangaliso Wetland Park IMP, 2011).

Decommissioned mines within the Water Management Area pose a perpetual risk to water quality within the region in terms of increased acidity and increased sulphates. This is a feature of the upper catchments of the major rivers feeding into the UDM, which is then aggravated by afforestation within the upper catchments of many of the major rivers. This can be seen in the Class D PES of the upper Pongola River. Afforestation utilises substantial volumes of water and therefore reduces stream flow. This reduces the dilution capacity of contaminants within the rivers.

This also reduces the stability of the system in terms of pH, tds, temperature and oxygen concentrations (DWA, 2002). The DWA embarked on a drive approximately 20 years ago to have all decommissioned mines properly rehabilitated in order to protect the surface water resources (DWA, 2002) before closure is granted by the department.

The Hlabisa municipality is regarded as a major source of fresh water in the region. In recent years, declining quantity of fresh water is observed in the rivers and streams of the municipality as is the case generally in the country. Catchment management objectives and agencies are inactive in the municipality. Given that South Africa is water stressed country, the water resources (including riparian zones, river banks, vegetation conservation etc) within the municipality has to be effectively managed. Studies show that the water demand within the Umfolozi catchment within which the Hlabisa Municipality falls by far exceeds the available supply.

Substantial reaches and catchments of many of the major rivers are incorporated within formally protected areas and therefore have a high conservation status. This has largely allowed for the major rivers to have retained overall ecological integrity and functionality. A major ecological driving force of the larger rivers is erosion within the catchment areas – especially within the catchments that support tribal lands utilised for livestock grazing and subsistence agriculture.

Soil erosion within these areas is of major significance to the watercourses within the region, leading to sedimentation and sub sequential smothering of aquatic habitat. Overburdened rivers deposit these silts and sediments within the estuaries and coastal lagoons, which impacts the estuarine ecological integrity by unnatural closure of the estuarine mouth into the ocean. This inhibits interaction of the rivers within the oceans, which impacts on biodiversity at the regional scale because of the lack of migrational movement of aquatic biota.

Upper Mfolozi River catchment suffers from faecal and nutrient (Vryheid and nearby informal settlement areas) and the Black Mfolozi suffers elevated sulphate levels due to mining activities within the catchment areas (Mosai, 2004), but these seem to not pose a risk to the Mfolozi River within the UDM. The lower Mfolozi River is reportedly highly impacted through sugarcane farming that has largely transformed riparian zones and coastal swamplands. The PES of the lower Mfolozi River should then also rather reflect a Class C PES rather (DWA, 2002). Water quality assessments (DWA, 2012) indicate that the Mfolozi River has a general increased sulphate, phosphate and chloride content between the periods of 2006 to 2008.



These water constituents are indicative of impacts emanating from the mining, agricultural and urban sectors. The Pongola River has largely retained good water quality (upper catchment area is predominantly formal agriculture) (Mosai, 2004). It enters into the UDM area at the Pongolapoort Dam as a Class D PES and exits the dam as a Class C PES. This is principally associated with the severe modification and degradation of the riparian zones in the lower section of the river with sugar cane largely replacing natural riparian vegetation, and the river canalised by associated agricultural activities (DWA, 2002).

Habitat transformation associated with the dam construction and the modified hydrological features are also thought to be the main rationale behind the lowered PES ratings within this area. Gross pollution is reported from the upper Mkuze River due to coal mining within the Vryheid area, but this also seems to not have had an impact on the Mkuze River as it enters the UDM. Water quality assessments, however, have shown a general increasing trend of sulphate, phosphate and chloride content between the periods of 2006 to 2008. These water constituents are indicative of impacts emanating from the mining, agricultural and urban sectors (DWA, 2012).

The foothills of the Lebombo Mountains area are intensively irrigated and there are reported salinity issues. Agricultural runoff incorporating silt and agro-chemicals, modification of the riparian habitat and poor erosion management are thought to be the major driving forces behind the relatively poor PES (general Class C PES of the rivers within the WMA W45A) of this area. The remainder of these plains are generally poorly drained with expansive wetland areas. It is mainly utilised for subsistence agriculture, but the populations within these areas are generally low and therefore there are no significant impacts posed on the overall ecological integrity of the river systems.

The Present Ecological Status Categories show that a high proportion of the rivers within the UDM are regarded as largely natural (PES classes A & B) and hence in good condition (Table 1). Of concern are the 6% (in the upper catchment of the Pongola and the upper reaches of the Pongolapoort Dam) which are classified as 'largely modified,' class D. The intensive agriculture (irrigated) regions associated with the lower portions of the Mhlatuze River, and below Pongolapoort Dam, The lower quaternary catchments of the Mfolozi should also probably have been classified as 'largely modified' in the Desktop Reserve study based on this impact.

#### **Major river systems within the UDM (*adapted from SANBI, 2009*):**

<b>Municipality</b>	<b>WMA</b>	<b>Major rivers</b>	<b>PES</b>	<b>River type</b>
uMhlabuyalingana	<b>W70A</b>	<b>Swamanzi River</b>	A	<b>Perennial</b>
	<b>W32B</b>	<b>Malangeni</b>	A	<b>Perennial</b>
	<b>W32B</b>	<b>Siphudwini River</b>	A	<b>Non perennial</b>
	<b>W32B</b>	Khobeyane RIVER	A	<b>Non perennial</b>
	W32J	Mathabalala	B	Non perennial
Jozini	W57J & W57K	Great Usutu River	B	Perennial
	W43F	Msunduzi River (Northern)	A	Non perennial
	W43F	Ngwavuma River	A	Perennial
	W45B & W45A	Pongola River	C	Perennial
	W43F	Nawavuma RIVER	A	Perennial
	W45A	Nlambongwenya	C	Non-Perennial
	W45A	Lubambo River	C	Non-Perennial
	W45A	Mfonos River	C	Non-Perennial
	W45A	Mfongosi River	C	Non-Perennial
	W45A & W31J	Ndlamyane River	B	Non perennial
	W31H & W32J	Mkuze River	B	Non perennial
	W31K	Msunduzi River (central)	A	Perennial
The Big 5 False Bay	W31K	Mduna River	A	Non perennial

	W32C	Mhlosinga River	A	Non perennial
	W32C	Mzinene River	A	Non perennial
	W32C	Ngweni River	A	Non perennial
Hlabisa	W32C	Mzinene River	A	Non perennial
	W32D	Wela River	B	Perennial
	W32E	Nzimane River	B	Perennial
	W23A	Mfolozi River	A	Perennial
	W32G	Nyalazi River		
Mtubatuba	W23A & W23D	Mfolozi River	A	Perennial
	W23C	Msunduzi River (south)	B	Perennial
	W32H	St Lucia River	A	Perennial

Many of the major rivers have large reaches that are incorporated within formally conserved and protected areas. The generally good PES that has been retained by the majority of the river systems is therefore likely to be maintained.

### **The status of Environmental Planning and Management Tool**

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 (SDFs).

The development of the Environmental Management Framework (EMF) is at the advance stage and should be complete by the end of June 2013. Such a tool would allow the District and its family of municipalities to become pro-active as to aligning environmental management with any future developments. Complementing the EMF; SDF is reviewed annually in line with the IDP process plan.

The development of these environmental and planning tools is a clear indication that the UMkhanyakude District Municipality is concerned with the utilization and protection of its natural resources. Through these tools; all project planning and implementation in the District would comply with the Environmental Management Act of 1998. Environmental Scoping Reports and Environmental Impact Assessments would be undertaken where required and approval conditions adhered to.

The in-depth status of Environmental planning and Management tools in the District is as follows:

MUNICIPALITIES	AVAILABLE TOOLS & STATUS	TOOLS BEING DEVELOPED	OTHER REQUIRED TOOLS (MOTIVATE)
<b>UMkhanyakude DM</b>	<p>Integrated Waste Management Plan – The 1<sup>st</sup> generation IWMP developed in 2004. Never implemented. DAEA provided the District with funding amount (R200 000) to review its IWMP. That has not happened. A partnership with (DBSA) was formed to increase the scope. DBSA were to top-up with R800 000. However the deal fell through when DBSA failed to come up with the top-up fund. The plan would be reviewed in the current financial year.</p> <p>Disaster Management Plan: The plan has been developed and is awaiting Council adoption.</p> <p>Spatial Development Framework – Through its Development Planning Shared Service Unit; the uMkhanyakude District municipality has reviewed its Spatial Development Framework (SDF). The SDF reflects the new 2030 vision for the municipality and it articulates six (6) new development corridors.</p> <p>Disaster Management Plan</p>	<p>Environmental Management Framework: The EMF is currently being developed by NEMAI Consulting on behalf of the District Municipality. This after the DEA provided financial assistance for the development of such a plan. The process of developing the District's EMF is currently running smooth and within its predetermined timeframes. A Status quo report has been presented in the Project Steering Committee meeting for comments.</p> <p>Information gathering and specialist studies have been undertaken during this reporting period, ensuring that meaningful progress has been made and that the project proceeds on schedule.</p>	<p>Air Quality Management Plan (AQMP) – Given the nature and expected developments throughout the uMkhanyakude District; it is imperative that it develop Air quality Management Plan (AQMP). Currently there is a coal mine at mtubatuba municipality; and there is also uncontrolled burning of sugar cane fields during harvest periods. All these require management and monitoring through the AQMP. There is a proposal to establish a biomass/bio-fuel Power Plant; and that requires emission licence. It is therefore the function of the District municipality in terms of the Air Quality Management Act to address such issues.</p>
<b>uMhlabuyalingana LM (KZ271)</b>	<p>Currently there are no functional environmental planning and management tools in the municipality. There is however an outdated IWMP which is due for review given that it had been adopted prior to the enactment of the Waste Act, therefore a 1<sup>st</sup> generation IWMP. An advert calling for proposals to review the IWMP had been issued by the municipality. There has been no further development in that regard. The municipality has reviewed its Spatial Development Framework through the assistance of the Development Planning Shared Service. The SDF has been adopted as part of the IDP, and would be reviewed accordingly based on the comments by the</p>	<p><b>Wall-to-Wall Schemes:</b> KZ271 is currently developing its wall to wall scheme. It's a two-fold project (Wall to wall and 2 schemes for the development nodes .e.i. Mbazwana and Manguzi). While there are challenges; the project is running as per schedule. Workshop session has been conducted through the Special Council meeting. The next step would be a workshop with Amakhosi, especially Tembe T.C. The schemes should be finalized in December 2012</p>	<p>Integrated Waste Management Plan (IWMP) __ UMhlabuyalingana is the only municipality within the uMkhanyakude District that has a registered landfill site. However the municipality has failed to report since it had been issued with a waste licence. The current IWMP is outdated and due for a review. Such a review would allow for proper waste management</p>

MUNICIPALITIES	AVAILABLE TOOLS & STATUS	TOOLS BEING DEVELOPED	OTHER REQUIRED TOOLS (MOTIVATE)
	MEC on the IDP.		<p>within the municipality, thus ensuring the municipality proper utilises the registered landfill site.</p> <p>It is indicated in the 2013/2014 IDP that the municipality intends developing a strategy to facilitate the provision of waste services; and also the development of landfill sites 9which include the upgrading and fencing of the sites) (IDP 2013/2014, p.60)</p>
<b>Jozini LM (KZ272)</b>	<p><b>Integrated Waste Management Plan (IWMP)</b>- the Integrated Waste Management Plan has been developed by the SIVEST Consultants on behalf of the municipality. However it has not been approved, adopted by the Council.</p> <p>The delay to the Council adoption of the IWMP was due to the misunderstanding as to the approval of the plan by the provincial MEC before the adoption by the council.</p> <p>However there has been clarity in that regard. The provincial department would only comment on the plan and then the municipality should adopt. As such Jozini LM was given a green-light to adopt IWMP in June 2012; however that is yet to happen.</p> <p><b>Spatial Development Framework (SDF)</b> – the Jozini Municipality has a functional Spatial Development Framework (SDF). The plan has been reviewed and was submitted and adopted as part of the IDP (212/2013).</p>	Currently there are no tools being developed by the municipality.	Strategic Environmental Management Plan (SEMP)___Given that the municipality has a functional SDF and it has just adopted a 3 <sup>rd</sup> generation IDP; that triggers a strategic assessment of the said plan as to their environmental impact. It is therefore imperative for the municipality to develop the SEMP through the strategic environmental assessment (SEA) process.

MUNICIPALITIES	AVAILABLE TOOLS & STATUS	TOOLS BEING DEVELOPED	OTHER REQUIRED TOOLS (MOTIVATE)
<b>The Big Five False Bay LM (KZ271)</b>	Currently there are no functional environmental planning and management tools in the municipality. The Big Five False Bay has never developed any environmental Planning Tools.	Spatial Development Framework (SDF) __ KZN-CoGTA has provided funding to develop KZ271 SDF. The process has gone pass the adjudication stage. Awaiting the appointment of the Service Provider	Integrated Waste Management Plan (IWMP) __ The municipality has never had an IWMP. Currently the municipality is struggling to deal with waste management issues due not only to capacity (human resource); but also absence of an appropriate plan. It has failed to close the only dumping site (illegal) as per the request by the Provincial department. It has also failed to identify suitable land for the establishment of a new registered/legal landfill site. While there is element of lack of financial resource; the starting point is the plan (IWMP) that would then dictate as to how much resource its implementation would require. The municipality currently does not have financial muscles to develop the IWMP.
<b>Hlabisa Municipality (KZ274)</b>	<b>Integrated Waste Management Plan (IWMP)</b> __The Hlabisa municipality prepared its IWMP in 2009 through The Zululand Centre for Sustainable Development (ZCSD) (Service provider). The IWMP is due for review given that in 2011 Hlabisa surrendered 12 wards to Mtubatuba municipality as a result of 2010 ward demarcation process. In terms of the 2012/2013 IDP; Hlabisa municipality intends reviewing its IWMP There are however flaws within the current IWMP.	Although there are no tools currently being developed at Hlabisa municipality; it terms of its IDP (2013/2014); the following planning tools would be developed/reviewed: Disaster Management Plan (to be developed) Spatial Development Framework (Annual Review) Integrated Waste Management Plan (Due	Strategic Environmental Management Plan (SEMP)__Together with the Jozini LM; Hlabisa LM has a functional SDF and it has just adopted a 3 <sup>rd</sup> generation IDP; that triggers a strategic assessment of the said plan as to their environmental impact. It is therefore imperative for

MUNICIPALITIES	AVAILABLE TOOLS & STATUS	TOOLS BEING DEVELOPED	OTHER REQUIRED TOOLS (MOTIVATE)
	<p>While it was developed after the enactment of the NEMA: Waste Act, 2008; there is no reflection of such Act in the IWMP document.</p> <p><b>Spatial Development Framework (SDF)</b>__The Hlabisa Municipality has a functional Spatial Development Framework (SDF). The plan has been reviewed and was submitted and adopted as part of the IDP (212/2013).</p>	<p>for review)</p>	<p>the municipality to develop the SEMP through the strategic environmental assessment (SEA) process</p>
<p><b>Mtubatuba Municipality (KZ275)</b></p>	<p><b>Integrated Waste Management Plan (IWMP)</b>__The Draft IWMP was prepared in 2010. Before it could be taken further; the municipality inherited 12 wards from Hlabisa Municipality. The initial IWMP had covered five wards which originally made up the Mtubatuba Municipality. As such a reviewed IWMP inclusive of the 12 new wards would be developed</p>	<p><b>Spatial Development Framework (SDF)</b>__The Mtubatuba municipality is currently reviewing its SDF. The draft document should be available by November 2012 as per the set timeframes.</p> <p><b>Strategic Environmental Assessment (SEA)</b>__ The municipality has appointed a service provider to conduct an SEA. However it has been discovered in the 1<sup>st</sup> PSC meeting that the service provider had been appointed without the Terms of References (ToRs). Following thorough debate it was decided that the process be delayed:</p> <p>SEA is not a tool, but a process upon which an SEMP (tool) is developed.</p> <p>SEA is a process of assessing the environmental impact of the SDF and also the IDP projects.</p> <p>The SEMP cannot be developed in isolation.</p> <p>As such the SEA process should at least commence after the adoption of the SDF and the 3<sup>rd</sup> generation IDP</p>	<p>Integrated Waste Management Plan (IWMP) __ the municipality needs to review its IWMP as a matter of urgency. The municipality has recently received from DEA a Notice of intention to issue a compliance notice in terms of Section 31l of the National Environmental Management Act (107 of 1998) ("NEMA") and/or a Directive in terms of Section 28(4) of NEMA and/or a Directive in terms of Section 31a of the Environment Conservation Act, 1989 (Act no 73 of 1989) (ĒCA"). This follows the failure by the municipality to close the St. Lucia Landfill site.</p> <p>The municipality has also lost out on a DEA funded project: The Mtubatuba Transfer Station and Recycling Centre due to its failure to develop the IWMP. The said project had been</p>



MUNICIPALITIES	AVAILABLE TOOLS & STATUS	TOOLS BEING DEVELOPED	OTHER REQUIRED TOOLS (MOTIVATE)
			<p>delayed pending the development of the IWMP; it is now dormant.</p> <p>Through the IWMP the municipality would be able to identify suitable land for the establishment of a single landfill site; thus ensuring that it closes the two landfills currently utilised illegally.</p> <p>Strategic Environmental Management Plan (SEMP)___The municipality is in a process of finalising its SDF. Once finalised its environmental impact needs to be strategically assessed. The municipality should then resuscitate the "SEA" process it had once started, and develop an SEMP.</p>

### **Waste Management:**

Waste management remains a major challenge at uMkhanyakude District Municipality due to poor solid waste disposal which pose a threat to human's health. There is only one landfill site with a waste licence; i.e. KwaNgwanase Landfill (KZ 271); All other landfills are operating illegally. Absence of Integrated Waste management Plans (IWMPs) is also a challenge.

There are no approved, adopted IWMPs within the uMkhanyakude District. At a District level; there is a first generation IWMP developed in 2004, and was never implemented. It therefore needs a review. At uMhlabuyalingana there is also a first generation IWMP, developed in 2007, never been implemented and requires a review. Jozini Municipality has prepared its IWMP in 2011. Such a plan is yet to be adopted by the Council. The Big Five False Bay has never developed the IWMP. Hlabisa and Mtubatuba have developed their respective IWMPs in 2011. However the adoption of such plans coincided with Ward demarcation process that resulted in the new ward boundaries for the two municipalities. Mtubatuba's IWMP was planned around its initial 5 wards. After the ward demarcation process; it inherited 12 wards from Hlabisa and ended up having 19 wards. Hlabisa lost 12 wards which were part of the IWMP. The municipality has since been left with 7 wards. Both IWMPs for these municipalities require a review.

The failure of the municipalities to develop (The Big 5 False bay), adopt (Jozini), implement (All) , and review ( The District) their respective IWMPs also made matters worse. UMkhanyakude district Municipality has failed to review its 2004 IWMP and as such the funding for the review had to be returned to the funder.

Given the financial constraint facing almost all municipalities within the uMkhanyakude District family of municipalities; it is therefore suggested that municipalities priorities the development or review of IWMPs and utilize the IWMP toolkit developed by the Department of Environmental Affairs. Such a toolkit would ensure the elimination of service providers, therefore saving money for the municipality, since it would mean that the development or the review of the IWMP would be done in-house.

### **Wastewater treatment works:**

The state of waste water treatment plants, which are the responsibility of the District municipality, is atrocious. These water treatment points form part of bulk water, therefore falls under Water Service Authority (WSA). Due to lack of capacity within Technical Department, WSA has been outsourced. As such all waste water treatment plants are managed by WSA.

There are two major wastewater treatment works within the UDM, namely at Jozini (which discharges into the Pongola River, just downstream of Pongolapoort (Jozini) Dam) and Mtubatuba at St Lucia (which discharges into the Mfolozi River). Both of these wastewater treatment works are reported as being in a poor state of repair and are in need of upgrading, with poor performance appraisals. The poor performance of wastewater treatment works and the associated release of substandard effluents have negative impacts on the ecological integrity of the receiving river systems, which, in turn, has negative impacts on the capacity of a river system to support sensitive biodiversity.

This is an impact with far-reaching consequences and should therefore be addressed as a matter of urgency due to the overall ecologically sensitive nature of the habitat units located within the UDM. A relatively smaller wastewater treatment works is located in Hluhluwe and discharges into the ownership and management of the Department of Water Affairs. No performance data could be sourced for this treatment facility.

Provision of water and sanitation has been identified as one of the major challenges facing the UDM – something that has a profoundly detrimental effect on the surface water resources within the region. Waste management is still a challenge throughout Umkhanyakude District Municipality because of poor solid waste disposal which poses a threat to human health. An 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.

## **BIODIVERSITY**

The District is closely associated with the iSimangaliso Wetland Park, the Hluhluwe Game Reserve, and the marine environments of both Sodwana Bay and Kosi Bay, all world-renowned sites.

Important Vegetation Resource Elements include:

- Grasslands
- Wetlands- tourism
- iSimangaliso wetland park
- Coastal Forests
- Coastal environment- marine protected areas and estuaries
- Game reserves- Hluhluwe-Imfolozi game reserve.

Land Use Impacts:

The biodiversity in the District being lost due to land conversion, vast amounts of land is owned privately or is under traditional authority. Climate Change, threatens the potential of the flora and fauna. Unsustainable harvesting of natural resources both in terrestrial and marine environments contribute immensely to the wide spread of alien species.

Development/Planning and Environment Planning are interrelated to each other. Improper or uncontrolled development is likely to cause adverse impacts on the environment, and environmental pollution or degradation may become a major obstacle for social and economic development.

Environmental degradation is often mentioned as the consequence of human negligence on the one hand, but on the other hand it is more often than not the intentional individual or collective actions that have put economic gains as of utmost importance.

Alien vegetation:

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. Some of the environmental challenges caused by the invasive alien plants at uMkhanyakude District include:

Impacts food security because they compete with crops

They decreases grazing capacity

Livestock poisoning: e.g. lantana

Alien plants Increases intensity of fires.

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 in environmental education and other related programmes.

Over 40 species of alien vegetation with various levels of abundance have been identifies within the district. Of these, 19 species were singled out for eradication; and of those, four species have been highlighted as priority species for immediate attention and eradication, namely *Ipomoea carnea* subsp. *fistulosa*, *Pereskia aculeata*, *Chromolaena odorata* and *Lantana camara*.

## **Organisational Structure/Human Resources:**

In terms of Human Resource/Organisational Structure; Municipalities are not yet sensitized on their Environmental mandate and responsibilities; at least not the optimal state. As such responsibilities within the municipalities are not clearly defined. They are often attached to other disciplines such as technical, engineers and health and hence receive limited attention. There is no common portfolio within the municipalities responsible for Environmental management. Even in the case of Waste

management which municipalities appear to be doing; such responsibility is spread between technical and community services departments.

There is no municipality within the District that has a section/unit dealing with Environmental Management. Such function rests with the Development Planning shared Service Unit. As part of the Unit; the DEA official is responsible for coordination and assisting not only the District; but also the local municipalities with regard to their environmental mandate. There is also a KZN-DAE's District Environmental Services and Planning that works closely with the Shared Service Unit, thereby closing the human resource vacuum in the municipality.

There is a serious lack of prioritization of environmental issues through the IDP process. While efforts have been made to ensure the articulation of environmental issues in the status quo analysis section of the IDPs; such issues are not translated into priority issues, strategies and then projects. This has a bearing as to whether a municipality would have not only a responsible unit, but also a capacitated unit in terms of human resource

### **SWOT Analysis of the District Municipality**

The SWOT (Strengths, Weaknesses, Opportunities and Threats) for the various local municipalities has been presented in Table 2 below. A common aspect throughout the local residents of the UDM is poverty and therefore many of the weaknesses and threats pertaining to surface water resources are similar for the 5 municipal areas. The conservation of the surface water resources will ultimately only be possible through formalisation of the sanitation and waste sectors throughout the region. Upliftment of the communities will also allow for a lesser dependency on natural resources, removing the impacts and drivers associated with this.

The area is a sought-after tourist destination and, together with the agricultural sector, could be developed further for job creation and a sense of ownership by the local communities. This is therefore a generalised and common concept throughout all local municipalities of the UDM.

**SWOT analysis for the local municipalities of the UDM.**

<b>MUNICIPALITY</b>	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>UMhlabuyalingana</b>	Large biodiversity that inhabits an ecosystem landscape that has retained ecological functionality; Sparsely populated by rural subsistence sector; Environmental conditions largely inhibit large-scale agriculture.	Poverty and a high dependence on natural resources; Limited survey points for regular monitoring for ecosystem health.	Ecotourism and the incorporation of the local community as custodians and beneficiaries of conservation and ecotourism; Areas that could be included within a Transfrontier Conservation Area (TFCA).	Poverty and a high dependence on natural resources leading to the decline of species and biodiversity.
<b>Jozini</b>	Aesthetically pleasing landscapes; Habitat diversity; Large wetland and other important biodiversity areas; High tourism attraction; Developed tourism features	Poor formal infrastructure; Development sprawl; Pressure on existing services due to informal and unplanned development; Impoverished communities that place great pressure on environmental resources; Large proportion of population has a lack of formal refuse disposal and sanitation. Informal dumping of refuse waste most often occurs within wetland and drainage lines (viewed as open spaces within areas).	Socio-economic importance of tourism (tiger fishing in Pongolapoort River (& Dam); Opportunity to develop the Lubombo Transfrontier Conservation Area – biodiversity conservation, formal protection of wetland and aquatic habitats; Revenue generated by ecotourism for conservation initiatives.	Over-exploitation for tourism benefits; Lack of service capacity to cater for development expansion; Highest population density within the UDM; Failing infrastructure leading to contamination of watercourses and wetlands; On-going environmental degradation impacting the ecotourism, leading to a reduction of resources available for conservation aspects.
<b>The Big 5 False Bay</b>	Aesthetically pleasing landscapes; Habitat diversity; Large wetland and other important biodiversity areas; High tourism attraction; Developed tourism features	Poor formal infrastructure; Development sprawl; Pressure on existing services due to informal and unplanned development; Impoverished communities that place great pressure on environmental resources; Large proportion of population has a lack of formal refuse disposal and sanitation. Informal dumping of refuse waste most often occurs within wetland and drainage lines (viewed as open	Ecotourism and the incorporation of the local community as custodians and beneficiaries of conservation and ecotourism.	Poverty and a high dependence on natural resources leading to the decline of species and biodiversity

		spaces within areas).		
<b>Hlabisa</b>	Major source of freshwater within the area; Aesthetically Pleasing landscapes; Habitat diversity; Large wetland and other important biodiversity areas; High tourism attraction; Developed tourism features	Catchment management objectives and agencies inactive within the municipal area; Rugged terrain limits formal development and service delivery; The mining sector has had major ecological impacts within the municipal area, which have not been addressed.	Ecotourism – especially within the areas surrounding Hluhluwe-Umfoloji Park and the largely-rural open wilderness. Opportunities for ecotourism and eco-education; Opportunity to involve the community in water management (quantity and quality) especially within the rural sectors.	Water demand exceeds supply within the area; Poor sanitation services leading to contamination of surface water resources; Subsistence dependence on surface water resources; Highly-erodible soils within catchment areas aggravated by over grazing of livestock; Remnants of the mining sector that have not been rehabilitated or stabilised; However it is observed that environmental degradation due to poor land uses such as indiscriminate settlement, indiscriminate removal of vegetation and damage to wetlands have resulted in lower yields and diminished water flow the in rivers and stream. It is observed that the rivers and streams appear to contain significantly less water in recent years than used to be case in the past two the three decades..
<b>Mtubatuba</b>	Aesthetically pleasing landscapes; Habitat diversity; Large wetland and other important biodiversity areas; High tourism attraction; Developed tourism features	Most urban area of the UDM; Large proportion designated to formal agriculture; Residents were displaced to accommodate the expansion of the Isimangaliso Wetland Park – potential feelings of resentment toward conservation initiatives.	Commercial exploits, guest house development, general catering for ecotourism; Ecotourism and the incorporation of the local community as custodians and beneficiaries of conservation and ecotourism	High density populations leading to failure of infrastructure. This could adversely impact the Water courses that feed directly into Isimangaliso Wetland Park.

## **STRATEGIES/RECOMMENDATIONS**

The issues for uMkhanyakude District Municipality as outlined above can be categorised into the following themes to allow for the determination of a manageable amount of corresponding Strategies:

### **BIODIVERSITY:**

- Development of continued alien invasive removal programmes.
- Environmental campaigns aimed at minimising biodiversity loss in areas outside the protected areas/reserves.
- Workshops to be regularly given to traditional healers and AmaKhosi.
- Establishment of co-operative governance, around the issue of land ownership in order to monitor development.
- Invest in better agricultural education and land care programmes, so that the local communities are able to better understand the land and how best to utilise it.

### **WASTE MANAGEMENT:**

- Development of a comprehensive Integrated Waste Management Plans with the waste hierarchy – municipalities should spearhead this campaign to encourage communities to reduce, reuse and recycle.
- Facilitation/coordination of a District-wide waste management forum, as a platform for engagement with other waste management officials, in order to share information. In addition the District should also promote and support Waste Management forums at a local municipal level.
- Municipalities must extend their services to more rural communities, in an effort to reduce the random disposal of waste.
- Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material
- Increased financial resources to be directed to the establishment registered landfill sites.
- There has to be a link between waste management and job creation. This would require a platform comprising of waste management practitioners and LED officials in the District; and also relevant sector departments, such a DED, DEA and KZN DAEA; and waste salvagers and formal collectors.

### **COASTAL MANAGEMENT:**

- Development of Coastal Management Plans for the three coastal municipalities within the district, in accordance with Integrated Coastal management Act (ICM Act).
- Foster greater working relations with the iSimangaliso management team and vice versa, through the establishment of a formalised structure to deal with coastal and estuarine issues.
- Development of Coastal Management programmes, the municipality's mandate is to provide the required infrastructure in order for development to be adequately monitored and proceed in a positive manner.
- Implementation of Off-Road Vehicles (ORV's) regulations as a management strategy for public access on coastal zones (where applicable and not contrary to existing legislation).
- Establishment of water quality guidelines to ensure blue-flag status beaches.
- Improve facilities and security at popular beach locations to increase tourism potential and optimise recreational use.
- Coastal Education, to bring about awareness in this district in order to preserve the coastal resources.
- Public access, the infrastructure should be appropriately maintained in order to ensure safe public access.

#### ENVIRONMENTAL AWARENESS:

- The District needs to facilitate awareness of municipalities' environmental obligation, roles and responsibilities, as well as the access to relevant environmental legislation and guidance.
- The District needs to facilitate opportunities to further environmental awareness amongst politicians and officials
- The District should promote an understanding of the economic value of natural resources and urban systems and their role in ensuring sustained service delivery and the provision of basic needs to all.

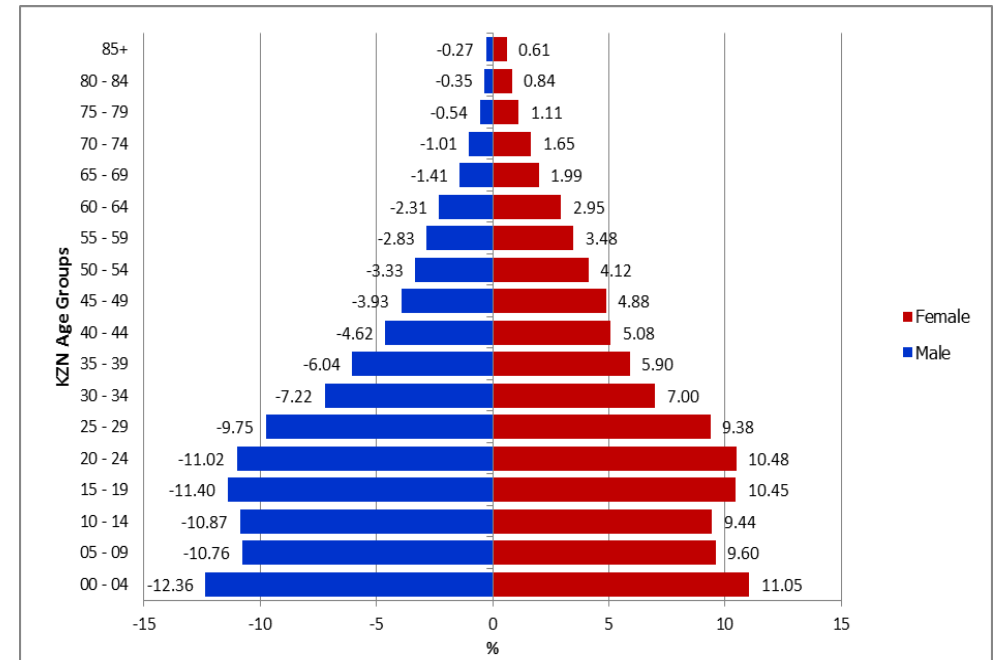
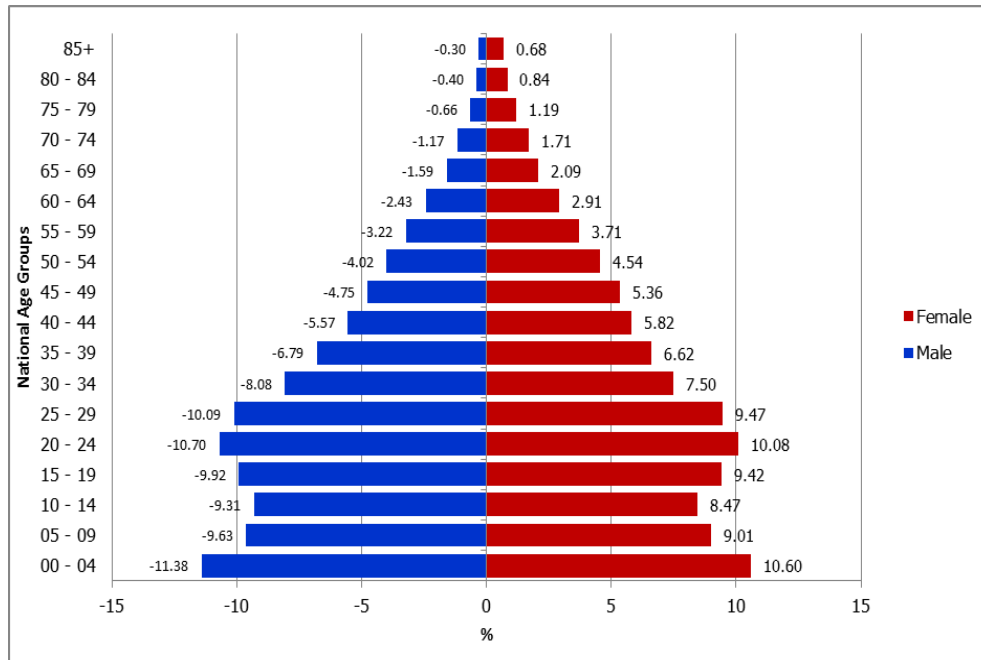
#### HUMAN RESOURCE:

- Prioritisation and budget provision of Environmental Management
- Creation of an Environmental Management Unit at a District level
- Creation of functional Waste Management Units at local municipal level

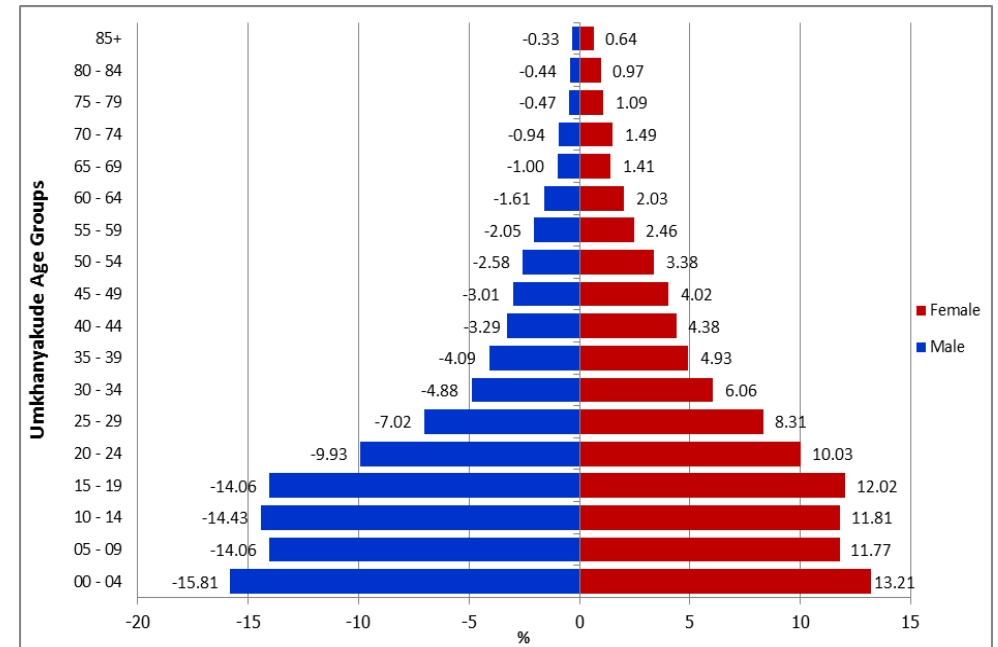


### 3.2 Demographic Characteristics

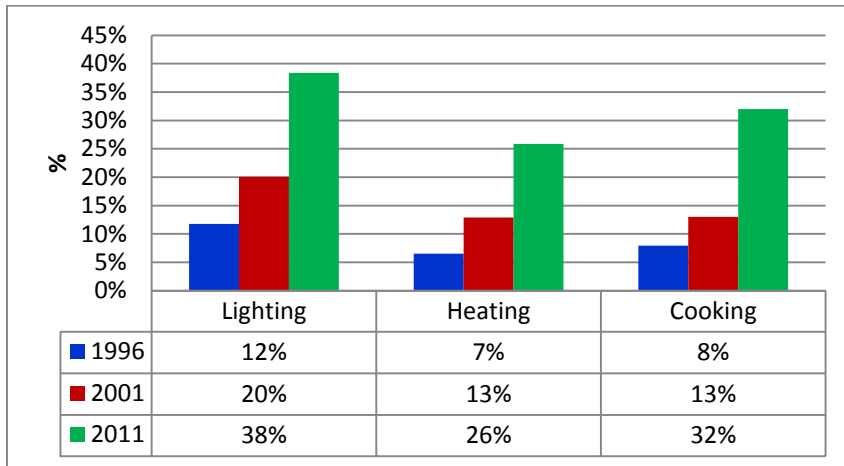
Figure 10 National, Provincial and District Population Dynamics, Census 2011



- Umkhanyakude figure on the right hand side shows more population from ages 0 to 34 accounts for 76%
- At national level the same category accounts for 67% which is the same provincially
- In 2011/2012, the District recorded one of the 3 highest HIV prevalence in the country, exceeding 40% of its population, which is one of the factors contributing to the dramatic shrink of the population after 0-4 age category (Gert Sibande and Ugu District municipalities also experienced this challenge during 11/12)
- At national level the same category accounts for 67% which is the same provincially
- From age group 25-29 and above, there are more females than males.

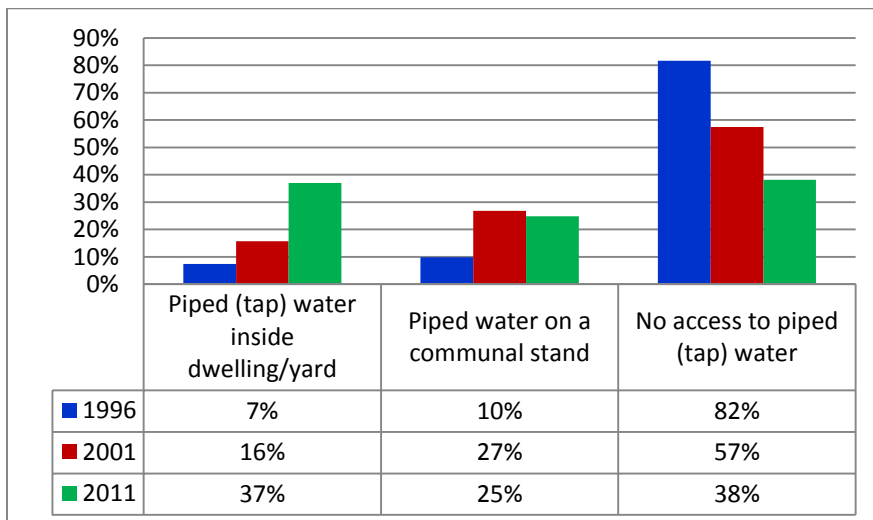


**Figure 11: Households with Access to Electricity, Census 1996, 2001 and 2011**



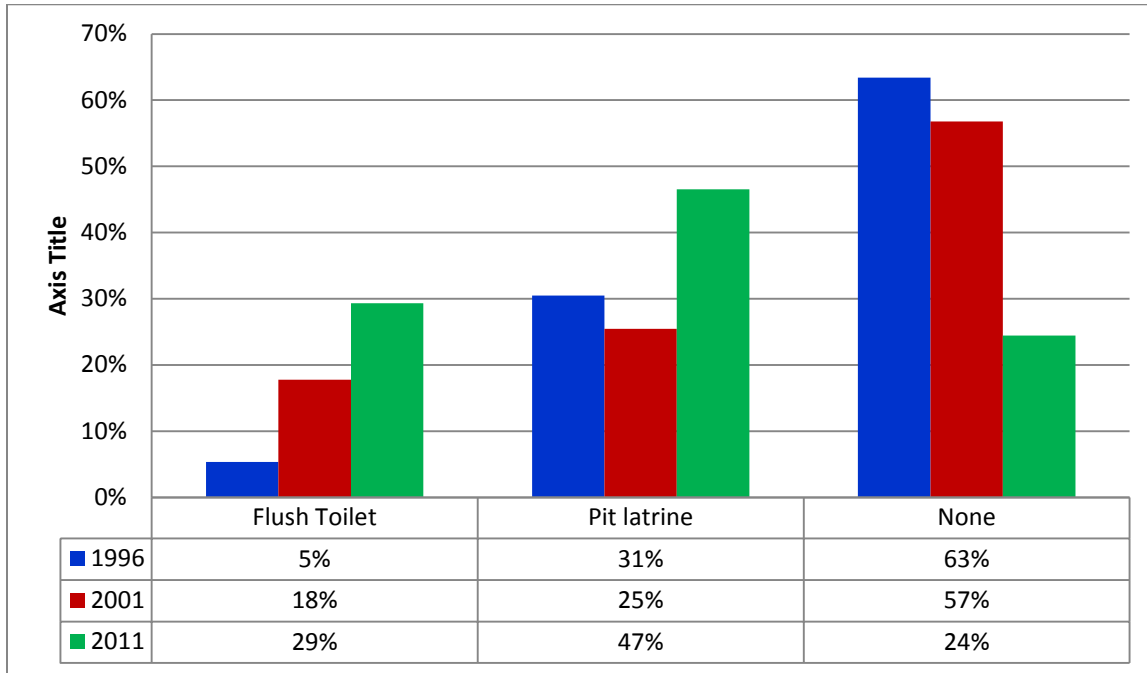
- Generally there is a slight increase in households with access to electricity from 1996 to 2011 but on the whole the picture looks bleak.
- 68% of households or 87,173 hhs (435,863 members of the community) still do not have access to electricity.
- If Umkhanyakude District were to embark on a serious development path, access to electricity needs urgent attention

**Figure 12: Households with Access to Piped (tap) water, Census 1996, 2001 & 2011**



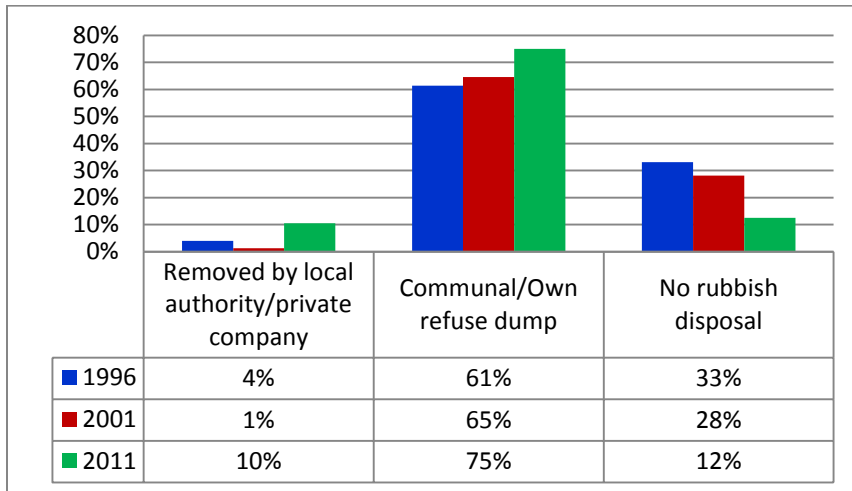
- Since 1996 there has been notable improvement in access to potable water within the District
- Households without access to water is standing at 38% (48909 hhs) or 244,545 members of the community

**Figure 13: Households with Access to Sanitation, Census 1996, 2001 & 2011**



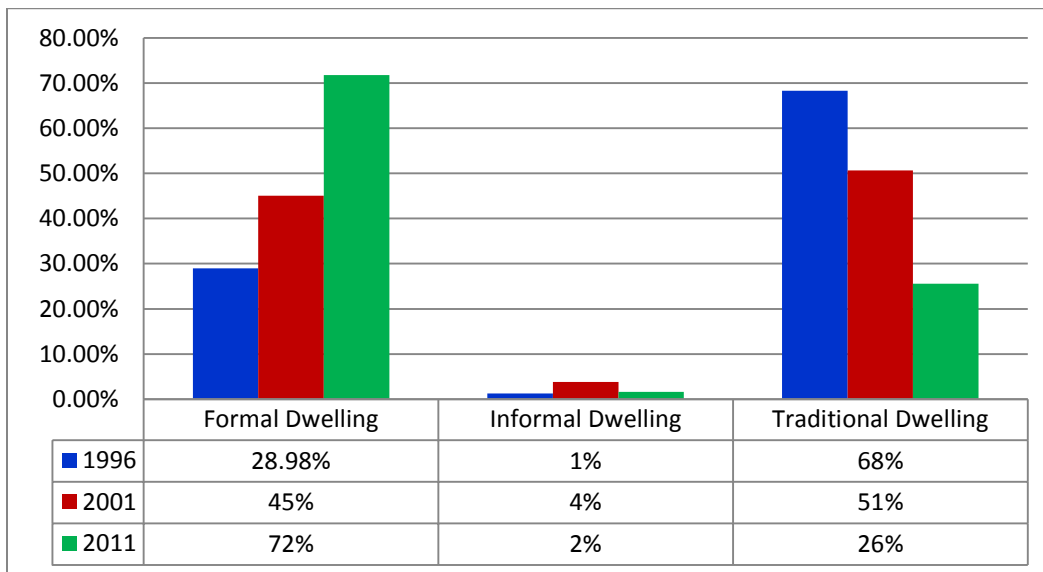
- There has been a remarkable decline in households with no access to sanitation from 63% in 1996 to 24% in 2011
- Access to ventilated pit latrines have increased from 25% in 2001 to 47% of the households in 2011 which is not going to change soon as most parts of the District are rural and do not have a water borne sewerage systems

**Figure 14: Households with Access to Refuse Removal Services, Census 1996, 2001 & 2011**



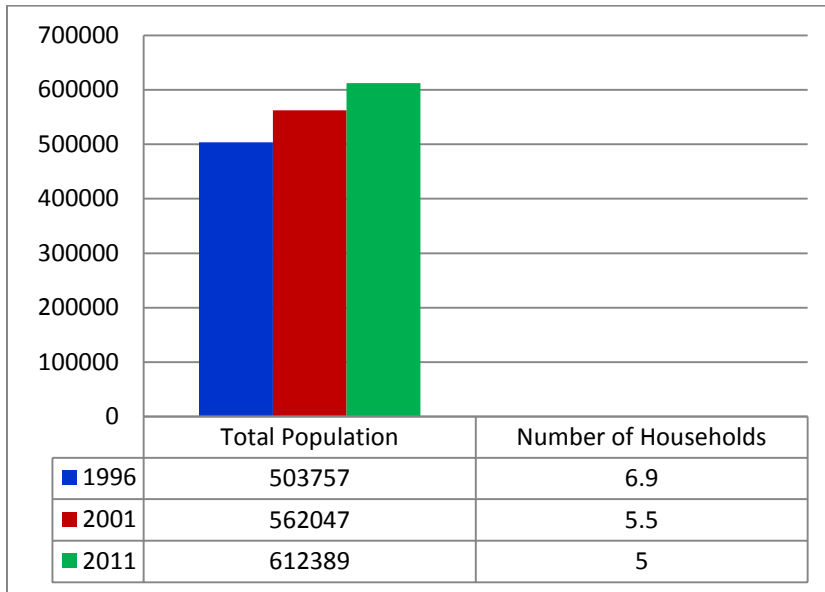
- Waste removal is a function that all municipalities still need to pay more attention on as most members of the community still depend on own refuse dump (75% of households) which is not good for the environment

**Figure 15: Households by type of dwelling, Census 1996, 2001 and 2011**



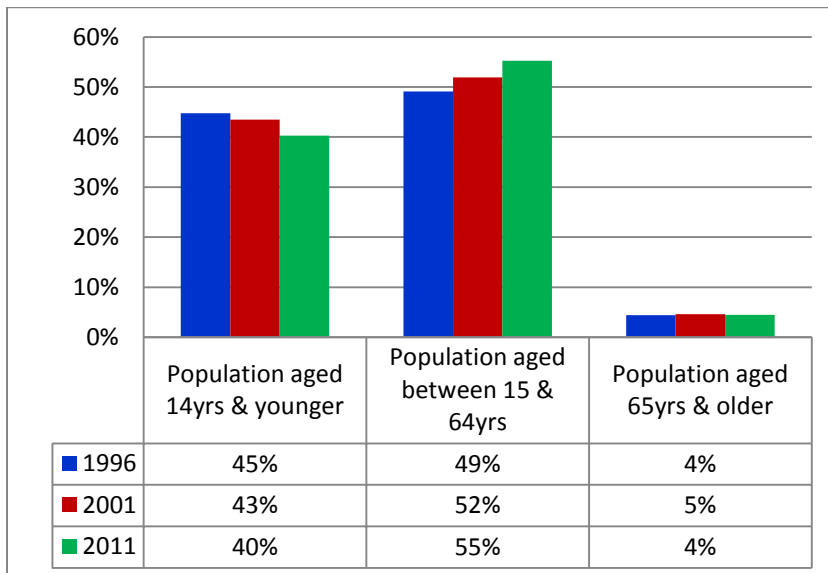
- The District is transforming from having 68% of households being traditional dwellings to 72% being formal dwellings in 2011
- The Department of Human Settlements has injected projects that are slowly changing the face of dwelling type for the District to being formal

**Figure 16: Average Household size, Census 1996, 2001 and 2011**



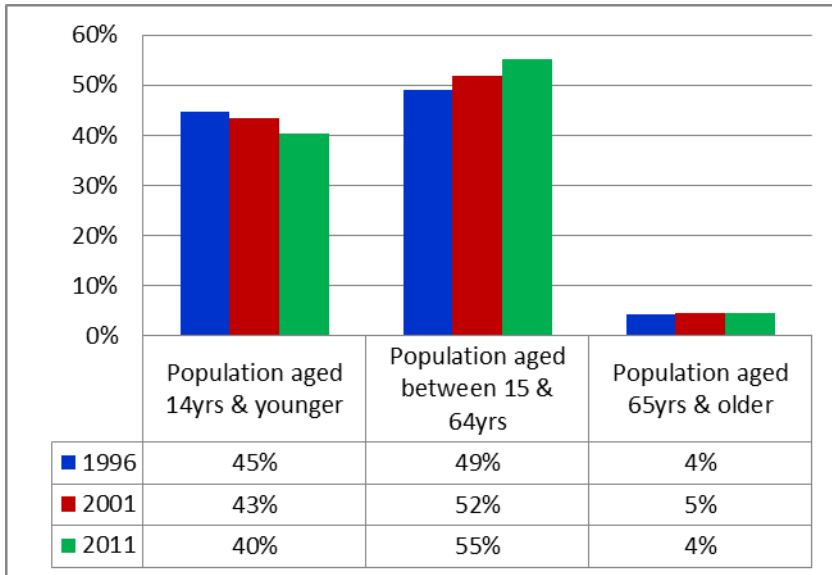
- The size of household has changed from 6.9 individuals per household in 1996 to 5 in 2011
- In 2001 individuals per household was 5.5
- Mortality rate and migration to urban areas is responsible for these changes

**Figure 17: Dependency ratio, Census 1996, 2001 & 2011**



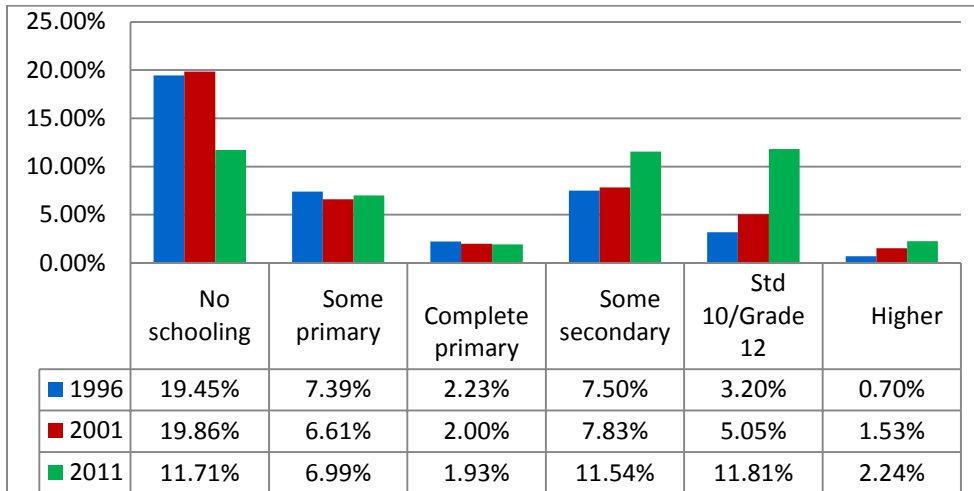
- The dependency ratio still remains relatively stable since 1996
- In 2011 it is estimated that the dependency ratio is 0.81

**Figure 18: Labour force, Census- 1996, 2001 and 2011**



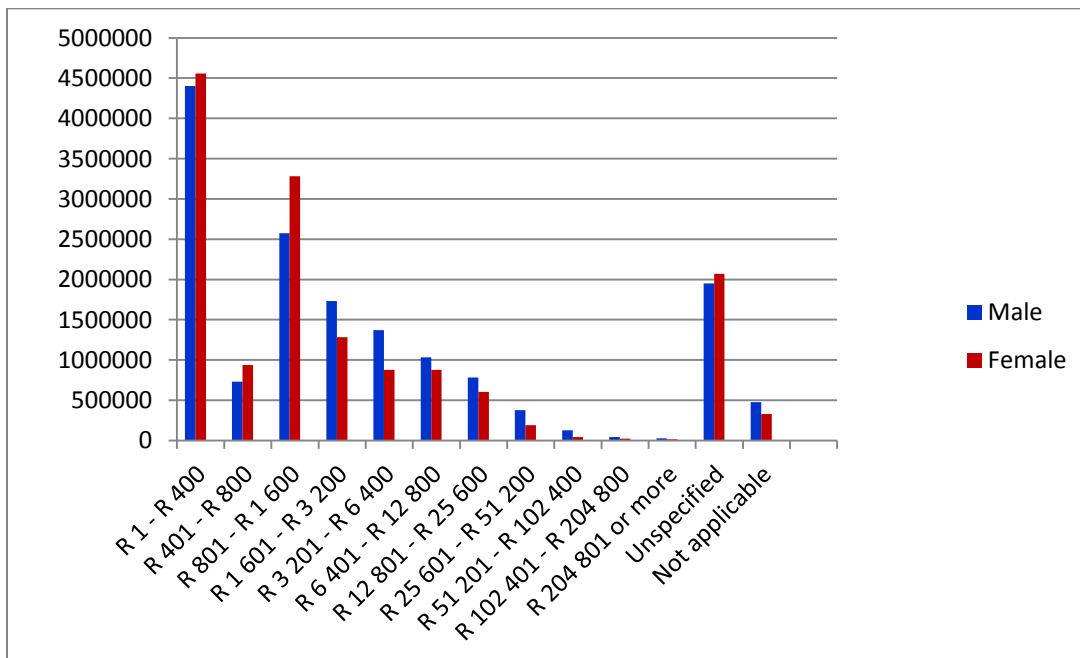
- In 1996 unemployment rate was estimated to be 53.9%
- In 2011 unemployment decreased to 42.8%

**Figure 19: Level of education attained, Census 1996, 2001 and 2011**



- Percentage of individuals with no school has declined from about 20% in 1996 to 12% in 2011
- More still needs to be done in order to improve the percentage of individuals with higher learning qualifications as it still remains at an unacceptably low percentage of 2%

**Figure 20: Individual monthly income by gender, Census 2011**



- More than half of the population survives with less than R500 per month
- Females are more than males according to population figures but seem to be still earning less income

### **3.3 Municipal Transformation and Organisational Development Analysis**

#### **Institutional Arrangements**

Section 66 of the Local Government: The Municipal Systems Act (Act No 32 of 2000) requires a Municipal Manager to, within a policy framework determined by the Municipal Council and subject to any applicable legislation, establish a mechanism to regularly evaluate the staff establishment of a Municipality and, if necessary, review the staff establishment.

#### **Institutional Structure of the District**

The Institutional structure of the District is divided into two levels-the Political and Administrative structures. The Administrative structure is accountable to the Political structure.

#### **Political Structure**

The principal structure of the District municipality is Council which is chaired by the Speaker. To ensure effectiveness-council is further divided into various committees which are established in terms of Sections 79 and 80 of the Local Government : Municipal Structures Act (Act no 117 of 1998). These committees include:  
Executive Committee

#### **Portfolio/Standing Committees**

- Infrastructure
- Corporate Services
- Financial Services
- Community Services
- Social Development and Planning

#### **Ad Hoc Committees**

- Audit Committee
- Municipal Public Accounts Committee – MPAC( Formally known as the oversight committee)

#### **Other Committees**

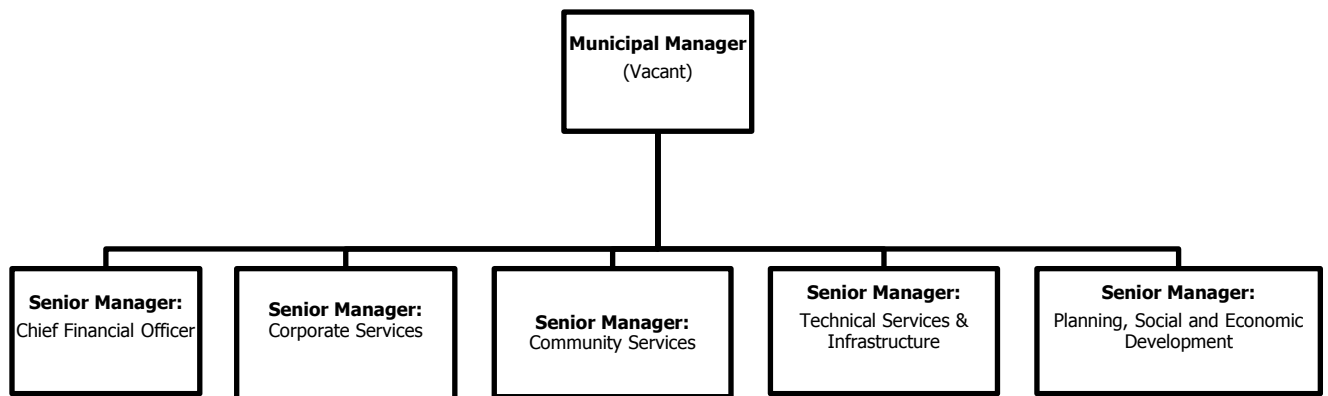
- District Mayor’s Forum
- Intergovernmental Relations Committee
- Local Labour Forum



Umkhanyakude District Municipality is structured according to the following departments:

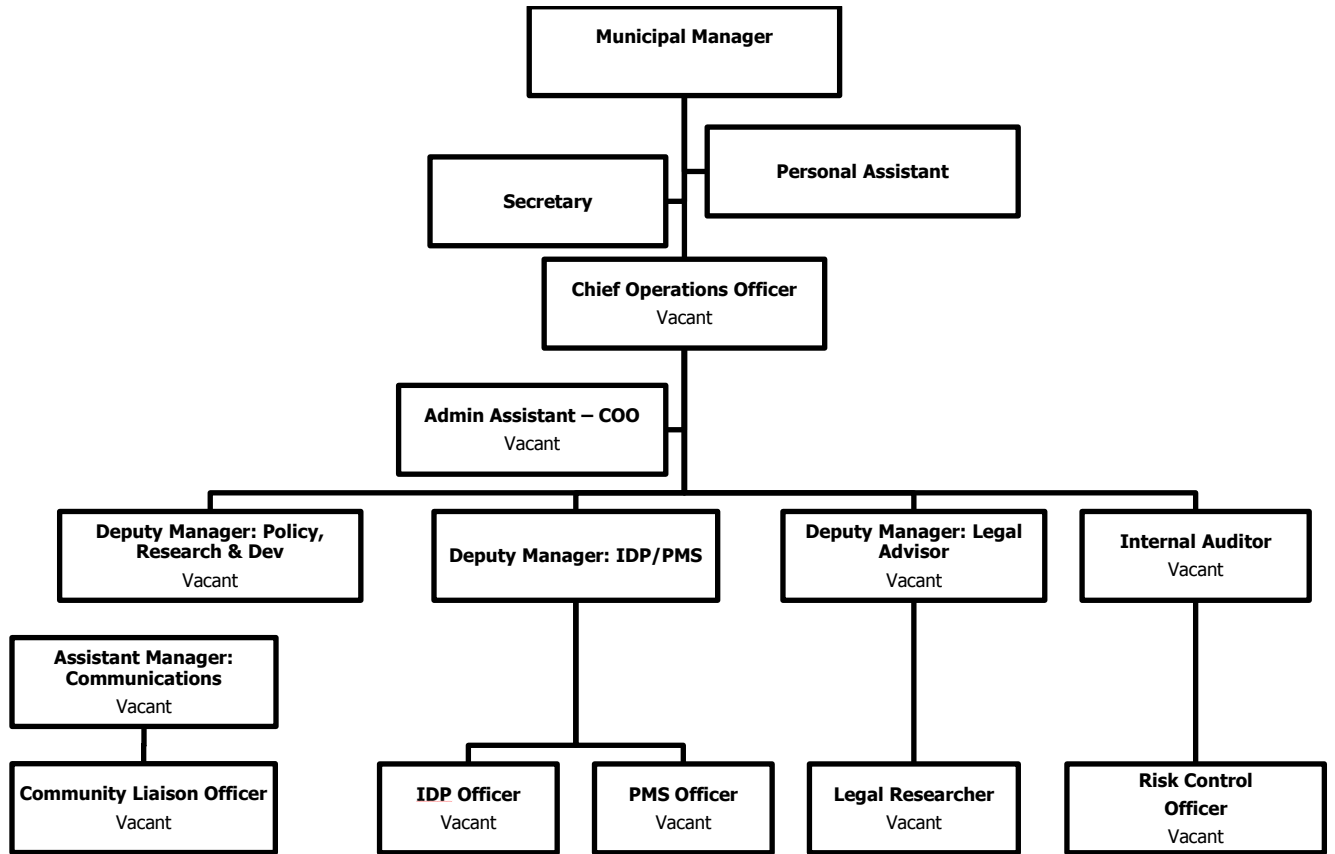
- Municipal Manager’s office;
- Corporate Services;
- Community Services;
- Financial Services;
- Technical Services;
- Planning and Economic Development

### Top Management Structure



<b>POSITION</b>	<b>STATUS</b>
Municipal Manager	Acting Municipal Manager in place
C.F.O.	Appointed on 1 <sup>st</sup> June 2012
Senior Manager Corporate Services	Appointed on the 1 <sup>st</sup> July 2013
Technical Services	Appointed on the 1 <sup>st</sup> May 2013
Community Services	Appointed on the 1 <sup>st</sup> February 2013
Planning and Economic Development	Appointed on the 1 <sup>st</sup> May 2013

# Office of the Municipal Manager



## **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

### **Outline of 10 District Priorities**

The following priorities have been identified as being crucial for successfully implementing Municipal Transformation and Institutional Development:

- a) Filling of all funded vacancies
- b) Finalize the appointment of Section 54/56 Managers
- c) Development / Review of Human Resources Policies and Procedures
- d) Information Communication Technology (ICT)
- e) Records Management
- f) Skills Development
- g) Employee Retention & Succession Planning
- h) Secretariat and Implementation of Council Resolutions
- i) Performance Management System
- j) Employment Equity

These areas will be looked at briefly in the following section:

### **Filling of all funded vacancies**

In an attempt to be adequately responsive to the development mandate bestowed upon municipalities, the Umkhanyakude District Municipality and all Local Municipalities within its area of jurisdiction have approved their respective staff compliments.

Umkhanyakude District Municipality has filled all the top management positions and actions are in place to fill all other critical vacancies. Among them are the Municipal Manager, Senior Manager Corporate Services, Director Legal Services, Internal Auditor, Manager Communications and Director Water Services Authority. The post of a Municipal Manager is filled in an acting capacity. The post has been advertised and will be filled before the end of the first quarter during 2013/2014 financial year.

### **Challenges**

- Inability of the District to attract competent personnel
- Non-implementation of Task Job Evaluation

### **Intervention In Place**

- Implementation of promotion and transfer policies

### **Key Interventions Recommended**

- Implementation of TASK Job Evaluation as an internal human resource process
- Consideration of head-hunting as an alternative mode of recruiting critical and scarce skills;
- Strengthening IGR structures to ensure that all Local Municipalities are on par.

### **Finalize the appointment of Section 54/56 Managers**

The major challenge is the inability of the District to attract competent personnel due to the rural nature of the District. The appointment of Section 54/56 Managers on fixed term contracts does not provide job security and threatens business continuity and compromises preservation of institutional memory.

### **Challenges**

- Inability of the District to attract competent personnel
- Appointment of Section 54 Managers on fixed-term contracts which does not provide job security and threatens business continuity and preservation of institutional memory
- Political instability

### **Interventions in Place**

- The District Municipality and some local municipalities have requested the MEC to second suitable personnel to assist Municipalities until they finalize appointment.

### **Key Interventions Recommended**

Appointment of Section 56 Managers on permanent basis;

- Consideration of head-hunting as an alternative mode of recruiting critical and scarce skills;
- Strengthening IGR structures to ensure that all Local Municipalities are on par

### **Development / Review of Human Resources Policies and Procedures**

### **Challenges**

- HR Policies not in line with legislative amendments
- Proper implementation of HR Policies and Procedures
- HR department is not seen as a strategic department that can lead the Municipality towards achieving its vision
- Effectiveness of the Local Labour Forum

### **Interventions in Place**

- Training of members of the Local Labour Forum
- Review of HR Policies on annual basis

- Conducting workshops on HR Policies for Councilors and members of staff.

### **Key Interventions Recommended**

- Improving the relationship between the unions and the HR department to enable prompt approval of HR policies
- Appointment of competent HR Personnel to facilitate implementation of policies
- Strengthening IGR structures to ensure that all Local Municipalities are on par

### **Information Communication Technology (ICT)**

Information and Communication Technology consists of internal and external services where internal services are focused with the day to day running of line- function departments. This is through the provision of standardised, cost effective technology enabling the municipality to achieve its optimal goal. Care is thus taken at Umkhanyakude District Municipality that all documentation and records are stored electronically, and are accessible to the public to enhance communication to and from the District.

### **Challenges**

- ICT is not given attention as it is mostly outsourced
- Lack of ICT Governance Policies which results in failure of most IT systems
- Lack of skills transfer to municipal employees which compromises functionality of IT systems

### **Interventions in Place**

- Development of ICT Governance Policies
- Recruitment of skilled personnel is already underway
- Actions are already in place to build ICT disaster backup

### **Key Interventions Recommended**

- Appointment of competent IT personnel
- Strengthening IGR structures to ensure that all municipalities are on par when it comes to ICT

### **Records Management**

Records and information should be maintained and in principle made available not only to increase the efficiency of District Municipality, but also to make it possible for citizens to enjoy their full rights and to ensure their participation in local decision making.

## **Challenges**

- Lack of records management policies and procedures
- Adherence to municipal filling plans
- Central registry not meeting standards set by the Provincial Archives
- No electronic records management system

## **Interventions in Place**

- Training of Records Management personnel on the management of records;
- Development and implementation of municipal filling plans with the assistance of KZN Archives.

## **Key Interventions Recommended**

- Development of Records/Registry Management Policies and Procedures that regulates creation, management and disposal of records;
- Providing sufficient equipment (fire and water proof steel cabinets) for the protection of records;
- Strengthening IGR structures to ensure that all Local Municipalities are on par

## **Skills Development**

The shortage of ethical skills to support economic growth and development in the District is a main challenge. This affects service delivery at local municipalities in terms of operations, maintenance and planning. Urgent skills needed in the District include among others, engineering and technical skills, financial, health, environmental and skills in other professions.

The inability to attract skilled people can be attributed to meagre salary scales and benefits paid by most municipalities given their low classifications. Non-implementation of TASK JOB EVALUATION is a major factor contributing to salary disparities.

## **Development Challenges**

- Skills audit is not done to inform the Skills Development Plan;
- Skills Development Facilitators not appointed;
- Workplace Skills Plan not addressing local government skills priority areas and LGSETA is not reimbursing municipalities on discretionary grants;
- High labour turnover and the appointment of inexperienced people who needs even more training

## **Interventions in Place**

- Development and submission of WSP to LGSETA
- Enrolment of Senior managers, Finance personnel, ExCo members on minimum competence requirements

### **Key Interventions Recommended**

- Conducting comprehensive Skills audit to determine the skills we have and skills gaps;
- Appointment of competent Skills Development Facilitators;
- Coordinate training as a strategic link to a broader vision of the Municipality;
- Implementation of learnership programmes enhance local skills

### **Employee Retention & Succession Planning**

#### **Development Challenges**

- Retention of employees in critical and scarce skills
- Political instability;
- Creation of a conducive work environment for employees to flourish.
- Employee training and development not linked to career development
- Shortage of staff accommodation.

#### **Interventions in Place**

- Implementation of Promotion and Transfer Policies;
- Defining employee career paths to develop and retain a pool of suitably qualified employees

### **Key Interventions Recommended**

- Performance management and employee recognition;
- Changing the organizational culture;
- Provide a sense of direction and a clear purpose to employees;
- Strengthening IGR structures to ensure that all Local Municipalities are on par
- COGTA, Human Settlements and Treasury to assist

### **Secretariat and Implementation of Council Resolutions**

As part of governance process, Council meetings are held quarterly while Executive Committee meetings are being held on a monthly basis. Process has been made in submitting professionally compiled items, agendas and minutes which are timeously distributed to reach the Councillors well before the scheduled meetings. Despite the fact that much success has been attained in improvising the standard of reports that are presented to Council, there are still areas that need continuous improvement to optimize the functionality and decision-making capacity of the Council.

#### **Development Challenges**

- Inaccurate recording of Council records;
- Poor records management systems;
- Appointment of competent personnel to provide secretariat functions;
- Implementation of Council resolutions and providing reports to Council

### **Interventions in Place**

- Electronic recording of council records to ensure accuracy;
- Council Resolutions Register to monitor the implementation of resolutions;
- Preparation and adoption of the schedule of Council meetings to ensure sitting on monthly and quarterly basis

### **Key Interventions Recommended**

- Training of personnel providing secretariat duties in short hand and touch typing;
- Migrating to a paperless council committee agendas and minutes of meetings
- Strengthening IGR structures to ensure that all municipalities are on par

### **Performance Management System**

#### **Development Challenges**

- Complexity of performance management system;
- Shortage of PMS Specialists;
- Development and implementation of PMS Compliance Checklist;
- Placement of PMS in either the Office of the Municipal Manager or Corporate Services Directorate;
- Cascading PMS to all employment levels

#### **Interventions in Place**

- Support provided by COGTA to Municipalities ;
- Placement of PMS in the office of the Municipal Manager;
- Signing of Performance Agreements by Section 54/56 Managers;

#### **Key Interventions Recommended**

- Training of employees and Councilors on PMS;
- Identification of competent personnel to be trained

### **Employment Equity**

#### **Development Challenges**

- Inability to recruit and attract women in senior management positions
- Adherence to Employment Equity Act
- Municipal buildings are not conducive to people with disabilities
- Development and Implementation of Employment Equity Plan

#### **Interventions in Place**

- Employment Equity and Affirmative Action Policies in place
- Annual submissions of Employment Equity Reports to the Department of Labour



**Key Interventions Recommended**

- Ensuring that all appointments are in line with the Employment Equity Plan in order to meet the EE targets
- Designating certain senior management positions for women

## **Municipal Transformation & Organisational Development: SWOT Analysis**

### **STRENGTHS**

- Political will to support administration through Portfolio Committees and ExCo.
- Some officials are receiving training on CPMD-some have completed studies.
- In the process of migrated from ABAKUS to PASTEL EVOLUTION SYSTEM.
- Councillors have received training
- Internship programmes have been introduces.

### **WEAKNESSESS**

- PMS not cascaded to lower levels
- Disciplinary cases unresolved
- Lack of capacity in the HR Section
- No integration with IT
- EEP not implemented
- No succession & retention strategy
- Critical vacant positions not filled
- Shortage of office space & office
- Shortage of skilled personnel
- No training and development programmes

### **OPPOORTUNITIES**

- The Municipalities can award bursaries to deserving employees.
- To development a full functional EEP implementable.
- Conduct skills audit and a WSP.
- To develop our Registry.
- Upgrading of Security System.

### **THREATS**

- Political instability.
- Rural nature of the environment cannot attract skilled employees.
- Others sector/ municipalities poach on our staff.
- High rate of absenteeism & late coming
- No IT Recovery Plan- on- site Server back- up.
- Safety& security remains suspect.

## **3.4 Service Delivery & Infrastructure Analysis**

### **Water Resource Profile**

#### **GROUND WATER SOURCE AND QUALITY**

The eastern area of Umkhanyakude falls within the major groundwater system category and the western area in the "Minor Groundwater Systems" category and as such the capacity of the ground water resources is very good to adequate. The entire Umkhanyakude is dotted with boreholes fitted with hand pumps, which have been installed as a means of rudimentary water supply. The major groundwater system falls on loose, unstable formation, which makes the drilling of a successful borehole highly unlikely. Drilling in loose sediments requires highly specialized drilling equipment. The minor groundwater system is covered by firm, potentially broken and moderately to hard, but generally stable formation which provide for better drilling conditions.

Borehole distribution in the Umkhanyakude area is 446 with an estimated 350 regarded as dysfunctional as a results of no on-going maintenance. Borehole refurbishment programme has commenced in Jozini, Hlabisa and Mhlabuyalingana. All 350 boreholes must be refurbished before the end of this financial year 12/13. The use of borehole for human consumption requires careful monitoring of groundwater quality. A comprehensive drinking water quality monitoring programme must be developed in order to ensure water quality is monitored.

#### **SURFACE WATER**

The Umkhanyakude District Municipality has a primary surface catchment area, namely the Usuthu-Mhlathuze catchment, which covers the entire Umkhanyakude area. The major dams within this catchment area are the Pongolapoort Dam and Hluhluwe Dam.

The main catchment are Mfolozi, Mkuze, Pongola, Usuthu and Lake Sibaya catments.

#### **Mfolozi Catchment**

There is a significant forestry in the catchment situated both in the upper reaches of the catchment and near the coast. Dry land sugarcane is also grown close to the coast. Significant towns in the catchment are Vryheid, Ulundi, Babanango, Nongoma and Mtubatuba. There are a number of smaller pans in the catchment which have not been assessed as potential water resources. These include the Nkatha Pan, Ntweni Pan and the Nkolokotho Pan. The technical feasibility and financial viability of a proposed off-channel storage dam at Lake Ntweni is currently being undertaken with the purpose of ensuring water security within Mtubatuba LM including a part of Hlabisa LM.

## **Pongola Catchment**

The largest water use in Pongola is irrigation. Most of the irrigation in the Pongola River catchment takes place upstream of the Pongolapoort Dam in the vicinity of the town of Pongola. The dominant crop is sugarcane. An urgent application for 102 million m<sup>3</sup>/annum was submitted to the Department of Water Affairs with the purpose of securing water resource for both social and economic growth for most of the areas falling under Jozini LM. Another water abstraction license has been submitted for the Shemula Water Treatment Works as also part of ensuring reliable bulk water provision in areas falling under Umhlabuyalinga LM and Jozini North.

## **LAKE SIBAYA**

The only significant direct water use in this catchment is rural water use, including water to the town of Mbazwana and to Mseleni. This catchment is preserved in its current state and development is limited due to its environmental significance as an area of very high faunal biodiversity and therefore additional water allocation cannot be secured.

## **BULK WATER IMPLEMENTATION STRATEGIES**

Key elements of the implementation strategy for securing the water sources within the district were identified. Summary is as follows:

The development of Jozini Regional Water Treatment Works with Jozini North line transferring water along mountain ridge to Jozini North and then on to Manyiseni, and then taking it further from Ingwavuma Area.

The Jozini South line supplying Mkuze and all settlements around the Lebombo mountains, and then taking the water to the Mbazwana area, north to the Mseleni area and south all way down ending in Hluhluwe area. This bulk line will tie in with the existing schemes of Mseleni, Mpophomeni, Mbazwana, Hluhluwe Phases 2 to 4.

The third line is the Hlabisa/Mandlakazi bulk line that runs from Jozini into the Zululand DM to Nongoma and then across into uMkhanyakude DM to Hlabisa. This line will incorporate the Ezibayeni, Hlabisa Town, Hluhluwe Phase 1 and Mdletsheni Schemes.

The Mtubatuba Water Supply area is experiencing intermittent supplies during the year and severe water shortages during the low flow periods between July and October each year. Consideration is given to develop storage in the Mfolozi River to supply not only Mtubatuba but even part of Uthungulu DM if required. A number of investigations have been carried out with the aim of establishing the most cost effective and feasible option for providing water security for the Mtubatuba area. The Ntweni Pan was accepted and requires urgent Council approval for implementation due to the following reasons:

- It has the best dam wall site,
- It has the best spillway site,
- It appears to have the best founding conditions,
- The topography of the area is suitable for a dam site,
- Its proximity to Mtubatuba and the Umfolozi River as favorable,
- No fatal flaws were identified during the environmental process,

## **DEVELOPMENT OF SMALL RURAL SCHEMES**

While the regional bulk infrastructure programme is implemented at a very slow pace as results of lack of funding, there is ongoing development of small water supply systems based on local groundwater and surface water sources. This programme will be accelerated using the new grant funding (Municipal Water Infrastructure Grant MWIG) with the aim of fastracking access to water to all communities who currently rely on water tanker services. Investigation of potential groundwater in high yield areas will be undertaken with the purpose of developing small sustainable schemes per community. Small rural schemes are associated with functionality challenges related to operations and maintenance and they are considered as not being cost effective. In order to deal with such identified challenges, community based programme must be developed for the management of such rural schemes. This new grant aims to focus on the following:

Communities having no formal water infrastructure,  
 Communities requiring extension to existing infrastructure,  
 Communities with access to infrastructure but no access to water because of functionality problems,  
 Communities with access to infrastructure but no access to water because of source problems,

<b>MWIG Funding</b>	
<b>Financial Year</b>	<b>Allocation</b>
13/14	R27 074 000
14/15	R27 020 000
15/16	R53 775 000
<b>Total</b>	<b>R107 869 000</b>

MWIG funding allocation will be reviewed during the first six months of 13/14 implementation.

## **Infrastructure Development as Part of Backlog Eradication Strategy**

### **WATER**

Due to inability to generate sufficient revenue to fund new infrastructure projects the DM mainly rely on conditional grant funding such as the Municipal Infrastructure Grant (MIG), Regional Bulk Infrastructure Grant (RBIG), Municipal Water Infrastructure Grant (MWIG), Massification, Accelerated Community Infrastructure Programme (ACIP) and other various conditional grants made available by DWA and COGTA. Various projects have been prioritized for implementation for the next 5 years commencing from 12/13 FY. A number of primary bulk and reticulation projects were implemented over years however due to unreliable sources a need was identified to implement bulk water projects in order to deal with water security. The 2 Regional Bulk projects approved for implementation over years are as follows:

### **PRIORITY REGIONAL SCHEMES**

#### **Jozini Regional Community Water Supply Scheme**

##### **Project Details**

The Jozini Regional Community Water Supply Scheme could ultimately cover a large part of the district municipal area of supply due to the reliability of water resources available from the Jozini Dam.

##### **Project Objectives**

The objective of this project is to establish sub-regional bulk potable water source at Jozini and to provide the bulk conveyance infrastructure to convey treated water to as large proportion of the region as is feasible. The secondary objective is to improve the security of water supply to neighbouring water supply schemes, where feasible, by linking to them at certain points thereby integrating the use of water from these sources and where practical minimizing the number of water treatment works.

##### **Project Phasing**

Phase 1 is divided into 4 phases( Phase 1A, 1B, 1C and 1D). Phase 1 consist of Jozini and surroundings, as well as the areas east of and northeast of Jozini. Bulk supply area include:

A main line east from Jozini to Mbazwana,

A branch from the above line at Ntsongwe leading north east towards Mseleni and surrounding areas,

A branch from the Jozini – Mbazwana line southwards to Manukuza/Jobe tribal authority,

Phase 2 will consist of a connection to supply areas further south from Jozini up to Fakude and Msunduze, and including a branch to Mkuze.

### Capital Budget

Phase 1A was approved by DWA/MIG at a total capital cost of R244.3 million incl. VAT however R1.2 billion is required for the implementation of Phase 1 to 3. Due to current limited funding allocations, it will take more than 10 years to complete this project.

Settlement	Population	No of households
Jozini Settlement	166 448	29 854

## SHEMULA WATER SUPPLY SCHEME

### Project Objectives

Provide appropriate solution to supply water to the community water supply schemes within the project footprint and towns of Siphondweni, KwaNgwanase and Ingwavuma.

### Population Distribution

Supply Area	Population
Ingwavuma Supply Area	28 000
Shemula Supply Area	110 000
Embonisweni Supply Area	7 000
Phelandaba Supply Area	41 000
Manguzi Supply Area	107 000
Mvelabusha Supply Area	7 000
<b>Total Design Population</b>	<b>300 000</b>

### Capital Costs for Shemula Water Scheme

Item	Cost
Infrastructure Cost	R329 990 841
Contingencies	R32 999 084
Escalation	R59 569 659
Engineering Fees	R42 255 958
Institutional and socio-economic costs	R8 451 192
Environmental Costs	R570 000
Topographical Survey	R570 000
Total Capital Cost incl VAT	R474 406 735
Cost per Household incl VAT	R7 803

## Project Overview in relation to backlog eradication

<b>No</b>	<b>Project Description</b>	<b>Scope</b>	<b>Total Project Costs</b>	<b>12/13 MIG Allocation</b>	<b>13/14 MIG Allocation</b>	<b>14/15 MIG Allocation</b>	<b>15/16 MIG Allocation</b>
1	Jozini Regional Community Water Supply Scheme	Water treatment works, bulk water mains, reservoirs, pumping mains and all associated mechanical and electrical infrastructure	Phase 1 to 3 requires R1.2billion  Phase 1 is divided into Phase 1A, 1B, 1C & 1D  Phase 1A approved by DWA/MIG at R244.3million	R2.5m	R30m	R46.7m	R56.3m
2	Ingwavuma Sanitation	Construction of VIP units	R143m	R15m	R15m	R17m	R20m
3	Mkuze Water Treatment Works	Upgrade of water treatment works	R27m	R2m	R20m		
4	Thembaletu Sanitation	Provision of new sewer lines at Thembaletu and Mlingo sewer upgrade	R100m	R10.5m	R20m	R30m	R20m
5	KwaJobe Water Supply Project	Bulk pipelines, storage and reticulation	R160m	R17.7m	R20m	R30	R25m
6	Upgrade of Bethesda Sewerage Works	Upgrade of existing sewer works	R2.82	R2.82			
7	Upgrade of Ndumo water scheme	Water treatments works, bulk pipelines, storage and reticulation	R8.2m	R8.2m			
8	Provision of rudimentary schemes	Production boreholes, storage, reticulation	R22m		R5.4m	R5.4m	R10.8m
<b>Umhlabuyalingana LM</b>							
1	Shemula Water Supply Scheme	Water treatment works, bulk water mains,	Total project cost is R474 406 734	R6m	R35m	R50m	R60m



		reservoirs, pumping mains and all associated mechanical and electrical infrastructure	Phase 1 approved at R86.8m Phase 2 requires R 29.2m Phase 3 requires R127.3 Phase 4 requires R73.2 Phase 5 requires R77.2m Phase 6 requires R80.8m				
2	Upgrade of Manguzi Sewerage Works	Upgrade of existing sewerage works	R1.5m		R1.5m		
3	Upgrade of Mseleni Sewerage Works	Upgrade of existing sewerage works	R1.5m		R1.5m		
4	Provision of rudimentary schemes	Production boreholes, storage, reticulation	R22m		R5.4m	R5.4m	R10.8m
<b>Hlabisa LM</b>							
1	Hlabisa/Mandlakazi Bulk & Reticulation Project	Bulk pipelines, storage and reticulation	R113m	R35m	R16m	R	
2	Provision of rudimentary schemes	Production boreholes, storage, reticulation	R22m		R5.4m	R5.4m	R10.8m
<b>Mtubatuba LM</b>							
1	Upgrade of Mtubatuba Works	Water treatment works, bulk pipelines and reticulation	R73.5m	R11m	R7m		
2	Mtubatuba Sanitation	Construction of VIPs	R95m	R12m	R17m	R30m	R40m
3	Mpukunyoni Community Water Supply Scheme	Bulk pipelines, storage and reticulation	R92m	R55m	R12m		
4	Provision of rudimentary schemes	Pipe extension / Detailed study Ntweni	R22m		R5.4m	R5.4m	R10.8m

		Pan					
<b>Big Five LM</b>							
1	Hluhluwe Water Upgrade	Bulk pipelines and reticulation	R39m		R36m	R7m	
2	Construction of disaster management center	Disaster facilities	R21m	R3.8m	R14m		

## **JOB CREATION THROUGH EXPANDED PUBLIC WORKS PROGRAMME**

Job creation and skills development remain key priorities of the South African Government. The expanded Public Works Programme (EPWP) is a Cabinet endorsed programme aimed at creating 4.5 million work opportunities by 2014. The programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment sectors. The programme's overall coordinator is the National Department of Public Works (DPW) in conjunction with the Department of Co-operative Governance and Traditional Affairs

The programme is implemented in the context of strategic government initiatives which includes the New Growth Path (NGP). The NGP outlines key job drivers, such as targeting more labour-absorbing activities across the main economic sectors and substantial public investment in infrastructure, both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiencies across the economy. In terms of the EPWP II Municipal targets for KZN, Umkhanyakude DM must create 3984 number of jobs during 2013/14 FY. In order to achieve the target of 3984 jobs by 2013/14, Umkhanyakude DM has developed an EPWP Policy to be utilised as a vehicle for job creation within the 4 sectors. Due to massive infrastructure grants allocated to the DM, the DM has resolved to utilise infrastructure sector as the key driver for job creation.

The key objective of the UDM policy document is to provide a framework within which the District and its municipal entities implement the EPWP. The policy document is aimed at providing an enabling environment for the District to increase the implementation of EPWP, through the re-orientation of its line budgets and channelling a substantial amount of the overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the District aims to achieve the following:

- Mainstream the implementation of the EPWP by:
- Adopting the EPWP as an approved delivery strategy for project implementation by including EPWP guidelines and principles,
- Implementing the programme in all EPWP sectors,
- Addressing under reporting on the EPWP,
- Developing skills within communities through the provision of training, with the emphasis on accredited programmes,
- Entrenching the EPWP methodology in all IDPs and IDP projects, where applicable, and
- Re-engineering the planning, designing and implementing of projects in line with EPWP.

Institutionalising the Programme by:

- Providing guidance on the EPWP governance structures within the Municipality;
  - Clarifying the role of each Department in terms of EPWP;
  - Informing all Departments within the Municipality on how their functions should contribute towards achieving the EPWP objectives; and
  - Securing ownership from all Departments to lead in the implementation of the EPWP, with support from Project Management Unit within the Municipality.
- 
- Guiding the implementation of the Programme by:
  - Providing guidance on employment conditions, skills development and enterprise development;
  - Promoting the adaptation of supply chain and procurement policies in line with EPWP;
  - Maximising the percentage of the annual total budget spent and retained within local communities through employing and capacitating local labour and small businesses; and
  - Defining key performance indicators to monitor evaluate and report all EPWP initiatives.

## **WATER CONSERVATION AND DEMAND MANAGEMENT**

Due to the challenges relating to water availability, water supplies and water use within the entire district, the development and implementation of water conservation and water demand management is crucial. The rate of non-revenue water and water losses recorded during the previous financial year 11/12 is unacceptable and cannot be ignored. The purpose for the development of WC/WDM strategy is to investigate water use efficiency strategies, to create awareness about careful use of water and to investigate appropriate technology that will support efficiency use of water resources. The development of wc/wdm plan will be completed during the first quarter of 13/14 FY. The installation of bulk water meters and consumer meters in areas of high level of service and the replacement of none operational consumer meters is a priority as the District intend to achieve the following:

- Categorize none revenue water into apparent losses and real losses,
- Monitor and deal with real and apparent losses,
- Develop strategy to enhance revenue collection,
- Take strategic action of dealing with water losses,
- Undertake consumer education and awareness,

## **CUSTOMER RELATIONS MANAGEMENT**

Over the past years, the concept of “customer service” has received little attention particularly in terms of provision of water and sanitation services. One of the reasons causing lack of customer care could be the lack of capacity and resource scarcity. Customer Care has been listed as an important matter to be attended to as part of the Municipal Priority Action Plan. The main purpose for the development of customer care policies and procedures is achieving the following:

- To increase customer satisfaction,
- To improve the corporate image in the eyes of the customers,
- To properly plan maintenance operations,
- Effective performance evaluation based on feedback from customers,
- To develop internal customer relations,
- To ensure services are delivered right first time,
- To increase productivity,
- To reduce operational costs,
- To encourage employee participation,

There will major focus on water quality, service continuity, complaint response time, meter coverage, billing, collection and access to pay point however current failure to provide reliable bulk water supply may challenge the entire process.

A formal customer care procedures will be put in place and customer care records must be kept updated for water and sanitation in urban and rural areas. The effectiveness of the customer care could be measured against the complaints received and response time to attend to the problems.

## **MUNICIPAL PRIORITY ACTION PLAN**

The Department of Water Affairs facilitated a Municipal performance monitoring via Self Assessments. This is one of the tools considered to be the key driver of improved service delivery. Self-assessment was conducted and strategic approach actions were identified and agreed upon. The action plan that seeks to improve water service delivery was developed focusing on the following Sixteen (16) indicators:

- Water Services Development Planning
- Management Skill Level
- Staff Skill Levels
- Technical Staff Capacity
- Water Resource Management
- Water Conservation and Demand Management
- Drinking Water Safety and Blue Drop Status
- Wastewater/Environmental Safety and Green Drop Status
- Infrastructure Asset Management
- Operation and Maintenance of Assets
- Financial Management
- Revenue Collection
- Information Management
- Organisational Performance
- Water Service Quality
- Customer Care

Action plan covering the 16 indicators is indicated below:

1. Water Services Planning 30%		MuSSA Status	WSA Comments and Current Interventions	Proposed Strategic Approach	Agreed Strategic Action	Responsible(Who)	Completion (When)	Proposed Budget
1.1	Your Water Services Development Plan (WSDP) includes appropriate Water, Sewage and Stormwater Master Plans, a Water Safety Plan and a Wastewater Risk Abatement Plan (W2RAP).	WSDP still in development	At procurement stage for the appointment of consultant to undertake WSDP	WSA to develop WSDP in line with municipal priorities for the next 5 years. WSA to investigate and undertake a combined (WSA/WSP) Water Safety Plan and W2RAP for all plants. Establish WSDP PSC to facilitate and give strategic input towards WSDP development and Masterplan	WSA to develop WSDP & Masterplan in line with municipal priorities for the next 5 years. WSA to investigate and undertake a combined (WSA/WSP) Water Safety Plan and W2RAP for all plants. Establish WSDP PSC to facilitate and give strategic input towards WSDP development and Masterplan	Ntuthuko Buthelezi	December 2013	R 2.5million
1.2	You are implementing an up-to-date, adopted WSDP with the necessary annual reports in your business plan.	WSDP not adopted nor implemented	There is currently no alignment between projects prioritised for implementation and current WSDP. The new WSDP will incorporate completed projects with current and future water and sanitation projects	New WSDP is to be developed WSDP to be updated and presented to council for adoption and inclusion into IDP	WSDP to be updated and presented to council for adoption and inclusion into IDP	Ntuthuko Buthelezi	On going	Budget not required
1.3	Please indicate your WSDP Status Quo Knowledge Interpretation Score.	31% - 60% (Red)		Above actions to be monitored with DWA for improved status	Above actions to be monitored with DWA for improved status	Ntuthuko Buthelezi	Jul-13	Part of WSDP budget
1.4	Your current project list addresses existing needs/shortcomings identified through the WSDP process.	Some projects (i.e. >50%)	Current projects addresses needs identified and are part of 12/13 municipal IDP	Current project list to be updated and added to 3 year IDP budget	Current project list to be updated and added to 3 year IDP budget	Ntuthuko Buthelezi	On-going	Budget not required

1.5	Projects identified through your various planning processes have been implemented in the last 3 years.	< 50% implemented	Once WSDP is developed and adopted, annual review shall be undertaken in order to update backlog figures. All future projects will emanate from WSDP and masterplan in order to ensure that all projects are sustainable	Current project list to be updated and added to 3 year IDP budget	Current project list to be updated and added to 3 year IDP budget	Ntuthuko Buthelezi	On-going	Budget not required
<b>2. Management Skill Level (Technical) 35%</b>		<b>MuSSA Status</b>	<b>WSA Comments and Current Interventions</b>	<b>Proposed Strategic Approach</b>	<b>Agreed Strategic Action</b>	<b>Responsible(Who)</b>	<b>Completion (When)</b>	<b>Proposed Budget</b>
2.1	Key posts within your (council approved) technical management organisational organogram are filled (e.g. Technical Director, Water Services Manager, Superintendent of Water Works).	< 50% filled	Senior Manager Technical Services post is vacant, Director WSP post is vacant, Director PMU was suspended, Manager Electrification resigned. Action has been taken to fill all budgeted critical posts as a matter of urgency	Fas track appointment of Senior Manager Technical Services, Manager Planning & Design, 2 Managers Operations & Maintenance, Director WSP, Manager Energy, finalise pending case for Director PMU	Fas track appointment of Senior Manager Technical Services, Manager Planning & Design, 2 Managers Operations & Maintenance, Director WSP, Manager Energy, finalise pending case for Director PMU	Ntuthuko Buthelezi (Director Water Services Authority)	May-13	Part of Municipal Salaries budget
2.2	You have sufficient technical management staff (appropriate number of staff - e.g. at least 5 posts per 100,000 persons served).	< 50% as per organogram	Budgeted vacant posts to be filled as a matter of urgency	WSA to investigate the filling of outstanding posts.	WSA to investigate the filling of outstanding posts.	Ntuthuko Buthelezi (Director Water Services Authority)	Jan-13	Part of Municipal Salaries budget
2.3	Technical management staff have the correct skills/qualifications and experience (e.g. PrEng, PrTech, CPM).	Some (i.e. > 50%)	There is a need to undertake skills audit within the entire department in order to check capacity per employee	HR to be engaged to formalise standardisation of qualifications for technical positions.	HR to be engaged to formalise standardisation of qualifications for technical positions.	Wellman Nxumalo (Acting Senior Manager Corporate Services)	Mar-13	

2. 4	Managers regularly attend appropriate water services skills development/training.	Less frequent skills development/training (i.e. > 1 year)	Once skills audit is undertaken, employees must be placed in the correct positions in line with their technical skills. Employee development plan must be developed for all key employees in order to ensure that the municipality adapts with ever changing technologies.	WSA to investigate and budget for appropriate accredited training for managers. Management to prioritise allocation of funding for training and development	WSA to investigate and budget for appropriate accredited training for managers.	Ntuthuko Buthelezi	On-going	
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### **The Project Management Unit**

In order for the District Municipality to effectively manage the implementation of infrastructure projects, it would have to have The Main objective of the PMU is to manage the planning and implementation of MIG projects. Specifically in alignment with all principles and objectives underpinning the design of the programme as contained in the MIG Policy Framework.

#### **Budget:**

Total MIG Budget for 2013/14: R21 549 011

The Budget allowed for use by the PMU unit is 5%: R11 449 036.00

#### **Human resource:**

PMU Unit composition:

- PMU Director
- PMU Manager
- Engineer – design
- 2 Data Capturers
- Financial Controller
- 2 Engineers - contract positions
- GIS Operator
- 4 Project Managers
- 2 MISA deployees (Infrastructure and Planning

#### **Scope of Work**

- a. Financial management of MIG Projects
- b. Ensuring project feasibility
- c. Contractor management
- d. Managing implementation of projects
- e. Managing other capital works funds
- f. Project based capacity building
- g. Operations and maintenance
- h. GIS capturing of all existing and future infrastructure
- i. Community liaison



## 3.5 Local Economic & Social Development Analysis

### The Mandate

The Department is responsible for the following mandates:

- Local Economic Development
- Tourism and Agriculture
- Development Planning

### Challenges/realities

- Prevalent tendency to reduce Local Economic Development to small scale poverty alleviation projects;
- High concentration of the economy in urban areas or the so-called white areas;
- Binding constraint: WATER
- Stark reality of the pre-1994 spatial and housing settlements patterns;
- Lack of a coherent and common view and approach to economic development (municipalities, business and civil society);
- Negative perceptions about the municipality;
- Silo approach to planning and implementation of programmes and projects by the District Family of Municipalities (unnecessary competition).

### Possible solutions

- Development of a **BIG IDEA** that will form the basis for the development of the economy of the District (comparative and competitive advantages);
- Identification of strategic pressure economic development points or nodes;
- Land audit (ownership and use);
- Finalization of a District Environmental Management Framework (tools and activities); and
- Strengthening relations between the municipality and the business world;

## **Competitive Advantages of the District**

Umkhanyakude District municipality has a number of competitive advantages which sets it apart from the rest of the country, upon which its development and growth legacy will be built; namely:

### **i. Strategic Location as a Border District**

Umkhanyakude District borders two important countries to the economy of South Africa; Swaziland and Mozambique. This location is important in terms of major infrastructure and economic development projects and programmes the two countries have embarked upon in close proximity to our border. Mozambique government and other SADC countries (Botswana, Swaziland, Zimbabwe and South Africa have agreed to build one of the largest ports (30 kilometres) from Kosi Bay, including a urban expansion. This border area is dominated by strategic natural heritage projects (Ndumo and Tembe elephant park, Kosi Bay, and other similar natural resources).

### **ii. Lavumisa and Ponta D'Oro Border Posts (and Possibly Cecil Mack Pass).**

Lavumisa and Ponta D'Oro border post are the most strategic borders South of Swaziland and Mozambique. It is through these two border posts that millions of people and millions of tons of cargo moves between the three countries, linking these countries to South Africa's premier ports at Richards Bay and Durban Harbours.

### **iii. Jozini Dam**

Jozini Dam is one of Umkhanyakude District municipality competitive advantage. The dam is a major source of drinking water for people; irrigation water for agriculture; drinking water for animals; catalyst for urban development and economic growth. It is also a source for renewable energy for sustainable energy supply to Umkhanyakude District economy.

**iv. Isimangaliso Wetland Park (IWP) and More than 200 Kilometres of a Pristine Coastline**

Umkhanyakude also has a World Heritage site which was declared in December 1999 by the UNESCO. The total area occupied by IWP is about 3 320 KM<sup>2</sup> and has Lake St Lucia which is the largest estuary in Africa. The IWP also provides with the following attributes:

- 220 km coastline and beaches
- Unique destinations - Maphelane, Lake St Lucia, Cape Vidal and the Eastern Shores, Charters Creek and the Western Shores, False Bay, Sodwana Bay, uMkhuze, Lake Sibaya, Coastal Forest and Kosi Bay
- Natural heritage (St. Lucia, Black Rock, Sodwana Bay to Kosi Bay)
- Natural habitat for sea animals

**v. Good Climate**

Umkhanyakude District Municipality has the one of the best climatic conditions in KwaZulu Natal and South Africa. This includes the best sunshine (which is conducive for renewable energy generation); weather conditions for good agricultural activity. It is one a few areas that you can grow crops round the year. It also provides leverage for tourism development.

**vi. N2, R22 and R66 National Roads**

These three national roads are an important infrastructure for public transport and movement of goods between the three countries.

**vii. Cultural Heritage**

Umkhanyakude is one of the richest areas in KwaZulu Natal in terms of cultural heritage. Key cultural heritage items legacy features include:

- Hlathikulu indigenous forest at Jozini (Kwa-Nyawo Traditional Council)
- Late Inkosi Dingane's Grave at Hlathikulu Forest
- His Majesty, King Goodwill Zwelithini's Palace at Emachobeni, Ingwavuma
- 60% of land in the District Municipality is falls within 18 TLCs, with rich cultural heritage histories.

**viii. Ubombo Mountain Ranges & Umhlabuyalingana**

Ubombo mountain ridge and range is an important natural heritage feature of the District. These mountain ranges are contrasted by umhlabuyalingana (not the town – but the big flat area that starting at the foot of the uBombo mountain ranges extending into the ocean. This terrain provides for diverse agricultural practice given difference weather patterns found within short distances.

**ix. Agriculture Potential**

Umkhanyakude District has all the necessary ingredients for massive and diverse agricultural practice, given the climate, soil types and conditions, water availability, and stable weather throughout the year. It is the only area that two to three crop cycles can be achieved.

**x. Mineral Resources**

Oral histories told in many chiefdoms and recently, geological maps indicate a diverse mineral resource base found across Umkhanyakude District Municipality. The selection of sites for resources exploitation and beneficiation in the District will be guided by the balance with sustaining our cultural, natural and human environment.

The ten key competitive advantages identified in our 3<sup>rd</sup> generation IDP provides a sound basis for a robust vision, economic development strategy that provides a platform for social development in our District.

## Umhlosinga Development Agency (UMDA)

In response to the challenges regarding Economic Development the UMkhanyakude District Council decided to establish a Special Purpose Vehicle to drive Economic Development in the District. The Umhlosinga Development Agency was established by Council resolution in 2006. With the financial assistance Local Economic Development Agency program of the Industrial Development Corporation, the agency started Operations on the 1<sup>st</sup> of January 2008.

The UMDA speaks to 5 major Key objectives of the IDP

- Financial Viability
- Economic Development
- Corporate Governance
- Institutional Development
- Job Creation



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:

- be 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;
- 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;
- 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;
- 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
- 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 1<sup>st</sup> Operational phase in 2009 and established 5 Economic intervention Programs that talks to the IDP 1. Agribusiness 2. Tourism 3. Industry 4. Property Development 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. 1. The Mkuze Regional

Airport and 2. The Jozini Hydro. In 2012 the parent body also signed an MOU with UMDA for the development of the district corridors.

The UMDA is now in its Final Funding Stages of the IDC program and as such will be closing on Programs done to date. All future Funding and Programs will be based on the New Government Strategy on UMkhanyakude which is the Corridor development. The Shareholder will be responsible for the Operational Cost of the UMDA and as such will need to align the Company to achieve maximum benefit from the company.

The current strategy of the UMDA is based on the 5 Programs identified as Key drivers of the Economy, Agriculture, Tourism, Property Development, Industry and Business Support and Development. The company has to date operated on these fundamentals in terms of it development planning and engagement.

The New Strategy for the District Municipality is based on the Vision 2030 Strategy of the district and Sister Municipalities. This will see alignment with the Provincial and National Planning Commission. In this regard the Newly Established District Planning Commission will work hand in hand with the UMDA to ensure the success of the implementation of the Strategy. The corridor strategy rest on the strengths of the District in terms of it, comparative and competitive Advantages based on Location and the Two Main Sectors of economic activity and there's.

The District is an Agricultural and Tourism Based Sector Economy and as such the Alignment with the Corridor Strategy will be Based on integration of Economic Activities and Planning future Activities to strengthen the Strategy.

The Strategy aims to achieve three major objectives, becoming a Food production Centre, Export earner and be a major value add centre. In terms of the Agricultural alignment to the Strategy the UMDA will strategise alongside the following main focus points to achieve this outcome.

- Makathini Master Plan
- Formalizing the Informal Agricultural Industry into Value Chain Program
- Becoming a Primary Food Producer
- Becoming a Main Economic Driver
- Create and Investor Based Environment.

In terms of Tourism the UMDA will focus on the Following Strategy, the Goal of which is to Make UMkhanyakude the Preferred Tourism Destination by creating and maintaining as ever evolving and Innovative Tourism experience through the development of Route 22 which covers the entire district. This project will see the positioning of the District as a Preferred Tourism Destination by Highlighting the Cultural and Struggle Routes as well as the Bio-Diversity. It is well equipped to do so with the assistance of iSimangaliso World Heritage Site and the Trans-frontier Park between Mozambique and Swaziland.

- Industry Transformation
- Create and support the Enabling environment for growth
- Defend Domestic Market and aggressively grow foreign Market
- Improve Destination Image and profile
- Attract investment in the Tourism Industry.



The marketing of new investment opportunities in the tourism industry will be the focus for the 2013 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.

Renewable Energy is a Priority for the UMkhanyakude District being the darkest District the UMDA is tasked to Find Alternative Energy sources. The Jozini Hydro is one such project and is currently in progress. Further engagements with regards to Solar and Pipe Generation are being investigated. The UMDA is providing support to the Mkhuze Bio-Mass Energy Plant at Mkhuze Town.

The realisation of Unlocking the district economy is to provide world class transport access and this is what Mkhuze Airport Gateway will provide, this project rests on the Upgrade of the Mkhuze Airport to a Regional Airport, alongside the Airport Conference Facility and Budget Hotel. This will be complimented with a 40 Suite Office Block and Up Market Shopping facility, finally Housing for up to 500 families. This Gateway Project will open Logistical and Residential backlogs and will enhance the attractiveness of the District as a preferred location for Tourism and Agricultural investment.

The UMDA formed the UMkhanyakude Chamber of Industry and Commerce and this body is now started to operate independently. The UMDA has signed and MOU with the Chamber for close cooperation in future.

The UMDA has identified the importance of the Traditional Leaders and as Such have signed two Economic and Spatial Development MOU's with Tembe and Matenthwa Traditional Authorities, and will be engaging the House of Traditional Leaders to sign further MOU's with the other 16 Traditional Authorities.

Due the on-going Clean Administration that the UMDA is maintaining it has become the Preferred Pay Master for the IDC and related DFI's as well as the National LOTTO and MTN. This means that the UMDA is positioning itself as a Vital Tool in the delivery of Economic Development to the SMME's and Farmers in the District.

Through is Community Participation and Communication Program based on a Maputaland Radio Show it communicates the latest information from the Banking and DFI sectors. The program is utilised to show case UMDA Programs and Project and it creates a strong two way communication with Community it serves.

## Projects for uMhlosinga Development Agency – 2013/2014

The information to be presented below is based on:

- Implementation Plan for Agriculture;
- Implementation Plan for the Airport; and
- Implementation Plan for Growth and Investment Drive

### Implementation Plan for Agriculture

<b>Allocation name</b>	<b>Agriculture</b>	
<b>Brief description of requirement</b>	<p>The programme is aimed at facilitating the development and implementation of the following projects in the district:</p> <ul style="list-style-type: none"> <li>• Local seedling Nursery for farmers</li> <li>• Assessable and Practical farmers Retail Space</li> <li>• Catalyst Agricultural Business Protect</li> <li>• Identification of two(2) additional Agricultural Economic Drivers</li> <li>• Credible SCM for Agricultural Business and Government</li> </ul>	
<b>Relevant key performance area</b>	Local Economic Development (KPA)	
<b>Relevant key performance objective</b>	<ul style="list-style-type: none"> <li>• Nursery operations</li> <li>• Sicabazini First Production Harvest</li> <li>• Add two more projects</li> <li>• Implement ILO projects</li> <li>• Get Mjindi Fruit Small Growers project approved.</li> </ul>	
<b>KPI Reference</b>	Investment Coordination and Facilitation	
<b>Number of beneficiaries (if relevant)</b>	<p>The 600 000 members of District Community</p> <p>Agricultural Sector</p> <p>Industrial Sector</p>	
<b>Expected outcome</b>	<ul style="list-style-type: none"> <li>• Have vibrant activity centre in the Makhathini for Agriculture Sector.</li> <li>• Start with aggressive production of Vegetables and fruit production</li> <li>• Have two additional produce, Feasibility Studies regarding Agricultural Growth.</li> <li>• Have sound Public Procurement Practice in Place for BBBEE Agricultural \Public Sector engagement</li> </ul>	
<b>Key allocation milestones/projects</b>	<b>PROJECT</b>	
	1.	Nursery, Farmers Market and Marketing Plant
	2.	Sicabazini Agric Project
	3.	2 IDC Social Enterprise Funded
	4.	Agriculture ILO procurement Projects
	5.	Mjindi Fruit Growers 100 Farmers
<b>High level activity</b>	<b>Activity</b>	<b>BUDGET</b>
	<b>Project 1</b>	<b>R 50 000</b>
		<b>R 2m (1.3m)</b>
		<b>(R 5m)</b>
		<b>R 1.5m</b>
		<b>(R 12m)</b>



	<b>Nursery</b>		
	1.1.	Connection of irrigation system	<b>On progress</b>
	1.2.	Maintenance of the irrigation system	<b>On Progress</b>
	1.3.	Operation of the Nursery	<b>On Progress</b>
	<b>Project 2</b>		
	<b>Farmers Market and Packaging Plant</b>		
	2.3.	Infrastructure set up	May 2013
<b>High level activity</b>	<b>Activity</b>		<b>Target Date</b>
	<b>Project 4</b>		
	<b>ILO</b>		
	4.1.	Develop Action Plan from business Plan	1 <sup>st</sup> July 2013
	4.2.	Find land for the school feeding scheme projects	September 2013 to February 2014
	4.3.	Obtain site approval from land owners	September 2013 to February 2014
	4.4	Purchase of equipment and Seedlings	November 2013 to March 2014
<b>High level activity</b>	<b>Activity</b>		<b>Target Date</b>
	<b>Project 3</b>		
	<b>2 IDC Social Enterprise Funded Projects</b>		
	3.1	Identification of Beneficiary Cooperatives	1July to 31 Sept 2013
	3.2	Compiling of Business Plans	1 October to 30 December 2013
	3.3	Submission of Business Plans	1 January 2013
<b>High level activity</b>	<b>Activity</b>		<b>Target Date</b>
	<b>Project 5</b>		
	<b>Mjindi Fruit Growers 100 Farmers</b>		
	5.1	Identification of Beneficiary Cooperatives	1July to 31 Sept 2013
	5.2	Compiling of Business Plans	1 October to 30 December 2013
	5.3	Submission of Business Plans	1 January 2013

**Amounts in Brackets reflect applications with funding Pending.**

## Implementation Plan for the Airport

<b>Allocation name</b>	<b>Mkhuze Airport Property</b>		
<b>Brief description of requirement</b>	<ul style="list-style-type: none"> <li>• Location of the Future regional Airport establishment</li> <li>• Location for Commercial Property Development on ± 30ha</li> </ul>		
<b>Relevant key performance area</b>	Local Economic Development (KPA)		
<b>Relevant key performance objective</b>	Create infrastructure to drive Economic development And Grow Capital Economy		
<b>KPI Reference</b>	Investment Coordination and Facilitation		
<b>Number of beneficiaries (if relevant)</b>	The 600 000 members of District Community Tourism visitors		
<b>Expected outcome</b>	Shopping mall Development Airport Establishment		
<b>Key allocation milestones/projects</b>	<b>PROJECT</b>	<b>BUDGET</b>	
	1	Aviation Operations	<b>R250 000</b>
	2	Aviation and Non-aviation development Phase 1	<b>R10m</b>
	3	Aviation and Non-Aviation Development Phase 2	<b>(R16.8m)</b>
		<b>TOTAL BUDGET</b>	<b>R10,250 000</b>
<b>High level activity</b>	<b>Activity</b>		<b>Target Date</b>
	<b>Project 1</b>		
	Aviation		
	1.1.	Airport operations <ul style="list-style-type: none"> <li>• Daily Operations</li> <li>• Maintenance of Runway</li> <li>• Incoming Flights</li> </ul>	Ongoing/on progress
	1.2.	Airport Establishment <ul style="list-style-type: none"> <li>• Update of the current business plan</li> <li>• Lobbying for Further funding</li> </ul>	1 <sup>st</sup> of July to 30 <sup>th</sup> of December 2013 Ongoing activity
	1.3.	Amendment of the Record of Decision (ROD)	On progress
	1.4.	Construction (The implementation will begin when the above activities have been completed)	1 Augustus 2013
	<b>Project 2</b>		
	<b>Non –Aviation</b>		
	2.1.	Call for expression of interest	1 <sup>th</sup> of July 2013 on progress
	2.2.	Awarding of expression of interest	1 <sup>th</sup> June 2013
	2.3.	<ul style="list-style-type: none"> <li>• Develop PDA application</li> <li>• All relevant documents and plans approvals</li> </ul>	May 2014
	2.4.	Site preparation and Construction Activities	From; June `14

## Implementation Plan for Growth and Investment Drive

<b>Allocation name</b>	<b>Economic Growth and Investment Drive and Development</b>	
<b>Brief description of requirement</b>	The programme is aimed at facilitating economic growth within the District and attraction of Investments	
<b>Relevant key performance area</b>	Local Economic Development (KPA)	
<b>Relevant key performance objective</b>	Creating the necessary platforms for interaction with interested Investors with the District	
<b>KPI Reference</b>	Investment facilitation and coordination.	
<b>Number of beneficiaries (if relevant)</b>	Over 600 000 residents of the district.	
<b>Expected outcome</b>	Identification of potential investors in specific economic fields.	
<b>Key allocation milestones/projects</b>	<b>PROJECT</b>	
	1	Investment portfolio Engagements
	2	Establishment of strategic relationships
	<b>TOTAL</b>	
		<b>BUDGET</b>
		<b>R 50 000</b>
		<b>R 60 000</b>
		<b>R110,000.00</b>
<b>High level activity</b>	<b>Activity</b>	
	<b>Target Date</b>	
	<b>Project 1</b>	
	<b>Investment portfolio plans</b>	
	1.1.	Scanning Corridor Plan for Business Plan Development
		30 <sup>th</sup> of August 2013 to 30 <sup>th</sup> of September
	1.2.	DC27 Investment profile workshop
		Till 30 <sup>th</sup> of October 2013
	1.3.	Final investment profile document
		Till 30 <sup>th</sup> February 2014
	<b>Project 2</b>	
<b>Establishment of strategic relationships</b>		
2.1.	Investment Meetings	
	Till 30 <sup>th</sup> of July 2014	
2.2.	Lobbing and Investment Coordination (International investment trips)	
	Till 30 <sup>th</sup> of June 2014	

## **The State of Local Economic Development**

### **Key issues emanating from the socioeconomic district profile**

Unemployment, inequality and poverty remain the major economic challenges in the District. The close link between these three social ills means that interventions from Government and other developmental partners should directly and indirectly tackle these issues. The causes of this situation are mainly structural in nature.

The economy of the District is over-reliant on agriculture (primary), the community services sector (government) to provide jobs. There is thus a need to diversify the economy of the region.

There is very little investment in economic infrastructure that can lead to economic growth and development in these areas. Initiatives designed to attract investment into these areas should therefore be regarded as a priority.

There is a need to develop the manufacturing base of the region-attention needs to be given to broadening and building the industrial base of the area. This will lead to economic growth and development of the area.

## **Enterprise Development**

### **Small, Medium and Micro Enterprise Development**

The district municipality identified enterprise development - Small, Medium and Micro Enterprise (SMME) - as its priority area. The municipality has a mandate to promote enterprise development within its area of jurisdiction with the aim to boost local economic development.

In 2012 the district is planning to develop an SMME Strategy which will include a number of programmes and activities coming from the strategy as guided by the implementation plan.

### **Challenges faced by SMME's in the District**

- Financial Support and access to finance
- Market material
- Marketing support and access to markets
- Technology Support
- Policy/Regulatory and institutional environment
- Human Resource Development and Capacity Building , and managerial expertise
- Timely payment of SMME's

## **Agriculture**

**Field crops:** The primary field crop is maize and this impacts a large number of people and is particularly valuable as a food crop when traditionally intercropped with pumpkins and beans. Maize is subject to large fluctuations in prices and combined with declining yields in communal areas presents both risk and opportunity for intervention. The Massive Food Production program targets maize and future programs need to be aligned with and learnt from this initiative. New possibilities, such as in-field rainwater are being explored to reduce the risk of crop failure and increase yields and also introduce fertility improving low-till planting and mulching have significant potential to meet food production and poverty alleviation objectives.

**Poultry – Broilers and Layers:** It is the intention of the District to assist SMMEs operate poultry/broilers. However these are intensive and highly sensitive to national market fluctuations and require high levels of management which are associated with high risk. Small-scale poultry production has been widely attempted but without the anticipated returns or levels of success and may have relevance at a micro-project level.

**Pineapples:** The conditions for pineapple cultivation are sub-optimal and the industry has been in decline over the last 4 decades. There remains uncertainty about further investment given the export market dependence and links to the exchange rate. However the district is intending to develop this industry as part of establishment of the Agro-processing Unit and Pineapple Beneficiation.

**Vegetables and Irrigated crops:** Typically, irrigation crops are medium to high value vegetables.

The District is exploring the implementation of Revitalisation strategies which invest in skills development, organisational growth, market linkages as well as physical repairs have shown substantial success nationally and could be replicated within Umkhanyakude.

**Acquaculture / Mariculture:** There is some potential for aquaculture and good potential for mariculture in the district. The tourism industry linked to trout in the higher-lying dams is significant and more important than the value of the fish themselves.

The relative importance of these enterprises differs in terms of contribution to employment, poverty alleviation and numbers of people impacted. It is important that for any sector, there are substantial variations between the predominantly commercial farming systems and the communal farming areas which have a mix of farming styles with varying agricultural contribution to livelihoods.

**Tunnel / Hydroponic production:** The district is exploring the development of this sector and the following products: Tomatoes, cut flowers and high value vegetables as these dominate this rapidly growing industry.

**Livestock** – Livestock is generally farmed together for pasture management, there is declining profitability in real terms with a shift from small stock to beef and to game in the commercial sector. However, together this is the largest sector in terms of land area, economic contribution and participation and has primary strategic value in both economic and socio-political benefits within the ADM.

## **PROPOSED SOLUTIONS**

### **Creation of SMME Profile**

Many SMME's operate in urban areas as compared to rural areas, and there is inadequate infrastructure for SMME development in rural areas. Notwithstanding the success of some micro sector businesses, it was identified that these enterprises are not growing – graduate to small business category. It was also identified that there is no available comprehensive inventory (databank) for SMMEs within the District. It has also emerged that most SMME's products are in poor quality. In improving the quality of their products, the District has is planning to intervene by organizing product development sessions and training sessions for both SMMEs and cooperatives.

As has been identified that most enterprises operate informally, the District is in the process of conducting a survey which will determine the causes and other related matters. The survey will also document the challenges faced by these informal traders so that a clearly defined support programme and possible solutions could be formulated.

### **Services SETA Initiative on SMME Development**

His Worship the Mayor Cllr. SJ Vilane of uMkhanyakude District Municipality convened and held a very high level meeting with the Management and leadership of Services SETA to discuss the details of the Strategic Co-operation Agreement between the two organs of state as per the attached documents.

During the discussions, the following areas of strategic cooperation were identified:

The Services SETA will provide bursaries to twenty (20) of the top performing learners from the Umkhanyakude District to register with any of the Universities for the academic year 2013. The District Municipality will provide guidelines on the areas of study which must be in line with the key economic growth areas of the District.

The Services SETA will provide funding for persons with disabilities within the District to enrol on various learning interventions that are within the SSETA scope in line with the resolutions of the Disability Summit that His Worship the Mayor held with the disability community.

The Services SETA is proposing to host a two-day SME and Cooperatives Summit on the 08<sup>th</sup> to the 09<sup>th</sup> March 2013 to facilitate broad socio-economic and political ownership of the initiative. This Summit was very successful. The overall purpose of the summit was to assess and conceptualize the needs and requirements of SMMEs and Co-operatives in the District, in order to develop specific proposals and programmes that can contribute in a practical way to improving the levels of skills and support for rural development and local economies.

## **Incubation Centres**

Incubation centres by their own nature are integral part of enterprise development. The intention of the district is to establish a minimum of two (2) incubation centres as pilot projects for the district aim being to monitor the development of SMME's to established business. Partnerships with State Owned Entities are being explored.

## **Economic Research**

Congruent with the key issues arising from the socio economic profile, the District plans to undertake a programme on economic research to constantly update and improve on the economic statistics that it uses for economic planning purpose. As demonstrated by the socio economic profile, unemployment, poverty and inequality continue to characterise the economic landscape of the District. The research programme will be designed to understand the causes of this situation as well as recommend measures that will improve the situation. The research will focus on the constant update and review of the LED Strategy to ensure its relevance to the prevailing economic climate. The prioritisation of competitive industries is also a new area of focus with the release of industrial strategies by both the national and provincial government. It is important for the District Municipality in the development arena to upgrade the competitive and comparative advantage of industries in its area of jurisdiction, hence its intention to develop an industrial strategy.

The District has also noted that while it is involved in supporting local economic development initiatives, it does not have any information on whether these interventions are having the desired impact. The District has is thus of intention to start a research process on an impact assessment of LED initiatives that it is supporting. The purpose of this is to inform its planning processes on initiatives that have worked in the past, or are likely to yield greater impact. The support of LED initiatives would then be justified, based on the study that has been undertaken.

## **Tourism**

Umkhanyakude District Municipality has 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.

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.

### **Establishment of a District Development and Planning Commission**

The establishment of Umkhanyakude District Family of Municipality's Development and Planning Commission is one of the ground-breaking strategic options that the new leadership of the family of municipalities has adopted.

This is part of a programmatic approach that is aimed at galvanizing and rallying the society and government around a single and coherent long-term vision of the district.

The idea is for the broader civil society and government to reach a consensus on practical steps and timeframes to realize the agreed upon vision; and to create an institutional platform for a much more focused interaction and stakeholder engagement.



**Its strategic objective** is to create a long-term perspective, focus and determination that will drive all matters pertaining to development and planning in the district.

### **Focus of the Commission**

- To give effect to the Constitutional (1996) obligation of local government; specially section 152; and the delivery on the powers and functions which are assigned to the District Family of Municipalities.
- To mobilize the national and provincial sector department, private business and the broader society around a commonly agreed goals and strategic approach to development and planning.
- Facilitate the development and presentation of policies and strategies to the District Family of Municipalities for resourcing and implementation.
- Drawing the requisite skills, expert knowledge and resources to bolster the achievement of the 2030 vision of the District Family of Municipalities.

### **3.5.1 Social Development Analysis**

#### **Special Programmes**

SPU is responsible for the co-ordination of the mainstreaming of issues of Historically Designated Individuals to the agenda of the municipality in general. This includes ensuring service delivery impacts in a manner that enhances the capacity of these groups to be part of the society as opposed to being a subject that is at the periphery. As a way of mainstreaming the designated groups, SPU has the responsibility of establishing structures that are meant to be the voice of these groups in influencing the municipalities to ensure that these groups participate at all levels of setting the agenda for service delivery.

#### **Women**

In the South African context participation of women and the consideration of their needs is a cardinal principle embedded in all local initiatives.

#### **Youth**

The participation of young people should be encouraged in all local initiatives: develop the school as an important common arena for young people's participation and of the democratic learning process and encourage youth associations; promote "children's council (along the lines of the Children's Parliament)", "youth council" 'Junior (City) Council" type experiments at local level, as genuinely useful means of education in local citizenship, in addition to opportunities for dialogue with the youngest members of society.

#### **Elderly**

The Municipality has a relatively high population of Older Persons and there are more black people. The most poor people live in rural areas where there are no resources. The municipality through its Local municipality and Department of Social Development are working hard in eradication of poverty within our Local Municipality by coming up with project and programmes that people could do in their areas.

#### **Sport**

Sports development in the region is reflective of the Apartheid legacy with the greater part of the district showing a glaring lack of sporting facilities in the areas occupied by Africans and the situation improving as one moves to areas predominantly Indian and White respectively. The District does not have a national competitive facility in the region in all the localities.

### 3.5.2 Health Analysis

The Department of Health within Umkhanyakude District provided the following information which forms part of the District Health Information System:

#### Mortality Rate

Indicator Name	Indicator Type	2010/2011	2011/2012
Total mortality rate	%	7	6
Facility Maternal mortality rate	per100K	130.1	68.1
Infant mortality rate	%	11.4	8.5
Under 5 yrs mortality rate	%	9.4	6.6
ANC prevalence survey	%	41.9	40.0

Source: DHIS

Between 2010/11 and 2011/12 the district institutional maternal mortality rate decreased from 130.1/100 000 to 68.1/100 000 compared with the National overall MMR of 310/100,000 (SA Strategic Plan for CARMMA). It should be noted that a number of maternal deaths occur following transfer from the District to the Regional referral hospital in Uthungulu. The leading contributory cause of maternal deaths is HIV and AIDS, with AIDS related infections comprising the leading cause of maternal deaths, followed by obstetric haemorrhage, indicating where attention needs to be applied to further reduce maternal mortality. The decrease might also be due to effective monthly perinatal reviews; training of Professional Nurses by Region 4 Specialist in the management of major conditions leading to maternal deaths; and training of CCGs on the MCWH Community Care Framework in order to strengthen MCWH services in the community.

The infant and child mortality rates have shown substantial improvement since 2009. The main reason for this improvement is the reduction in mother to child transmission of HIV since dual therapy was introduced in 2008, which has reduced transmission at 6 weeks of age in the District from 12% in 2008 and 4% in 2011.

The HIV prevalence (ANC) remains high although it shows a slight reduction from 41.9% in 2010 to 40.0% in 2011. The district is one of 3 in the country with prevalence exceeding 40%. Success of the treatment programmes will however increase the life expectancy of women.

There is steady improvement in early ANC attendance, and the proportion of eligible women started on HAART, which should enhance PMTCT and reduce maternal mortality. There continues to be room for improvement in the antenatal Nevirapine uptake rate, although data collection is a challenge.

### 3.5.3 Education Analysis

#### Background

Umkhanyakude District is one of the 12 districts in KZN with 548 schools 99% of which were built by parents using meager resources. It stretches from Hlabisa covering Mtubatuba down to Mbazwana right up to Manguzi until it reaches Ingwavuma and Jozini up to Mkhuze. It has 17 Circuits and two Circuits clusters VIZ Hlabisa and Ubombo / Ingwavuma . The district office is situated at Mkhuze.

No of schools	-	548
No of Special Schools	-	03
No of Secondary Schools	-	152
No of Primary Schools	-	376
No of Combined	-	17
<b>TOTAL</b>	-	<b>548</b>
Independent Schools	-	06

Infrastructure is one of the fundamentals for quality education. To redress the imbalances of the past the Department is improving the condition of structures in our schools and build new schools where they are needed, we add new and upgrade old structures. The Department does repairs and renovations, provide toilets and fence for schools. When upgrading a school the Department adds structures such as administration block, laboratories, computer rooms, soup kitchen, guard house and ECD classrooms.

## **3.6 Good Governance and Public Participation Analysis**

### **Representative and participatory democracy**

Political decentralization to the local level is an essential component of democratization, good governance and citizen engagement. It should involve an appropriate combination of representative and participatory democracy.

Participation through inclusiveness and empowerment of citizens shall be an underlying principle in decision-making, implementation and follow-up at the local government level.

The municipality recognizes the different constituencies within civil society and strives to ensure that all are involved in the delivery of public services and in pursuing the developmental local government agenda.

It is in this regard that the district is committed to establish and develop partnerships with all actors of civil society, particularly nongovernmental organizations and community-based organizations, traditional institutions and with the private sector and other interested stakeholders.

### **Constitutional and Legislative Provisions**

Local authorities are entitled, either through the constitution and in national legislation, to define appropriate forms of popular participation and civic engagement in decision-making and in fulfilment of their function of community leadership. This may include special provisions for the representation of the socially and economically marginalized sections of society, women, youth and people with disabilities of which the Municipality is committed to.

Legislation such as Batho Pele White Paper engenders Politicians and officials in local authorities should discharge their tasks with a sense of responsibility and accountability to the citizens-at all times they should maintain a high degree of transparency. The Municipality has not yet fully implemented Batho Pele Principles but have been engaged with relevant stakeholders as it has strong intentions to improve its image and customer relations.

### **The System**

In terms of the section 12 establishment notice, Umkhanyakude District Municipality is a category C municipality of a type described in section 3(f) of the Determination of Types of Municipality Act, 2000, i.e. a municipality with a collective executive system.

**Internal Structures and Functionaries-**The Municipality originally established five (5) standing/Portfolio Committees, and as part of the strategy formulation process ad hoc committees are also being proposed for effective decision-making and improved governance.

The functions and responsibilities of the portfolio councillors have been defined in writing. As part of the strategy formulation process it has been agreed that revised terms of reference for the establishment of Section 79 and Section 80 Committees be put in place.

**Declaration of Interest-**To effect Schedule 1 (MSA) good governance systems are being instituted. For instance Schedule 1 Declaration Forms have been designed and are to be signed by all Councillors to declare their interest and this register is to be updated on an annual basis. The Municipal Manager's Office as custodian of good governance will circulate the form for declaration of interest for Councillors Annually.

## **STANDING RULES AND ORDERS**

According to Section 160(6) of the Constitution a municipal council is authorized to adopt policies and that it may make by-laws which prescribe rules and procedures for:

- (a) its internal arrangements;
- (b) its business and proceedings; and
- (c) the establishment, composition, procedures, powers and functions of its committees.

The Municipal Systems Act and other municipal legislation provides for certain matters which may be included in the rules and orders of the municipality and be incorporated in its by-laws.

Standing Rules and Orders are in place and fully functional

## **INTEGRATED DEVELOPMENT PLANNING**

### **The IDP Review Process**

Prior to the commencement of the 2012-2013 IDP, Umkhanyakude District Municipality (UKDM) prepared and adopted a District IDP Framework Plan that served as a guide to the overall process throughout the district, as well as the IDP/Budget Process Plan. The Council resolution for the adoption of the District IDP Framework Plan and the IDP/Budget Process Plan is attached as Annexure 'A' and 'B' respectively.

## **District IDP Framework**

A District IDP Framework was formulated and adopted in August 2011 to serve as a guide to all of the local municipalities within the District Municipality's area of jurisdiction, and for purposes of alignment in the preparation of their respective Process Plans. In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities.

## **IDP/Budget Process Plan**

The IDP/Budget Process Plan was also formulated and adopted on August 2011 together with the District IDP Framework. The IDP/Budget Process Plan outlines in detail, the way in which the municipality embarked on its IDP and Budget processes from its commencement in July 2011 to its completion in June 2012. The IDP/Budget Process Plan outlines the time frames of scheduled events, structures involved and their respective roles and responsibilities. All these plans were adopted in accordance with the relevant legal prescripts and have dictated the process to be followed for developing the IDP.

## **Process Planning**

IDP Process Plan was approved by Council in line with legislative requirements (attached for ease of reference)

Develop and implement Innovative process plan methods and models for the production and implementation of the IDP

## **IDP/Budget Consultative Meetings**

In preparation for the implementation of the 2013/2014 IDP and Budget, consultative meetings are planned to take place during the second week of May 2012. During 2011/2012A budget to the value of R212 000-00 was set aside to assist local municipalities in organising these meetings. These meetings are scheduled to take place between the 06 May 2013 to the 10 May 2013

## **Implementation of By-Laws**

In accordance with Section 13 (MSA) The executive and legislative authority of a municipality is exercised by the council of the municipality, and the council takes all the decisions of the municipality.

The formulation, availability, implementation and monitoring of by-laws represents a key component of effective governance.

No by-laws were passed during the year under review-however the municipality intends to undertake a by-law review process during the 2013/2014 financial year which will include

the assessment/evaluation of the successful monitoring of these by-laws to improve its governance and internal procedures. Lastly in compliance with Section 15 (Municipal Code) it is the intention of the district municipality to compile/update a Municipal Code –ensure that a digital/electronic Municipal Code is in place.

## **Internal Audit**

### **AUDIT FUNCTION- Purpose and objectives**

The Internal Audit function is an independent, objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the municipality. It assists the municipality in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the municipality's governance processes, risk management and control processes. Currently the Internal Audit function is outsourced.

### **Asset Management and Asset Register**

As part of the Audit Action Plan and to improve its audit status the district has, amongst others, resolved to:

- Develop an Asset Management Policy
- Develop systems and procedures for the management, acquisition, maintenance, disposal monitoring and reporting on Asset Management procedures;
- Review and keep an up to date Asset Register and Asset Management Plan

**Risk Management:** To enhance the Audit function a Risk Management Strategy will also be formulated during the 2012/2013 Financial year. This will be accompanied by process awareness, training on Enterprise Risk Management (ERM) for the institution.

## **Intergovernmental Relations**

**Objective:** Alignment of IDPs of local municipalities with the IDP of the district

To determine scale issues, potentials, priorities, problems/challenges and to define common priority issues;

- Get information from local municipalities through IDP Forums and/or joint IDP strategic planning workshops so that information from local municipalities is consolidated into district IDP and socio-economic analysis of the district
- Convert IDP objectives of the local municipalities into strategies, plans, projects and activities which must be tracked and monitored;



- Create a platform for environmental scanning so as to review the circumstances in the environment that might have influence on the 5 year IDP and to adjust accordingly;
- Standardisation-ensure that one common IDP components as a district and therefore a need to align district IDP with those of the local municipalities;
- (Explore institutionalisation through a resourced Municipal Support Unit)
- For the district to provide assistance to local municipalities to continuously improve quality of the IDPs
- Promote the involvement of sector departments as part of district planning
- Develop partnerships with development organisations, actors, business, civil society, expert/subject specialists etc for strategic policy development
- Undertake District wide awareness campaigns on planning, development, policies and legislation impacting on local government specifically the IDP
- Provision of ongoing support to senior management and Council on IDP and projects
- Data base development
- Development of planning tools/decision making and reporting
- Develop district wide networks, round-table and forums
- Debates and discussions on local government documents/policy
- Ongoing participation in the provincial IGR Forum and identify areas of joint partnerships
- IGR engagement with LM's

The current arrangement is that the IGR should be run internally and municipalities have appointed coordinators to assist with the running of the programme.

### **Disaster Management**

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.

More details on Disaster Management are attached as Annexure 2. The Disaster Management Plan has not yet been adopted by the Council.

## **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. The following TCs are found within the District:

### **At KZ 271**

- KwaMashabane TC
- KwaMbila TC
- KwaTembe TC
- KwaMabaso TC

### **At KZ 272**

- KwaNgwenya TC
- KwaNsinde TC
- KwaJobe TC
- Sqakatha TC
- KwaNyawo TC
- Manyiseni TC
- Nkungwini TC

**At KZ 273**

- KwaMakhasa TC
- KwaNibela TC
- Mngobokazi TC

**At KZ 274**

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

**Participation of Traditional Leaders in Municipal Council Meetings**

## Legislative Background (Section 81 of Municipal Structures Act)

**81.** (1) *Traditional authorities that traditionally observe a system of customary law in the area of a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the council.*

(2) (a) *The MEC for local government in a province, in accordance with Schedule 6 and by notice in the Provincial Gazette, must identify the traditional leaders who in terms of subsection (1) may participate in the proceedings of a municipal council.*

(b) *The number of traditional leaders that may participate in the proceedings of a municipal council may not exceed 10 per cent of the total number of councillors in that council, but if the council has fewer than 10 councillors, only one traditional leader may so participate.*

(c) *If the number of traditional leaders identified in a municipality's area of jurisdiction exceeds 10 per cent of the total number of councillors the MEC for local government in the province may determine a system for the rotation of those traditional leaders.*

(3) *Before a municipal council takes a decision on any matter directly affecting the area of a traditional authority, the council must give the leader of that authority the opportunity to express a view on that matter.*

(4) *The MEC for local government in a province, after consulting the provincial House of Traditional Leaders, may by notice in the Provincial Gazette -*

(a) *regulate the participation of traditional leaders in the proceedings of a municipal council;*  
*and*

(b) *prescribe a role for traditional leaders in the affairs of a municipality.*

(5) *When participating in the proceedings of a municipal council a traditional leader is subject to the appropriate provisions of the Code of Conduct set out in Schedule 5.*

## Background

The KZN COGTA Department held a meeting with the District Municipality on the 07 February 2013 with a view to discussing how municipalities should gear themselves up for implementing a process of enabling nominated members of traditional councils, to participate in meetings of municipal councils.

The MEC will nominate members of traditional council that are equivalent to 20% of the number of councillors serving in a particular municipality. In instances whereby the number of serving councillors is below 10, only one member of the traditional council will be nominated. In instances whereby there is only one traditional council within the jurisdiction of the municipality, only one member will also be nominated. Nominated members of the traditional councils will be gazetted before the end of March 2013.

Municipalities are expected to cater for out of pocket expenses that might be associated with the participation of nominated traditional leaders in municipal council meetings. Therefore policies such as S&T must be able to accommodate members to be nominated to participate in the municipal council meetings.

Roles and responsibilities for traditional leaders and municipalities have been clearly communicated to all relevant stakeholders and there is a guideline that will inform provincial regulations for participation of traditional leaders in municipal councils.

Illustration of maximum number of traditional leaders to be nominated by the MEC per municipality:

<b>Municipality</b>	<b>No of Councillors</b>	<b>Maximum no of Traditional Leaders (20%)</b>
<b>KZ 271</b>	34	6
<b>KZ 272</b>	40	8
<b>KZ 273</b>	7	1
<b>KZ 274</b>	16	3
<b>KZ 275</b>	38	7
<b>DC 27</b>	29	5

## Way Forward

- Adjustment budget for all municipalities should cater for the participation of traditional leaders in municipal council meetings
- That relevant policies for all municipalities should accommodate participation of traditional leaders in municipal council meetings

## 4. SECTION D: DEVELOPMENT GOALS AND OBJECTIVES

### 4.1 Umkhanyakude District Vision 2030

#### “Umkhanyakude Metro by 2030”

As indicated in section 1.6 in this document, the vision is about two things; i.e. the resolve, by the Family of Municipalities to bridge the urban/rural divide insofar far as development is committed to ensuring that the people of the District have access and enjoy the **conveniences** of a metropolitan city; and to rally the people of the district around one **BIG** developmental and planning idea.

#### MISSION STATEMENT

The new vision clearly indicates council’s mission to focus on:

- Economic and industrial growth strategy and projects
- Sound social and infrastructural development programme
- 90% of the District to be using Green energy by 2020
- Robust District rural development strategy
- A human resource development strategy
- Best Practices in Good Governance (including clean audit); and
- A simple, focused and goal driven service delivery programme with measurable results.

#### VALUES

In pursuing the above-mentioned vision and mission Umkhanyakude District Municipality is committed to upholding the following core values:

- Integrity
- Excellence
- Customer orientation
- Performance Excellence
- Integrity
- Community Centeredness
- Transparency
- Cooperative Governance
- Accountability
- Continuous Improvement

## **The Key Performance Areas and Strategic Objectives**

The following KPAs will inform the strategic direction of the Municipality:

- Good Governance and Community Participation
- Service Delivery and Infrastructure Investment
- Local Economic Development
- Municipal Transformation and Institutional Development
- Municipal Financial Viability and Management
- Spatial Planning and Environmental Management

The following section reflects on the proposed strategic agenda for the District Municipality:

## KPA 1: Good Governance and Public Participation

GOAL	OBJECTIVE	STRATEGY	TARGET
<b>1.1 IDP/Budget Consultative meetings</b>	To ensure adherence to Chapter 4 of the Municipal Systems Act no 32 of 2000 as amended	Implementation of IDP and Budget Consultative Programme	6 IDP/Budget Consultative Programmes by 30 June 2014
		Implementation of Public Participation Programmes	4 Public Participation programmes implemented by the 30 June 2014
<b>1.2 Social Development</b>	To Improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases, especially reduce the impact of HIV/AIDS on communities	Implementation of Council Outreach Programmes	At least 5 programmes implemented by 30 June 2014 (1 per LM)
		Implementation of Youth Development Programmes	2 Youth Development Programmes implemented by 30 June 2014
		Implementation of Women Development Programmes	2 Women Programmes implemented
		Implementation of HIV/AIDS Programme	At least one Programme implemented by 31 December 2013
		Implementation of Senior Citizens Programmes	At least one Programme implemented by 31 December 2013
		Implementation of Vulnerable Children Programme	at least one Programme implemented by 31 October 2013
		Implementation of Poverty alleviation Programme	At least 5 programmes implemented by 30 June 2014 (1 per LM)
		Grant-in-aid for NGOs	10 NGOs provided with grants by 31 December 2013
		Implementation of Senior Citizens, Women and Child Abuse Awareness Campaigns	3 Campaigns implemented by 30 June 2014

## KPA 1: Good Governance and Public Participation...

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGET</b>
<b>1.3 Disaster Management</b>	To support initiatives aimed at ensuring safety and Security of communities, and maximize the capacity of the Municipality to manage Disasters	Construction of Disaster Management Centre	Disaster Management Centre building constructed by 30 June 2014
<b>1.4 Ward Committee System</b>	To strengthen the functioning of ward committee system	Implementation of Ward Committee and War Rooms Capacity Building Programme	2 programmes implemented by 30 June 2014
<b>1.5 Arts and Culture</b>	To promote arts and culture programmes	Implementation of Arts and Culture Programmes	4 programmes implemented by 30 June 2014
<b>1.6 Sports and Recreation</b>	To promote sports and recreation	Implementation of SALGA Games Programme	SALGA Games report adopted by the Council by 31 Jan 2014



## KPA 2: Service Delivery and Infrastructure Investment

GOAL	OBJECTIVE	STRATEGY	TARGET
<b>2.1 Access to quality, affordable and reliable bulk services</b>	To improve access to quality, affordable and reliable municipal services (e.g., water, sanitation, electricity, refuse removal, transportation), and to provide free basic service.	Installation of new water connections to households	2000 households (10% of HHs - service delivery backlog: Census 2011) connected by 30 June 2014
		Installation of new sanitation connections to households	1000 households (10% of HHs - service delivery backlog: Census 2011) connected by 30 June 2014
		Installation of new electricity connections to households	3500 households connected by 30 June 2014 (10% of backlog)
		Implement Municipal Water Infrastructure Grant (MWIG)	3200 households connected by June 2014
		Implement Accelerated Community Infrastructure Programme (ACIP)	1500 households connected by June 2014
		Implement Regional Bulk Infrastructure Programme (RBIG)	4500 households connected by June 2014
		Implement Massification Programme	1800 households connected by June 2014
	To provide free basic services	Installation of free basic water	(2900 households that would benefit from stand pipes provided free basic water by 30 June 2014: 10% of backlog)
		Installation of free basic sanitation	(1400 households that would benefit from VIP toilets provided free basic sanitation by 30 June 2014: 10% of backlog)
		Installation of free basic electricity	5200 households installed with basic electricity by 30 June 2014

## KPA 2: Service Delivery and Infrastructure Investment. ...

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGET</b>
<b>2.2 Operations and maintenance</b>	Regular investment in Infrastructure in order to improve on operations and maintenance	Implement Water Leaks Repair Programme	12 reports submitted to the ExCo by 30 June 2014
		Replacement of existing infrastructure Programme	12 reports submitted to the ExCo by 30 June 2014
		Repairs and Maintenance Programme	12 reports submitted to the ExCo by 30 June 2014

### KPA 3: Sustainable Local Economic Development

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGET</b>
<b>3.1 All inclusive and vibrant economy</b>	To create an environment that will ensure an inclusive district economy that will be representative of the broader demographics of the district	Development of a Local Economic Development Strategy	LED Strategy developed and adopted by the Council by 30 June 2014
		Strengthening the capacity of uMhlosinga Development Agency to deliver on its mandate	Grant transferred to UMDA by 30 September 2013
		Preparation of documentation to enable construction phase of the airport upgrade to commence in time	Documentation prepared by 30 June 2014
<b>3.2 Capacity building for the community and vulnerable groups</b>	To vigorously create an educated and skilful citizenry so as to enable the residents of the district access to the means of production and sustainable livelihood; especially the youth, women and the disabled	Awarding of bursaries to students pursuing scarce skills	10 students awarded with bursaries by 31 January 2014
		Implementation of Artisans Development Programme	40 Plumbers developed by 30 June 2014
<b>3.3 Partnerships for economic growth</b>	Ensuring the growth and development of local SMMEs and Cooperatives through the infrastructure investment entered into through partnerships	Strengthening Cooperatives within the District	5 Programmes implemented (1 per LM) by 30 June 2014
		Implementation of Emerging Contractors Development Programme	10 Emerging Contractors Developed by 30 June 2014
		Implementation of Tourism Development and Promotion Programmes	5 Programmes implemented by 30 June 2014
		Number of job opportunities created through LED development initiatives including Capital Projects	500 jobs created by 30 June 2014

## KPA 4: Transformation and Institutional Development

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGET</b>
<b>4.1 Human Resources Development</b>	To provide effective and efficient Human Resources Management Services aimed at achieving a skilled workforce that is responsive to Service delivery and change	Implementation of Workplace Skills Plan	100% of the budget spent by 30 June 2014
		Submission of Employment Equity report	EE Equity report submitted to the Dept of Labour by 31 October 2013
		Employ people from designated group in the three highest levels of management	4 by June 2014
<b>4.2 Municipal administrative services</b>	To ensure effective and efficient administration	Administration of services contracts	4 reports submitted to the ExCo
<b>4.3 Information Communication and Technology</b>	To ensure effective and efficient ICT Systems	Implementation of ICT Programmes	4 programmes implemented by 30 June 2014
<b>4.4 Organizational Performance Management System</b>	To ensure effective Organizational Performance Management System	Development of a Performance Management System	PMS cascaded to middle management by 30 June 2014
			4 quarterly reports submitted to the ExCo by 30 June 2014
		Preparation of an Annual Report for 2012/2013	4 quarterly performance reviews conducted by 30 June 2014
<b>4.5 Integrated Development Plan</b>	To ensure effective integrated development planning	Review Integrated Development Plan for 2014/2015	Council adopted Annual Report by 31 January 2014 Council Adopted IDP Review (2014/15) IDP by 31 May 2014

## KPA 5: Municipal Financial Viability and Management

GOAL	OBJECTIVE	STRATEGY	TARGET
<b>5.1 Revenue and cash management</b>	Improved revenue and cash management capability	Efficient management of Outstanding Service Debtors to Service Revenue ratio	Outstanding Service Debtors to Service Revenue ratio maintained at less than 0.5 throughout the 2013/2014 FY
		Efficient management of Debt management Ratio	More than 1 Debt Management Ratio maintained throughout the 2013/2014 FY
<b>5.2 Expenditure Management</b>	Efficient expenditure Management	Capital Budget expenditure monitoring and reconciling	90% of funded MIG projects committed by 30 June 2013/2014
		Efficient management of Cost Coverage Ratio	More than 1 Cost Coverage Ratio maintained throughout the 2013/2014 FY
		Operating Budget expenditure monitoring and reconciling	Salaries & Wages to be not more than 35% of Operating Budget throughout the 2013/2014 FY
<b>5.3 Financial Planning</b>	Sound Financial Planning and reporting	Preparation of budget in line with the IDP	Council approved Annual Budget by 31 May 2014
		S71 Reporting	12 Monthly financial reports (S71) adopted by the ExCo by 30 June 2014
		Preparation of MFMA S72 report	Council approved Mid-term/mid-year budget by 25 January 2014
		Annual Financial Statements submitted to AG	Prepared and submitted consolidated AFS to AG by the 30 September 2013
			AG opinion not below "qualified opinion" on finance related matters by the 31 December 2013

## KPA 6: Spatial Planning and Environmental Management

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>TARGET</b>
<b>6.1 Functional GIS</b>	Ensuring the provision of Geographical Information System (GIS) services within the District Family	Procurement of GIS software and hardware	Software procured by 31 December 2013
		Establishment of GIS hub at the DM	GIS Hub established by 30 June 2014

## 5. SECTION E: SPATIAL STRATEGIC INTERVENTION

### 5.1 Strategic Mapping

The Municipality is working towards developing corridors that have been identified throughout the entire District. A Corridor Development Master Plan is currently being developed and will be adopted by the Council before the end of June 2013. Of the six corridors that were initially identified, five have been found to be worth pursuing by the Municipality, details of which are as follows:

1. **NORTH - SOUTH CORRIDOR (N-2)**

(Richards Bay – Mtuba/Hlabisa – Hluhluwe – Mkhuze – Golela)

2. **CULTURAL HERITAGE CORRIDOR**

HLABISA – NONGOMA (Gateway to the Kingdom)

3. **BORDER HERITAGE CORRIDOR**

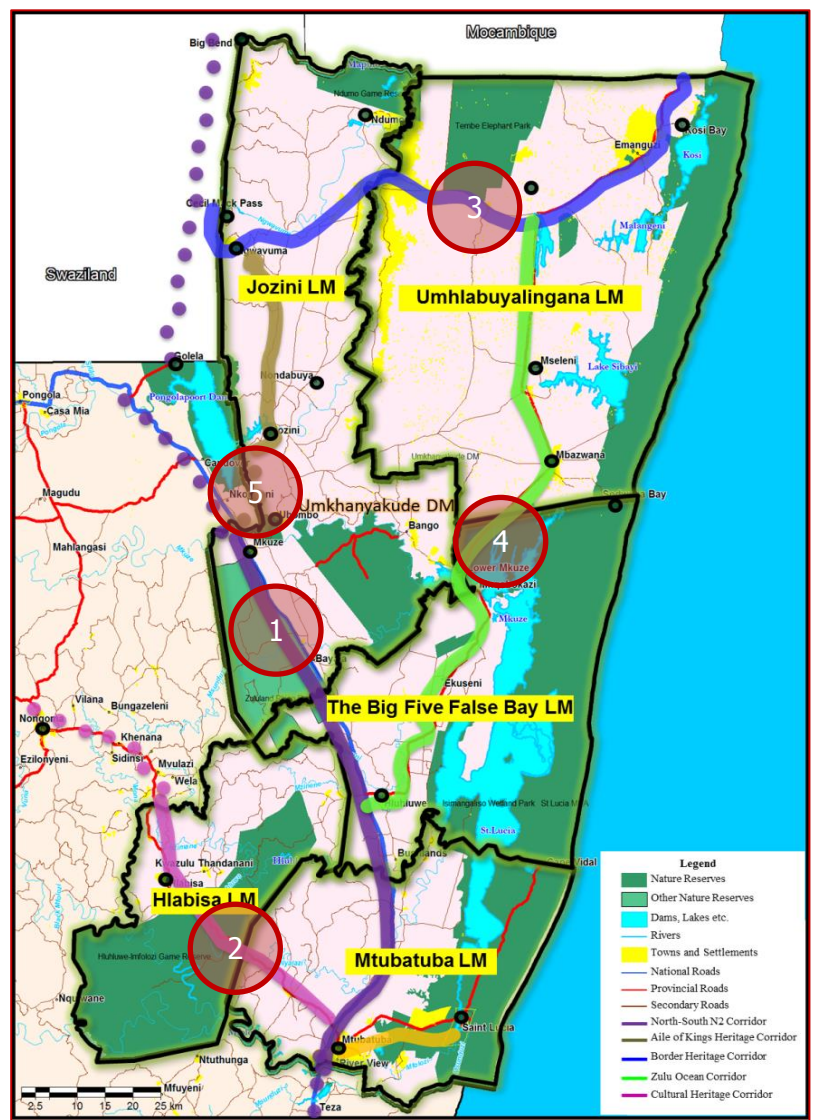
(Cecil Mack Pass – Ingwavuma – Bambanani – Ngwanase – Kosi Bay)

4. **ZULU OCEAN CORRIDOR**

(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)

5. **AIL OF KINGS HERITAGE CORRIDOR**

(Liberation Route: Jozini/N2 Turnoff – Sikhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass)



## 5.2 Development Rationale

Umkhanyakude Corridor Master Plan is based on the following principles:

### PRINCIPLE 1:

To achieve a sustainable equilibrium between human settlement, conservation, tourism, commercial and agricultural activities within the District, by way of proper land use management and in partnership with the private sector and local communities

### PRINCIPLE 2:

To maintain and protect all natural environmental resources in the uMkhanyakude District and to manage these as a coherent ecosystem.

### PRINCIPLE 3:

To establish the iSimangaliso Wetland Park as the international Tourism Anchor in the District, supplemented by the provincial and private reserves and cultural heritage precincts within the District.

### PRINCIPLE 4:

To promote irrigated and cultivated farming activities on suitable land within the District; and to support small scale and/or subsistence farming throughout the remainder of the area.

### PRINCIPLE 5:

To define and establish a functional hierarchy of nodal service centres in the District, in order to consolidate human settlement, optimise the delivery of social and engineering services, and stimulate local economic development, while protecting valuable agricultural land

### PRINCIPLE 6:

To provide a full range of social/community services at all identified nodal points, in accordance with the nationally approved Thusong Centre concept.

### PRINCIPLE 7:

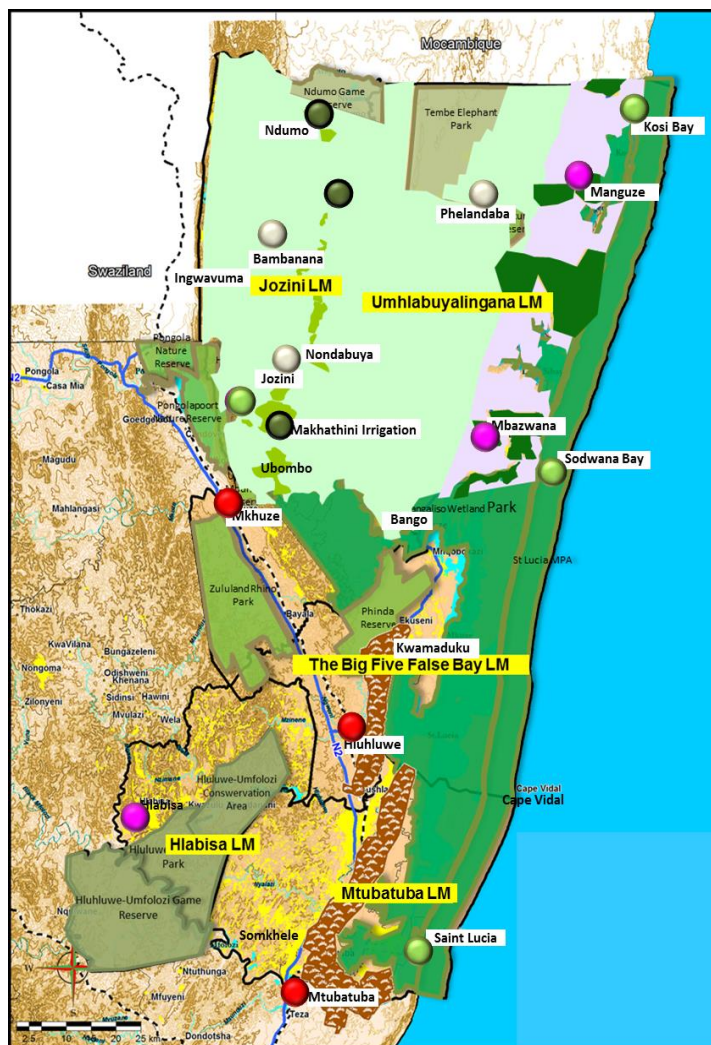
To consolidate industrial and manufacturing activities around three core areas, namely Mtubatuba, Hluhluwe and Mkhuze; and to promote small-scale manufacturing / light industrial activities, including agro-processing at all other nodes and Rural Service Centres.

### PRINCIPLE 8:

To enhance business activities (formal and informal) at each of the identified nodal points in the District by consolidating these activities with the Thusong Centres and modal transfer facilities

### PRINCIPLE 9:

To optimally capitalise on the strategic location of the District through enhancing the N2 and R22 as development corridors, and to functionally link all nodal points and major destinations within and outside the district to one another, by way of an extensive movement network.



### PRINCIPLE 10

To ensure that proper public transport infrastructure and services are provided along the priority movement network and at all nodal points, serving both urban and rural communities

### PRINCIPLE 11:

To ensure that areas displaying little or no potential for growth (urban and rural) are at least provided with the constitutionally mandated minimum levels of services as prescribed by the NSDP and enshrined in the Constitution.

### PRINCIPLE 12:

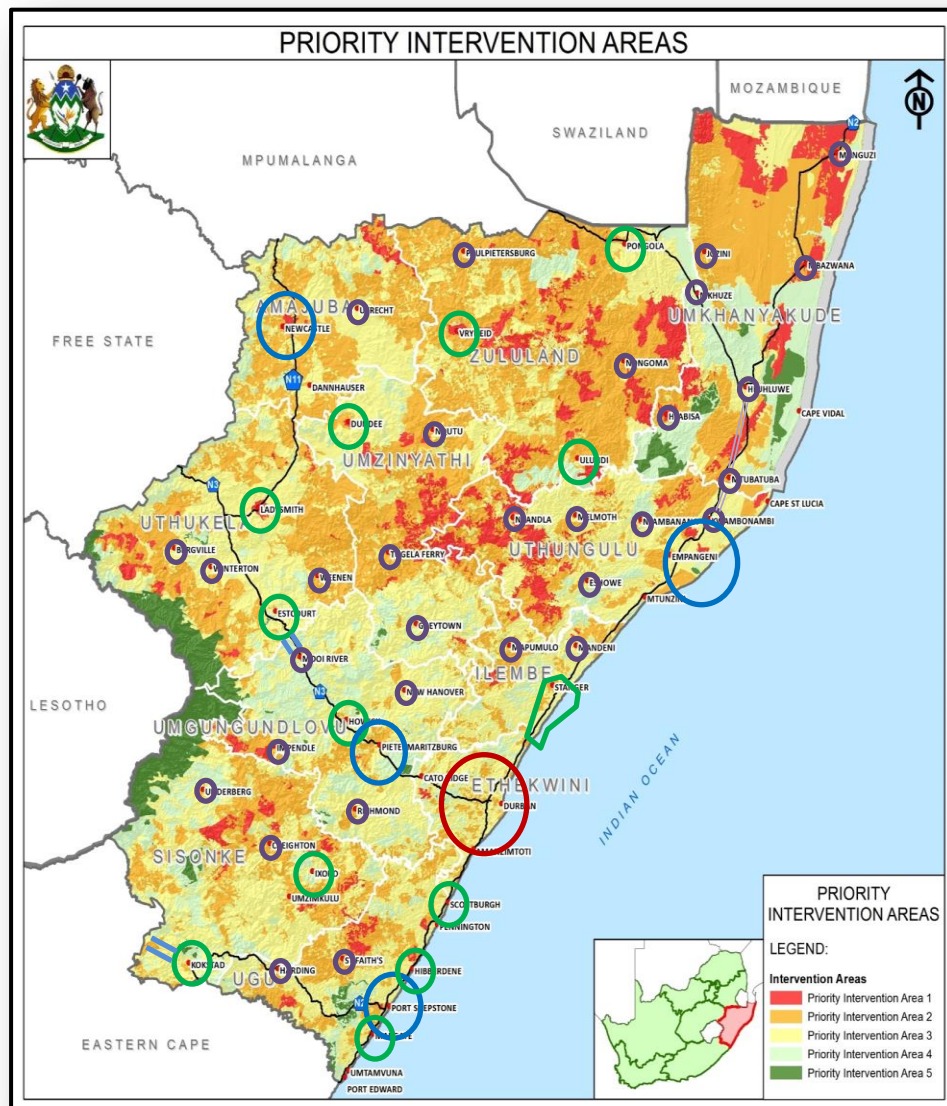
To integrate and consolidate the fragmented human settlement structure of the UDM by way of delineating urban and rural development boundaries around nodal points and promoting infill development and densification within these Strategic Development Areas.

### PRINCIPLE 13:

To compile detailed Precinct Plans for each of the identified nodal points and Rural Service Centres in the District.



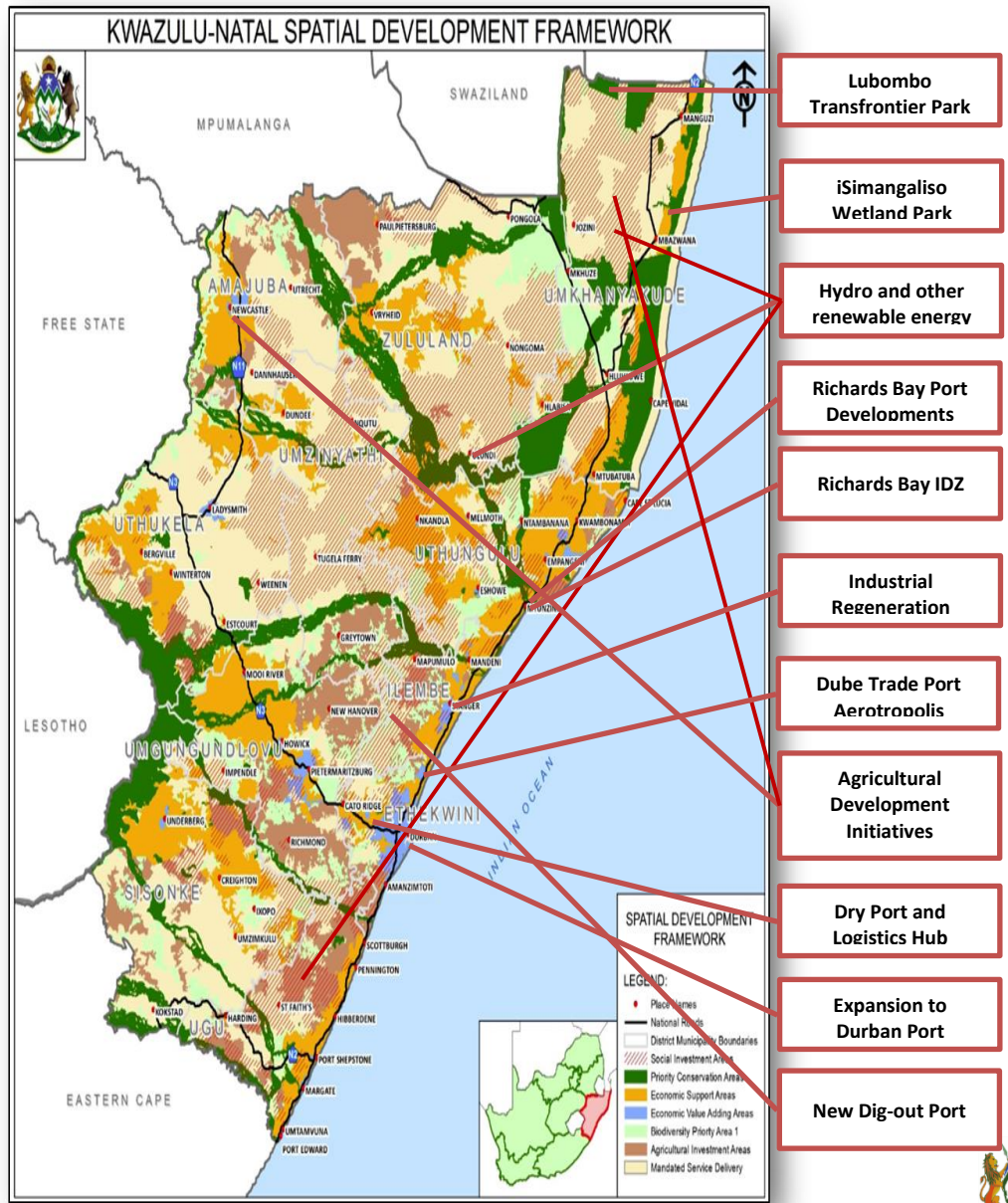
### 5.3 Provincial Strategic Priority Areas



- The figure above clearly indicates that Umkhanyakude District has no.1 and no. 2 priority areas
- The focus of the Municipality will then be on programmes that are in line with the PGDS for KZN
- The provincial intervention through the Ndumo Regeneration Programme will change the plight of that region for the better
- The Corridor Mater Plan for the Municipality is aimed at linking up with strategic interventions that the Province has already developed such as PGSD and PGDP
- Through the DGDP, a long-term intervention strategy will be developed to meet 2030 Vision of the District in line with the NDP and PGDP

### 5.3.1 KZN SDF

- The KZN SDF identifies three programmes within the District that need attention which are Lubombo Trans-frontier Park, Isimangaliso Wetland Park and Hydro and Renewable Energy
- Already the Development Agency is at advanced stages with getting Jozini Hydro Project started



## 5.4 Infrastructure Strategic Mapping

### 5.4.1 Current Planned and Existing Projects

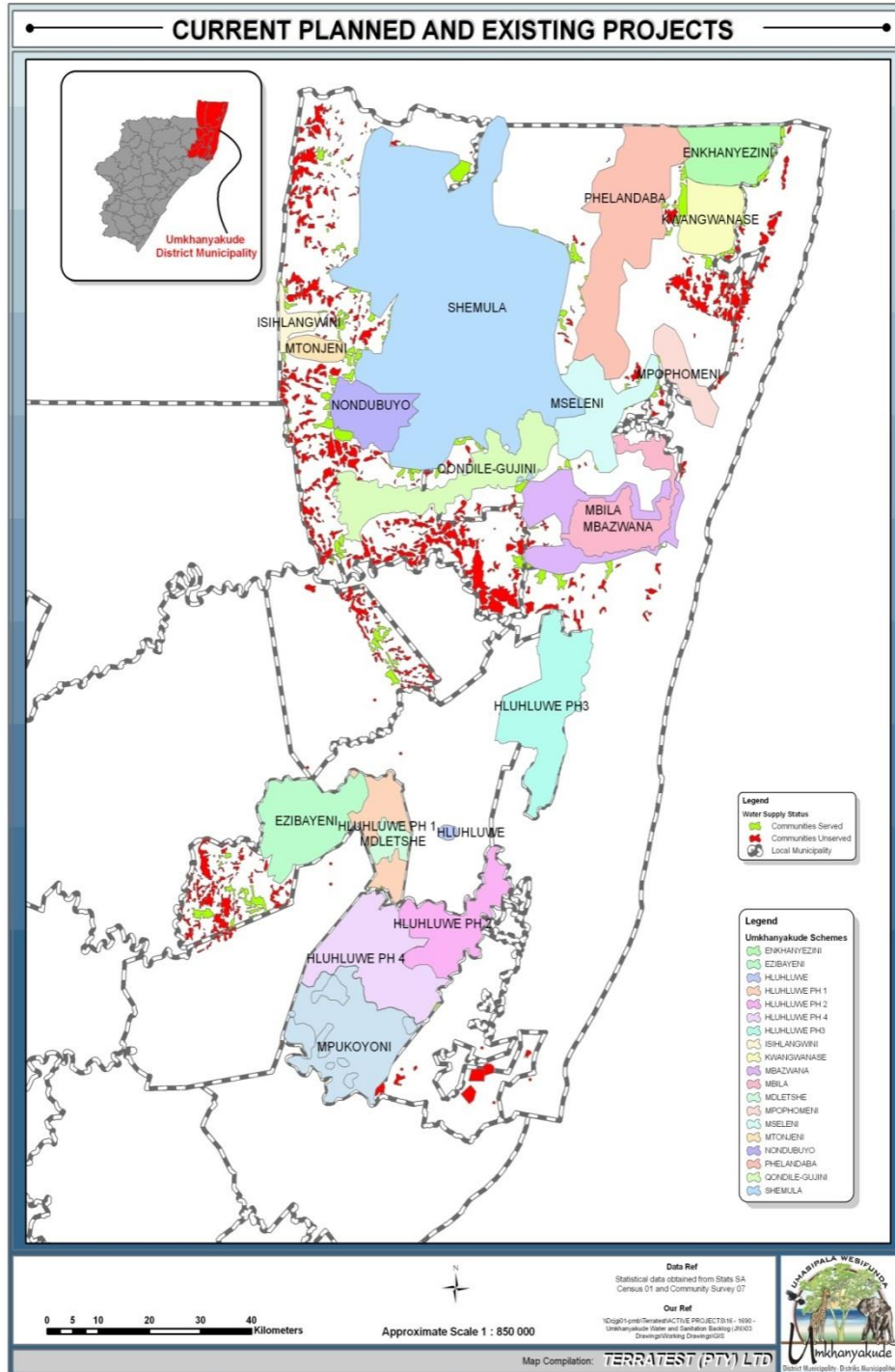


Figure 21: Current Planned and Existing Projects

### 5.4.2 Conceptual Plan for Regional Bulk Supply

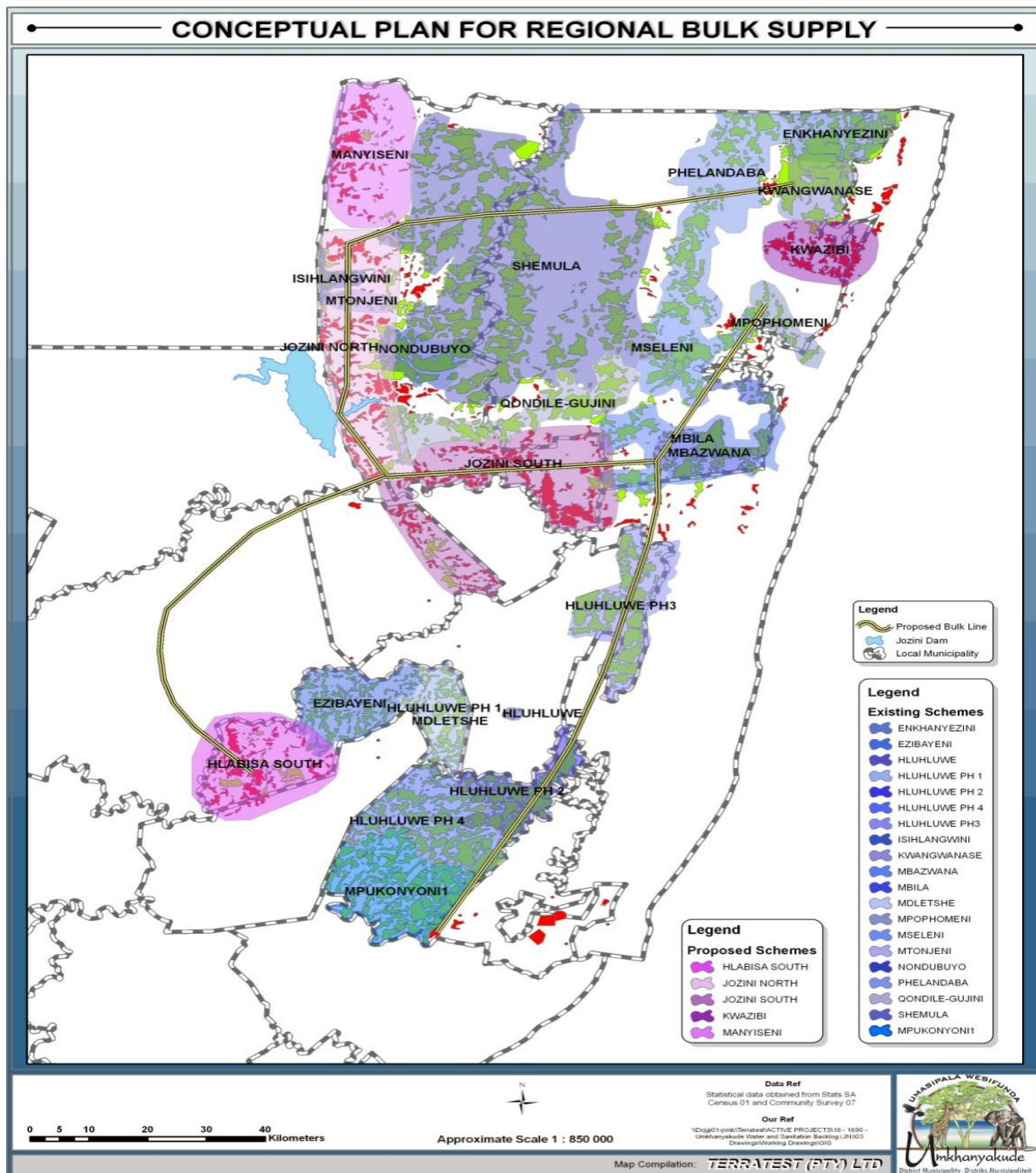


Figure 22: Figure 22: Conceptual Plan for Regional Bulk Supply

### 5.4.3 Additional Projects to Address Backlogs

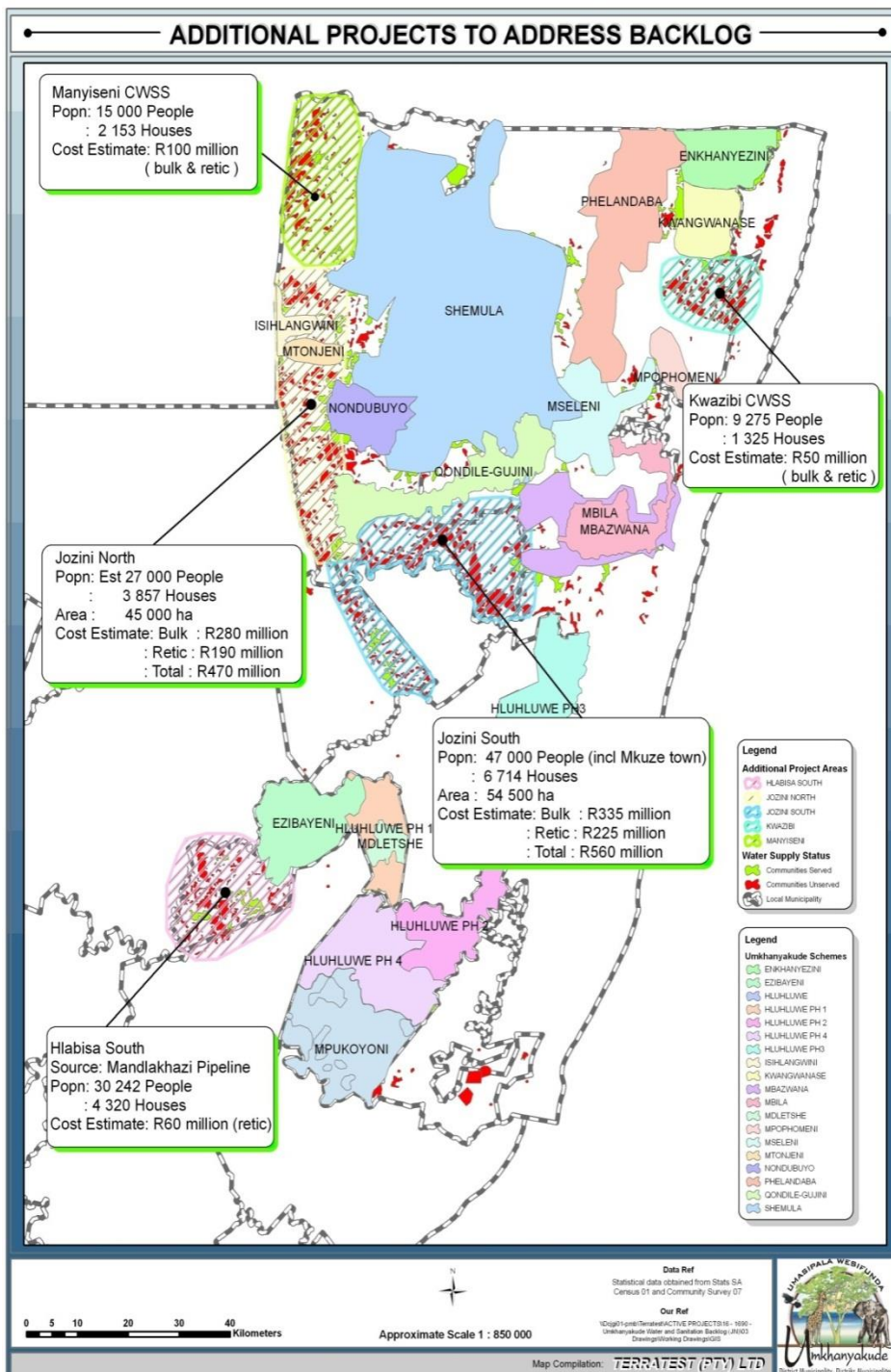


Figure 23: Additional Projects to Address Backlogs

## **5.5 Implementation Plan**

The following section represents a five year implementation Plan:

UMKHANYAKUDE DISTRICT MUNICIPALITY													
5 YEAR IMPLEMENTATION PLAN													
PERIOD: 2013/2014 TO 2017/2018													
KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	SOURCE OF FUNDING	BUDGET (2013/2014)	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	RESPONSIBILITY
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To ensure adherence to Chapter 4 of the Municipal Systems Act no 32 of 2000 as amended	Implementation of IDP and Budget Consultative Programme	1.1.1	Number of IDP/Budget Consultative Programmes	6 IDP/Budget Consultative Programmes by 30 June 2014	Internal	R 3 212 000.00	6	6	6	6	6	Office of the MM
		Implementation of Public Participation Programmes	1.1.2	Number of Public Participation Programmes implemented	4 Public Participation programmes implemented by the 30 June 2014	Internal	R 3 500 000.00	1	1	1	1	1	Community Services
	To improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases, especially reduce the impact of HIV/AIDS on communities	Implementation of Council Outreach Programmes	1.2.1	Number of Council Outreach Programmes implemented	At least 5 programmes implemented by 30 June 2014 (1 per LM)	Internal	R 1 000 000.00	5	5	5	5	5	Community Services
		Implementation of Youth Development Programmes	1.2.2	Number of Youth Development programmes implemented	2 Youth Development Programmes implemented by 30 June 2014	Internal	R 500 000.00	2	2	2	2	2	Community Services
		Implementation of Women Development Programmes	1.2.3	Number of Women Development programmes implemented	2 Women Programmes implemented by 30 June 2014	Internal	R 500 000.00	2	2	2	2	2	Community Services
		Implementation of HIV/AIDS Programme	1.2.4	Number of HIV/AIDS programmes implemented	At least one Programme implemented by 31 December 2013	Internal	R 500 000.00	1	1	1	1	1	Community Services
		Implementation of Senior Citizens Programmes	1.2.5	Number of Senior Citizens programmes implemented	At least one Programme implemented by 31 December 2013	Internal	R 500 000.00	1	1	1	1	1	Community Services
		Implementation of Vulnerable Children Programme	1.2.6	Number of Vulnerable Children programmes implemented	at least one Programme implemented by 31 October 2013	Internal	R 500 000.00	1	1	1	1	1	Community Services
		Implementation of Poverty alleviation Programme	1.2.7	Number of Poverty alleviation programmes implemented	At least 5 programmes implemented by 30 June 2014 (1 per LM)	Internal	R 1 500 000.00	5	5	5	5	5	Community Services
		Grant-in-aid for NGOs	1.2.8	Number of NGOs provided with grants	10 NGOs provided with grants by 31 December 2013	Internal	R 100 000.00	10	20	30	50	100	Community Services
		Implementation of Senior Citizens, Women and Child Abuse Awareness Campaigns	1.2.9	Number of Senior Citizens, Women and Child Abuse Awareness campaigns implemented	3 Campaigns implemented by 30 June 2014	Internal	R 250 000.00	3	3	3	3	3	Community Services
		To support initiatives aimed at ensuring safety and Security of communities, and maximize the capacity of the Municipality to manage Disasters	Construction of Disaster Management Centre	1.3.1	Completed Disaster Management Centre	Disaster Management Centre building completed by 30 June 2014	External	R 14 000 000.00	30-Jun-14	Operational Centre	Operational Centre	Operational Centre	Operational Centre
	To strengthen the functioning of ward committee system	Implementation of Ward Committee and War Rooms Capacity Building Programme	1.4.1	Number of Ward Committee and War Rooms Capacity Building programmes implemented	2 programmes implemented by 30 June 2014	Internal	R 200 000.00	2	2	2	2	2	Community Services
	To promote arts and culture programmes	Implementation of Arts and Culture Programmes	1.5.1	Number of Arts and Culture programmes implemented	4 programmes implemented by 30 June 2014	Internal	R 500 000.00	4	4	4	4	4	Community Services
	To promote sports and recreation	Implementation of Sports and Recreation Programme	1.6.1	Participation in SALGA Games	SALGA Games report adopted by the Council by 31 Jan 2014	Internal	R 2 500 000.00	SALGA Report	SALGA Report	SALGA Report	SALGA Report	SALGA Report	Community Services

KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	SOURCE OF FUNDING	BUDGET (2013/2014)	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	RESPONSIBILITY	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	To improve access to quality, affordable and reliable municipal services (e.g., water, sanitation, electricity, refuse removal, transportation), and to provide free basic service	Installation of new water connections to households	2.1.1	Number of households connected	2000 households (10% of HHs - service delivery backlog: Census 2011) connected by 30 June 2014	External	R 215 297 000.00	2000	1000	1000	1000	1000	Technical Services	
		Installation of new sanitation connections to households	2.1.2	Number of households connected	1000 households (10% of HHs - service delivery backlog: Census 2011) connected by 30 June 2014)			1000	1500	1500	1500	1500	Technical Services	
		Installation of new electricity connections to households (eQakwini Project)	2.1.3	Number of households connected	3500 households connected by 30 June 2014 (10% of backlog)	External	R 10 000 000.00	3500	2000	2000	2000	2000	Technical Services	
		Implement Municipal Water Infrastructure Grant (MWIG)	2.1.4	Number of households connected	3200 households connected by June 2014	External	R 27 000 000.00	3200	1500	1500	1500	1500	Technical Services	
		Implement Accelerated Community Infrastructure Programme (ACIP)	2.1.5	Number of households connected	1500 households connected by June 2014	External	R 12 000 000.00	1500	1000	1000	1000	1000	Technical Services	
		Implement Regional Bulk Infrastructure Programme (RBIG)	2.1.6	Number of households connected	4500 households connected by June 2014	External	R 239 400 000.00	4500	2000	2000	2000	2000	Technical Services	
		Implement Massification Programme	2.1.7	Number of households connected	1800 households connected by June 2014	External	R 14 200 000.00	1800	500	500	500	500	Technical Services	
		Installation of free basic water	2.1.5	Number of households connected	(2900 households that would benefit from stand pipes provided free basic water by 30 June 2014; 10% of backlog)	External	R 6 100 000.00	2900	1000	1000	1000	1000	1000	Technical Services
		Installation of free basic sanitation	2.1.6	Number of households connected	(1400 households that would benefit from VIP toilets provided free basic sanitation by 30 June 2014; 10% of backlog)			1400	500	500	500	500	500	Technical Services
		Installation of free basic electricity	2.1.7	Number of households connected	5200 households installed with basic electricity by 30 June 2014			5200	1000	1000	1000	1000	1000	Technical Services
	Regular investment in infrastructure in order to improve on operations and maintenance	Implement Water Leaks Repair Programme	2.2.1	Number of reports submitted to the ExCo	12 reports by 30 June 2014	Internal	R 2 000 000.00	12	12	12	12	12	12	Technical Services
		Replacement of existing infrastructure Programme	2.2.2	Number of reports submitted to the ExCo	12 reports by 30 June 2014	Internal	R 40 000 000.00	12	12	12	12	12	12	Technical Services
		Repairs and Maintenance Programme	2.2.3	Number of reports submitted to the ExCo	12 reports by 30 June 2014	Internal	R 26 032 000.00	12	12	12	12	12	12	Technical Services



KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	SOURCE OF FUNDING	BUDGET (2013/2014)	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	RESPONSIBILITY
LOCAL ECONOMIC DEVELOPMENT	To create an environment that will ensure an inclusive District economy that will be representative of the broader demographics of the District	Development of a Local Economic Development Strategy	3.1.1	Council adopted strategy	LED Strategy developed and adopted by the Council by 30 June 2014	Internal	R 500 000.00	30-Jun-14	Review	Review	Review	Review	Planning & Economic Development
		Strengthening the capacity of uMhosinga Development Agency to deliver on its mandate	3.1.2	Grant Transfer to UMDA for Operations	30-Sep-13	Internal	R 2 618 724.00	30-Sep-13	30-Sep-14	30-Sep-15	30-Sep-16	30-Sep-17	Planning & Economic Development
		Preparation of documentation to enable construction phase of the airport upgrade to commence in time	3.1.3	Non-aviation pre-construction phase activities finalised	30-Jun-14	Internal	R 10 000 000.00	Construction Phase	Operation Phase	Operation Phase	Operation Phase	Operation Phase	Operation Phase
	Educated and skillful citizenry so as to enable the residents of the district access to the means of production and sustainable livelihood; especially the youth, women and the disabled	Awarding of bursaries to students pursuing scarce skills	3.2.1	Number of students receiving bursaries	10 students awarded with bursaries by 31 January 2014	Internal	R 300 000.00	10	10	20	20	40	Planning & Economic Development
		Implementation of Artisans Development Programme	3.2.2	Number of artisans developed	40 Plumbers developed by 30 June 2014	Internal	R 2 500 000.00	40	100	100	100	150	Planning & Economic Development
	Ensuring the growth and development of local SMMEs and Cooperatives through the infrastructure investment entered into through partnerships	Strengthening Cooperatives within the District	3.3.1	Implementation of Cooperatives Development Programme	5 Programmes implemented (1 per LM) by 30 June 2014	Internal	R 500 000.00	5	5	5	5	5	Planning & Economic Development
		Implementation of Emerging Contractors Development Programme	3.3.2	Number of Emerging Contractors Developed	10 Emerging Contractors Developed by 30 June 2014	Internal	R 1 000 000.00	10	10	20	20	40	Planning & Economic Development
		Implementation of Tourism Development and Promotion Programmes	3.3.3	Number of Tourism programmes developed	5 Programmes implemented by 30 June 2014	Internal	R 500 000.00	5	5	5	5	5	Planning & Economic Development
		Number of job opportunities created through LED development initiatives including Capital Projects (EPWP)	3.3.4	Number of jobs created	500 by 30 June 2014	Internal	R 1 000 000.00	500	1000	1000	1000	1000	1000
	FINANCIAL VIABILITY AND MANAGEMENT	To provide effective and efficient Human Resources Management Services aimed at achieving a skilled workforce that is responsive to Service delivery and change	Implementation of Workplace Skills Plan	4.1.1	Percentage of budget spent on WSP	100% of the budget spent by 30 June 2014	Internal	R 1 500 000.00	20%	100%	100%	100%	100%
Submission of Employment Equity report			4.1.2	Submission of EE Report	EE Equity report submitted to the Dept of Labour by 31 October 2013	N/A	R 0.00	31-Oct-13	31-Oct-14	31-Oct-15	31-Oct-16	31-Oct-17	Corporate Services
Employ people from designated group in the three highest levels of management			4.1.3	Number of people employed	4 people by June 2014	N/A	R 0.00	4	4	5	6	7	Corporate Services
To ensure effective and efficient administration		Administration of services contracts	4.2.1	Submission of services contractors performance reports to the ExCo	4 reports submitted to the ExCo by 30 June 2014	Internal	R 8 000 000.00	4	4	4	4	4	Corporate Services
To ensure effective and efficient ICT Systems		Implementation of ICT Programmes	4.3.1	Number of ICT programmes implemented	4 programmes implemented by 30 June 2014	Internal	R 1 320 000.00	4	4	4	4	4	Corporate Services
To ensure effective			4.4.1	Cascading of PMS to middle-management	2 performance reviews conducted by 30 June 2014	N/A	R 0.00	Middle Management	Officers	General Workers	All levels	All levels	Office of the MM
			4.4.2	Implementation of the PMS	4 quarterly reports submitted to the ExCo by 30 June 2014	N/A	R 0.00	4	4	4	4	4	Office of the MM

KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	SOURCE OF FUNDING	BUDGET (2013/2014)	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	RESPONSIBILITY	
FINANCIAL VIABILITY AND MANAGEMENT	Improved revenue and cash management capability	Efficient management of Outstanding Service Debtors to Service Revenue ratio	5.1.2	Outstanding Service Debtors to Service Revenue Ratio maintained	Outstanding Service Debtors to Service Revenue ratio maintained at less than 0.5 throughout the 2013/2014 FY	N/A	R 0.00	<0.5	<0.5	<0.5	<0.5	<0.5	Finacial Services	
		Efficient management of Debt management Ratio	5.1.3	Debt Coverage Ratio	More than 1 Debt Management Ratio maintained throughout the 2013/2014 FY	N/A	R 0.00	>1	>1	>1	>1	>1	Finacial Services	
	Efficient expenditure Management	Capital Budget expenditure monitoring and reconciling	5.2.1	Percentage of capital budget spent	90% of funded MIG projects committed by 30 June 2013/2014	N/A	R 0.00	90%	90%	90%	90%	90%	90%	Technical Services
		Efficient management of Cost Coverage Ratio	5.2.2	Cost Coverage Ratio achieved	More than 1 Cost Coverage Ratio maintained throughout the 2013/2014 FY	N/A	R 0.00	>1	>1	>1	>1	>1	>1	Finacial Services
		Operating Budget expenditure monitoring and reconciling	5.2.3	Percentage maintained	Salaries & Wages to be not more than 35% of Operating Budget throughout the 2013/2014 FY	N/A	R 0.00	< 35%	< 35%	< 35%	< 35%	< 35%	< 35%	Finacial Services
	Sound Financial Planning and reporting	Preparation of budget in line with the IDP	5.3.1	Alignment of KPAs in the IDP and Budget	Council approved Annual Budget by 31 May 2014	N/A	R 0.00	31-May-14	31-May-15	31-May-16	31-May-17	31-May-18	31-May-18	Finacial Services
		S71 Reporting	5.3.2	Monthly reports submitted to the ExCo	12 Monthly financial reports (S71) adopted by the ExCo by 30 June 2014	N/A	R 0.00	12	12	12	12	12	12	Finacial Services
		Preparation of MFMA S72 report	5.3.3	S 72 Report submitted to the Council	Council approved Mid-term/mid-year budget by 25 January 2014	N/A	R 0.00	25-Jan-14	25-Jan-15	25-Jan-16	25-Jan-17	25-Jan-18	25-Jan-18	Finacial Services
		Preparation and compilation of MFMA S122 statements	5.3.4	Annual Financial Statements submitted to AG	Prepared and submitted consolidated AFS to AG by the 30 September 2013	N/A	R 0.00	30-Sep-13	30-Sep-14	30-Sep-15	30-Sep-16	30-Sep-17	30-Sep-17	Finacial Services
			5.3.5	AG Report received by the Municipality	AG opinion not below "qualified opinion" on finance related matters by the 31 December 2013	N/A	R 0.00	>= "qualified opinion" by 31 Dec 2013	>= "qualified opinion" by 31 Dec 2014	>= "qualified opinion" by 31 Dec 2015	>= "qualified opinion" by 31 Dec 2016	>= "qualified opinion" by 31 Dec 2017	>= "qualified opinion" by 31 Dec 2017	>= "qualified opinion" by 31 Dec 2017
SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT	Ensuring the provision of Geographical Information System (GIS)	Procurement of GIS software and hardware	6.1.1	Procured GIS Software	Software procured by 31 December 2013	Internal	R 100 000.00	31-Dec-13	Up-to-date Software	Up-to-date Software	Up-to-date Software	Up-to-date Software	Planning & Econ Development	
		Establishment of GIS hub at the DM	6.1.2	GIS Hub established	GIS Hub established by 30 June 2014	Internal	R 300 000.00	30-Jun-14	Operational GIS	Operational GIS	Operational GIS	Operational GIS	Operational GIS	Planning & Econ Development
<b>TOTAL</b>							<b>R 651 429 724.00</b>							

NAME OF OFFICIAL:
SIGNATURE OF OFFICIAL:
DESIGNATION OF OFFICIAL:
DATE:

## 5.6 Umkhanyakude 5 Year Capital Investment Programme

This section represents the 5 year strategic infrastructure investment programme.

No	Project Description	Scope	Total Project Costs	12/13 MIG Allocation	13/14 MIG Allocation	14/15 MIG Allocation	15/16 MIG Allocation	16/17 MIG Allocation	17/18 MIG Allocation
1	Jozini Regional Community Water Supply Scheme	Water treatment works, bulk water mains, reservoirs, pumping mains and all associated mechanical and electrical infrastructure	Phase 1 to 3 requires R1.2billion  Phase 1 is divided into Phase 1A, 1B, 1C & 1D  Phase 1A approved by DWA/MIG at R244.3million	R2.5m	R30m	R46.7m	R56.3m	R70m	R75m
2	Ingwavuma Sanitation	Construction of VIP units	R143m	R15m	R15m	R17m	R20m	R28m	R30m
3	Mkuze Water Treatment Works	Upgrade of water treatment works	R27m	R2m	R20m				
4	Thembaletu Sanitation	Provision of new sewer lines at Thembaletu and Mlingo	R100m	R10.5m	R20m	R30m	R20m	R20m	

No	Project Description	Scope	Total Project Costs	12/13 MIG Allocation	13/14 MIG Allocation	14/15 MIG Allocation	15/16 MIG Allocation	16/17 MIG Allocation	17/18 MIG Allocation
		sewer upgrade							
5	KwaJobe Water Supply Project	Bulk pipelines, storage and reticulation	R160m	R17.7m	R20m	R30m	R25m	R30m	R35m
6	Upgrade of Bethesda Sewerage Works	Upgrade of existing sewer works	R2.82	R2.82					
7	Upgrade of Ndumo water scheme	Water treatments works, bulk pipelines, storage and reticulation	R8.2m	R8.2m					
8	Provision of rudimentary schemes	Production boreholes, storage, reticulation	R22m		R5.4m	R5.4m	R10.8m		
<b>Umhlabuyalingana LM</b>									
1	Shemula Water Supply Scheme	Water treatment works, bulk water mains, reservoirs, pumping mains and all	Total project cost is R474 406 734 Phase 1 approved at R86.8m	R6m	R35m	R50m	R60m	R70m	R80m

No	Project Description	Scope	Total Project Costs	12/13 MIG Allocation	13/14 MIG Allocation	14/15 MIG Allocation	15/16 MIG Allocation	16/17 MIG Allocation	17/18 MIG Allocation
		associated mechanical and electrical infrastructure	Phase 2 requires R 29.2m  Phase 3 requires R127.3  Phase 4 requires R73.2 Phase 5 requires R77.2m Phase 6 requires R80.8m						
2	Upgrade of Manguzi Sewerage Works	Upgrade of existing sewerage works	R1.5m		R1.5m				
3	Upgrade of Mseleni Sewerage Works	Upgrade of existing sewerage works	R1.5m		R1.5m				
4	Provision of rudimentary schemes	Production boreholes, storage, reticulation	R22m		R5.4m	R5.4m	R10.8m		
<b>Hlabisa LM</b>									

No	Project Description	Scope	Total Project Costs	12/13 MIG Allocation	13/14 MIG Allocation	14/15 MIG Allocation	15/16 MIG Allocation	16/17 MIG Allocation	17/18 MIG Allocation
1	Hlabisa/Mandlakazi Bulk & Reticulation Project	Bulk pipelines, storage and reticulation	R113m	R35m	R16m				
2	Provision of rudimentary schemes	Production boreholes, storage, reticulation	R22m		R5.4m	R5.4m	R10.8m		
<b>Mtubatuba LM</b>									
1	Upgarde of Mtubatuba Works	Water treatment works, bulk pipelines and reticulation	R73.5m	R11m	R7m				
2	Mtubatuba Sanitation	Construction of VIPs	R95m	R12m	R17m	R25m	R20m	R10	R10
3	Mpukunyoni Community Water Supply Scheme	Bulk pipelines, storage and reticulation	R92m	R55m	R12m				
4	Provision of rudimentary schemes	Pipe extension / Detailed study Ntweni Pan	R22m		R5.4m	R5.4m	R10.8m		
<b>Big Five LM</b>									
1	Hluhluwe Water Upgrade	Bulk pipelines and reticulation	R39m		R36m	R7m			
2	Construction of disaster management center	Disaster facilities	R21m	R3.8m	R14m				

## **6. SECTION F: FINANCIAL PLAN**

### **Introduction**

This financial plan reflects the Municipality's on-going effort to provide the highest quality of service in daily operations. Thus the Municipality recognized that in order for the services to be provided at the best level possible the financial plan must be linked to the IDP. Furthermore it was recognized that without the financial plan, the IDP would be incomplete since the financial plan will give an indication of the financial ability of the Municipality.

The financial plan together with the IDP is reviewed annually as per S21 of the Municipal Finance Management Act no 56 of 2003 and S34 of the Municipal Systems Act no32 of 2000. As a result of the financial crisis that the Municipality is currently facing, the Municipality has resolved in eliminating unnecessary expenditure, paying off creditors and maximizing debt recovery. This annual review is as a result of the relevant regulations and priorities which are reviewed from year to year. The information contained in these tables is based on the information available at the time of drafting this document and these estimates could therefore possibly change once the budget has been approved.

### **Budget Assumptions**

The influencing factors were taken into account when compiling the budget:

- Normal inflation increases and pressures.
- Zero based and incremental budgeting for 2013/2014.
- Maximum increment of 6% for increases
- Electricity tariffs for revenue are based on the guidelines on tariff communicated by NERSA. Bulk purchases for electricity have been increased by 13.5% for 2013/2014.
- Provision of 6% for salaries

### **Financial Strategy**

#### **Revenue adequacy and certainty**

It is critical for the Municipality to access sufficient sources of revenue from its operations and intergovernmental transfers so that it can be able to carry out its functions. Currently, the Municipality's revenue collection is standing at 32% of the total billed amount as at 30 June 2010. This collection is relatively very low and is also one of the contributing factors to the current financial crisis that the Municipality is experiencing. These have not only impacted on on-going financial sustainability but have also impacted on the delivery of basic services.

A financial recovery plan was tabled at Council on the 9 of February 2011 taking into account the requirements of section 142 of the MFMA which states that the financial recovery plan must be designed to place the Municipality in a sound and sustainable financial condition as soon as possible. It is currently being updated and will be tabled in the final IDP document for 2013/2014.

### **Cash and Liquidity position**

Cash and liquidity management is of the essence for the short term and long term survival of any organisation. The benchmarks that can be used to assess the liquidity position of the Municipality are: The current ratio, which expresses the current assets as a proportion to current liabilities. Current refers to those assets which could be converted into cash within 12 months and those liabilities which can be settled within 12 months. A current of ratio of 2:1 and more is considered to be healthy. Based on the 2009/10 Annual Financial Statements, the Municipality is currently sitting at a ratio of 0.12:1 which is relatively very low, which is also a confirmation to the financial challenge to the Municipality.

### **Sustainability**

The Municipality's budget needs to be balanced. Services need to be provided at affordable levels and the full costs of delivery needs to be recovered but also taking into account the effect of the indigent residents within the Municipality.

### **Financial Management Strategies and Programmes**

The following significant have been identified:

#### **The implementation of the financial recovery plan.**

This basically includes all finance section to improve the financial management of the Municipality.

#### **Implementation of credit control & debt collection policy**

The policy has procedures that need to be followed to ensure that the Municipality collect what is due to them.

#### **Implementation of an indigent policy**

This will help measure the qualification criteria for an indigent and the level of free basic services to be enjoyed by the indigent household. The indigent register should be reviewed annually as the status of the indigent can change.

#### **Enhance budgetary controls and timelines of financial information**

This includes the improvement of the budget and treasury office in terms of reporting and monitoring the budget variances. National Treasury published ver2.3 of the budget schedule in which the entire Municipality's need to comply with when preparing the annual budgets.

#### **Training and development of financial and other staff**

Ensure that the finance and other staff receive the training they require to ensure a cost effective and efficient service to the City.



**The review of a computerized financial system.**

The Municipality is still on *Abakus* financial system but is currently migrating to *Pastel*.

With all the above mentioned strategies in place, the Municipality's aim is to achieve a strong financial position with the ability to adjust efficiently to the community's changing service requirements, effectively maintain, improve and expand the District's infrastructure and manage the District's budget and cash flow to the maximum benefit of the community.

**Financial Management Policies****Budget Policy**

The annual budget establishes the level of services to be provided by each department. This budget, as per S71 of the MFMA, is subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goals. This budget is also subject to a mid-term review which might result in an adjusted budget which is in terms of S28 of the MFMA.

**Credit Control Policy**

This policy provides a direction in areas of credit control, collection of amounts billed to customers and procedures for recovery of arrear accounts.

**Indigent Policy**

This policy lays out the procedures which need to be followed to ensure that the individual qualifies as an indigent. This register should be updated manually as the indigent customer can be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed. The indigent may, at any time request de-registration. The consumers are currently receiving 6kl of free water.

**Investment Policy**

In terms of S13 (2) of the MFMA, every municipal council and its body is required to draft the Municipality's Investment Regulations. The primary objective of this investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used.

**Asset Management Policy**

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to property, plant and equipment. This fixed asset is to be maintained in a GRAP compliant format and any other accounting requirements which may be prescribed.

## ABRIDGED BUDGET – 2013/2014

<b>UMKHANYAKUDE DISTRICT MUNICIPALITY</b>			
<b>2013-2014 ANNUAL FINANCIAL PLAN</b>			
	<b>BUDGET</b>	<b>INDICATIVE</b>	<b>INDICATIVE</b>
	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
<b>REVENUE</b>			
<b>Government Grant and Subsidies</b>			
Equitable share	196 603 000	225 596 000	260 529 000
PMU allocation	10 764 850	10 307 800	10 943 150
FMG	1 250 000	1 250 000	1 250 000
MSIG	890 000	934 000	967 000
Water services operating subsidy	9 022 000	5 900 000	5 000 000
LGSETA Grant	240 000	252 960	266 620
Development Planning Shared Services			1 100 000
<b>Total Operating Grants</b>	<b>218 769 850</b>	<b>244 240 760</b>	<b>280 055 770</b>
<b>Service Charges</b>			
Water Income	35 993 742	38 002 429	40 215 550
Electricity Income	4 741 618	4 997 665	5 267 539
Sanitation	1 698 503	1 790 222	1 886 894
Other income	49 064 491	51 691 570	54 516 297
<b>Total Service Charges</b>	<b>91 498 354</b>	<b>96 481 887</b>	<b>101 886 281</b>
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>310 268 204</b>	<b>340 722 647</b>	<b>381 942 050</b>
<b>Expenditure</b>			
Employee related costs	118 630 354	126 222 697	<b>134 384 181</b>
Remuneration of councillors	10 353 575	10 923 022	<b>11 523 788</b>
Debt impairment	18 556 591	18 072 647	<b>18 616 570</b>
Depreciation & asset impairment	33 414 000	32 797 000	<b>59 162 640</b>
Bulk purchases	51 449 145	55 185 433	<b>59 699 268</b>
Other materials	26 032 000	28 193 612	<b>27 526 979</b>
Contracted services	<b>21 659 907</b>	<b>22 847 543</b>	<b>24 126 318</b>
Transfers and grants	<b>3 168 579</b>	<b>3 200 000</b>	<b>3 300 000</b>
Other expenditure	<b>27 004 053</b>	<b>43 280 693</b>	<b>43 602 306</b>
<b>Total Expenditure</b>	<b>310 268 204</b>	<b>340 722 646</b>	<b>381 942 050</b>
<i>Surplus/Deficit</i>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Transfers and Grants</b>			
MIG	204 532 000	195 848 000	208 015 000
Rural Roads Assessment Management System	2 101 000	2 440 000	2 491 000
Municipal Water Infrastructure grant	27 074 000	27 020 000	53 775 000
EPWP	1 000 000		
Infrastructure Sport Facilities	3 798 000	4 026 000	4 144 000
Internal funding for contribution to assets	3 000 000	3 100 000	3 200 000
<b>Total capital grants</b>	<b>241 505 000</b>	<b>232 434 000</b>	<b>271 625 000</b>
<b>Capital expenditure</b>			
Water	168 707 000	148 308 000	184 281 000
Electricity	52 000 000	77 000 000	80 000 000
Community and social services	14 000 000	-	-
Sport and recreation	3 798 000	4 026 000	4 144 000
Contribution to assets	3 000 000	3 100 000	3 200 000
<b>Total Capital Expenditure</b>	<b>241 505 000</b>	<b>232 434 000</b>	<b>271 625 000</b>
<i>Surplus/Deficit</i>	<b>-</b>	<b>-</b>	<b>-</b>

## 7. SECTION G: ANNUAL OPERATIONAL PLAN - SDBIP

UMKHANYAKUDE DISTRICT MUNICIPALITY																
ORGANISATIONAL SDBIP																
PERIOD: 2013/2014																
KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	STATUS QUO / BASELINE	BUDGET ALLOCATION		SEP 2013		DEC 2013		MAR 2014		JUN 2014	
							PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To ensure adherence to Chapter 4 of the Municipal Systems Act no 32 of 2000 as amended	Implementation of IDP and Budget Consultative Programme	1.1.1	Number of IDP/Budget Consultative Programmes	6 IDP/Budget Consultative Programmes by 30 June 2014	5 Consultative meetings and State of the District Address	R 3 212 000.00									6
		Implementation of Public Participation Programmes	1.1.2	Number of Public Participation Programmes implemented	4 Public Participation programmes implemented by the 30 June 2014	1 District-wide programme per quarter (Izimbizo)	R 3 500 000.00		1		1		1			1
	To improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases, especially reduce the impact of HIV/AIDS on communities	Implementation of Council Outreach Programmes	1.2.1	Number of Council Outreach Programmes implemented	At least 5 programmes implemented by 30 June 2014 (1 per LM)	None currently	R 1 000 000.00				2		3			
		Implementation of Youth Development Programmes	1.2.2	Number of Youth Development Programmes implemented	2 Youth Development Programmes implemented by 30 June 2014	None currently	R 500 000.00						1			1
		Implementation of Women Development Programmes	1.2.3	Number of Women Development Programmes implemented	2 Women Programmes implemented by 30 June 2014	Women Summit and Women Month	R 500 000.00				1		1			
		Implementation of HIV/AIDS Programme	1.2.4	Number of HIV/AIDS programmes implemented	At least one Programme implemented by 31 December 2013	World AIDS Day	R 500 000.00									
		Implementation of Senior Citizens Programmes	1.2.5	Number of Senior Citizens Programmes implemented	At least one Programme implemented by 31 December 2013	One annual event	R 500 000.00				1					
		Implementation of Vulnerable Children Programme	1.2.6	Number of Vulnerable Children programmes implemented	at least one Programme implemented by 31 October 2013	One annual event	R 500 000.00		1							
		Implementation of Poverty alleviation Programme	1.2.7	Number of Poverty alleviation programmes implemented	At least 5 programmes implemented by 30 June 2014 (1 per LM)	One programme per municipality	R 1 500 000.00					2		2		1
		Grant-in-aid for NGOs	1.2.8	Number of NGOs provided with grants	10 NGOs provided with grants by 31 December 2013	None currently	R 100 000.00			5		5				
		Implementation of Senior Citizens, Women and Child Abuse Awareness Campaigns	1.2.9	Number of Senior Citizens, Women and Child Abuse Awareness campaigns implemented	3 Campaigns implemented by 30 June 2014	Alignment with Provincial Programmes	R 250 000.00					1		1		1
		Construction of Disaster Management Centre	1.3.1	Completed Disaster Management Centre	Disaster Management Centre building completed by 30 June 2014	Fully fledged centre is not available	R 14 000 000.00									
	To strengthen the functioning of ward committee system	Implementation of Ward Committee and War Rooms Capacity Building Programme	1.4.1	Number of Ward Committee and War Rooms Capacity Building programmes implemented	2 programmes implemented by 30 June 2014	Alignment with Provincial Programmes	R 200 000.00					1				1
	To promote arts and culture programmes	Implementation of Arts and Culture Programmes	1.5.1	Number of Arts and Culture programmes implemented	4 programmes implemented by 30 June 2014	One programme per quarter	R 500 000.00		1		1		1		1	
	To promote sports and recreation	Implementation of Sports and Recreation Programme	1.6.1	Participation in SALGA Games	SALGA Games report adopted by the Council by 31 Jan 2014	SALGA Games were held at Ladysmith	R 2 500 000.00								SALGA Report	

KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	STATUS QUO / BASELINE	BUDGET ALLOCATION		SEP 2013		DEC 2013		MAR 2014		JUN 2014	
							PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	To improve access to quality, affordable and reliable municipal services (e.g., water, sanitation, electricity, refuse removal, transportation), and to provide free basic service	Installation of new water connections to households	2.1.1	Number of households connected	2000 households (10% of HHS - service delivery backlog; Census 2011) connected by 30 June 2014	31 714	R 215 297 000.00		Appointment of Contractors		500		500		1000	
		Installation of new sanitation connections to households	2.1.2	Number of households connected	1000 households (10% of HHS - service delivery backlog; Census 2011) connected by 30 June 2014)	42 048			Appointment of Contractors		500		250		250	
		Installation of new electricity connections to households (eQakwini Project)	2.1.3	Number of households connected	3500 households connected by 30 June 2014 (10% of backlog)	16 409	R 10 000 000.00		Appointment of Contractors		500		1500		1500	
		Implement Municipal Water Infrastructure Grant (MWIG)	2.1.4	Number of households connected	3200 households connected by June 2014	None currently (new programme)	R 27 000 000.00		Appointment of Contractors		200		1500		1500	
		Implement Accelerated Community Infrastructure Programme (ACIP)	2.1.5	Number of households connected	1500 households connected by June 2014	None currently (new programme)	R 12 000 000.00		Appointment of Contractors		300		600		600	
		Implement Regional Bulk Infrastructure Programme (RBIG)	2.1.6	Number of households connected	4500 households connected by June 2014	None currently (new programme)	R 239 400 000.00		Appointment of Contractors		500		2000		2000	
		Implement Massification Programme	2.1.7	Number of households connected	1800 households connected by June 2014	None currently (new programme)	R 14 200 000.00		Appointment of Contractors		300		750		750	
		Installation of free basic water	2.1.5	Number of households connected	(2900 households that would benefit from stand pipes provided free basic water by 30 June 2014; 10% of backlog)	47 571	R 6 100 000.00		Appointment of Contractors		500		700		700	
		Installation of free basic sanitation	2.1.6	Number of households connected	(1400 households that would benefit from VIP toilets provided free basic sanitation by 30 June 2014; 10% of backlog)	63 072			Appointment of Contractors		400		500		500	
		Installation of free basic electricity	2.1.7	Number of households connected	5200 households installed with basic electricity by 30 June 2014	24 613			Appointment of Contractors		200		2500		2500	
	Regular investment in infrastructure in order to improve on operations and maintenance	Implement Water Leaks Repair Programme	2.2.1	Number of reports submitted to the ExCo	12 reports by 30 June 2014	None for the previous financial year	R 2 000 000.00		3		3		3		3	
		Replacement of existing infrastructure Programme	2.2.2	Number of reports submitted to the ExCo	12 reports by 30 June 2014	None for the previous financial year	R 40 000 000.00		3		3		3		3	
		Repairs and Maintenance Programme	2.2.3	Number of reports submitted to the ExCo	12 reports by 30 June 2014	None for the previous financial year	R 26 032 000.00		3		3		3		3	

KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	STATUS QUO / BASELINE	BUDGET ALLOCATION		SEP 2013		DEC 2013		MAR 2014		JUN 2014			
							PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL		
LOCAL ECONOMIC DEVELOPMENT	To create an environment that will ensure an inclusive District economy that will be representative of the broader demographics of the District	Development of a Local Economic Development Strategy	3.1.1	Council adopted strategy	LED Strategy developed and adopted by the Council by 30 June 2014	Current Strategy was developed in 2006	R 500 000.00									30-Jun-14		
		Strengthening the capacity of uMhosinga Development Agency to deliver on its mandate	3.1.2	Grant Transfer to UMDA for Operations	30-Sep-13	R2,618,724 was also transferred during 2012/2013 FY		R 2 618 724.00		30-Sep-13								
		Preparation of documentation to enable construction phase of the airport upgrade to commence in time	3.1.3	Non aviation pre-construction phase activities finalised	30-Jun-14	Only runway was upgraded previously		R 10 000 000.00									30-Jun-14	
	Educated and skilful citizenry so as to enable the residents of the district access to the means of production and sustainable livelihood; especially the youth, women and the disabled	Awarding of bursaries to students pursuing scarce skills	3.2.1	Number of students receiving bursaries	10 students awarded with bursaries by 31 January 2014	None		R 300 000.00					10					
		Implementation of Artisans Development Programme	3.2.2	Number of artisans developed	40 Plumbers developed by 30 June 2014	None		R 2 500 000.00		10		10		20				
	Ensuring the growth and development of local SMMEs and Cooperatives through the infrastructure investment entered into through partnerships	Strengthening Cooperatives within the District	3.3.1	Implementation of Cooperatives Development Programme	5 Programmes implemented (1 per LM) by 30 June 2014	None		R 500 000.00		1		1		2		1		
		Implementation of Emerging Contractors Development Programme	3.3.2	Number of Emerging Contractors Developed	10 Emerging Contractors Developed by 30 June 2014	None		R 1 000 000.00				2		2		4		
		Implementation of Tourism Development and Promotion Programmes	3.3.3	Number of Tourism programmes developed	5 Programmes implemented by 30 June 2014	Tourism Broucher and Tourism Indaba		R 500 000.00				3		2				
		Number of job opportunities created through LED development initiatives including Capital Projects (EPWP)	3.3.4	Number of jobs created	500 by 30 June 2014	300		R 1 000 000.00				250				250		
	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To provide effective and efficient Human Resources Management Services aimed at achieving a skilled workforce that is responsive to Service delivery and change	Implementation of Workplace Skills Plan	4.1.1	Percentage of budget spent on WSP	100% of the budget spent by 30 June 2014	R152,080 spent in 2011/2012 FY	R 1 500 000.00		20%		20%		30%		30%		
Submission of Employment Equity report			4.1.2	Submission of EE Report	EE Equity report submitted to the Dept of Labour by 31 October 2013	Not submitted previously		R 0.00				31-Oct-13						
Employ people from designated group in the three highest levels of management			4.1.3	Number of people employed	4 people by June 2014	3 people (women to be targeted for senior posts)		R 0.00		1		1		1		1		
To ensure effective and efficient administration		Administration of services contracts	4.2.1	Submission of services contractors performance reports to the ExCo	4 reports submitted to the ExCo by 30 June 2014	No previous records as votes were split according to various services		R 8 000 000.00		1		1		1		1		
To ensure effective and efficient ICT Systems		Implementation of ICT Programmes	4.3.1	Number of ICT programmes implemented	4 programmes implemented by 30 June 2014	Migration of data to Pastel is in progress		R 1 320 000.00		1		1		2				
To ensure effective		Development of a Performance Management System	Cascading of PMS to middle-management	4.4.1	2 performance reviews conducted by 30 June 2014	PMS at levels below S56 not in existence		R 0.00				Half yearly review				Annual performance review		
			Implementation of the PMS	4.4.2	4 quarterly reports submitted to the ExCo by 30 June 2014	PMS implemented but not functional		R 0.00		1		1		1		1		

KPA	OBJECTIVE	STRATEGY	KPI NO.	KPI	TARGET	STATUS QUO / BASELINE	BUDGET ALLOCATION		SEP 2013		DEC 2013		MAR 2014		JUN 2014		
							PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL			
FINANCIAL VIABILITY AND MANAGEMENT	Improved revenue and cash management capability	Efficient management of Outstanding Service Debtors to Service Revenue ratio	5.1.2	Outstanding Service Debtors to Service Revenue Ratio maintained	Outstanding Service Debtors to Service Revenue ratio maintained at less than 0.5 throughout the 2013/2014 FY	0.22 during 11/12 FY	R 0.00		<0.5		<0.5		<0.5		<0.5		
		Efficient management of Debt management Ratio	5.1.3	Debt Coverage Ratio	More than 1 Debt Management Ratio maintained throughout the 2013/2014 FY	1.64 during 11/12 FY	R 0.00		>1		>1		>1		>1		
	Efficient expenditure Management	Capital Budget expenditure monitoring and reconciling	5.2.1	Percentage of capital budget spent	90% of funded MIG projects committed by 30 June 2013/2014	88.9% during 11/12 FY	R 0.00				40%				50%		
		Efficient management of Cost Coverage Ratio	5.2.2	Cost Coverage Ratio achieved	More than 1 Cost Coverage Ratio maintained throughout the 2013/2014 FY	2.84% during 11/12 FY	R 0.00		>1		>1		>1		>1		
		Operating Budget expenditure monitoring and reconciling	5.2.3	Percentage maintained	Salaries & Wages to be not more than 35% of Operating Budget throughout the 2013/2014 FY	26% during 11/12 FY	R 0.00		< 35%		< 35%		< 35%		< 35%		
	Sound Financial Planning and reporting	Preparation of budget in line with the IDP	5.3.1	Alignment of KPAs in the IDP and Budget	Council approved Annual Budget by 31 May 2014	Poor alignment as budget is not informed by the IDP	R 0.00								31-May-14		
		S71 Reporting	5.3.2	Monthly reports submitted to the ExCo	12 Monthly financial reports (S71) adopted by the ExCo by 30 June 2014	12 reports were submitted	R 0.00		3		3		3		3		
		Preparation of MFMA S72 report	5.3.3	S 72 Report submitted to the Council	Council approved Mid-term/mid-year budget by 25 January 2014	Mid-term review report was adopted by the Council in Jan 2013	R 0.00						25-Jan-14				
		Preparation and compilation of MFMA S122 statements	5.3.4	Annual Financial Statements submitted to AG	Prepared and submitted consolidated AFS to AG by the 31 August 2013	Consolidated AFS were submitted on time in Sep 2012	R 0.00		31-Aug-13								
			5.3.5	AG Report received by the Municipality	AG opinion not below "qualified opinion" on finance related matters by the 31 December 2013	Disclaimer opinion was received from AG	R 0.00					>/= "qualified opinion" by 31 Dec 2013					
SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT	Ensuring the provision of Geographical Information System (GIS)	Procurement of GIS software and hardware	6.1.1	Procured GIS	Software procured by 31 December 2013	Software not fully functional	R 100 000.00				31-Dec-13						
		Establishment of GIS hub at the DM	6.1.2	GIS Hub established	GIS Hub established by 30 June 2014	GIS Hub not established	R 300 000.00								30-Jun-14		
<b>TOTAL</b>							<b>R 651 429 724.00</b>										

NAME OF OFFICIAL: \_\_\_\_\_  
 SIGNATURE OF OFFICIAL: \_\_\_\_\_  
 DESIGNATION OF OFFICIAL: \_\_\_\_\_  
 DATE: \_\_\_\_\_

## 8. SECTION H: PROJECTS

### 8.1 Summary of infrastructure Grant Allocated to UDM for Water & Sanitation

<b>No</b>	<b>Grant Description</b>	<b>13/14 Allocation</b>
1	Municipal Infrastructure Grant (MIG)	R215.3m
2	Municipal Water Infrastructure Grant (MWIG)	R27m
3	Accelerated Community Infrastructure Programme (ACIP)	R12m
4	Regional Bulk Infrastructure Programme (RBIG)	R 239.4m
5	Massification	R14.2m
<b>Total</b>		<b>R507.9</b>

## 8.2 Infrastructure Projects (New Projects) – 2013/2014

<b>MUNICIPAL INFRASTRUCTURE GRANT</b>			
<b>Details</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>
KwaJobe Community Water Supply	R 20 000 000	R 30 000 000	R 25 000 000
Jozini Regional Bulk Community Water Supply Scheme	R 30 000 000	R 46 700 000	R 56 700 000
Mkuze Water Treatment Works Upgrade	R 20 000 000		
Ingwavuma Sanitation	R 10 000 000	R 17 000 000	R 20 000 000
Themba lethu Sanitation	R 22 000 000	R 30 000 000	R 27 263 000
Hluhluwe Water Upgrade	R 7 000 000		
Hlabisa Mandlakazi Bulk & Reticulation	R 16 000 000		
Mtubatuba Sanitation	R 17 000 000	R 30 000 000	R 40 000 000
KwaMpukunyuni Community Water Supply	R 14 297 000		
Disaster Management Centre	R 14 000 000		
Shemula Water Supply Scheme	R 40 000 000	R 52 456 000	R 50 000 000
Mtubatuba Works Upgrade	R 5 000 000		
<b>TOTAL</b>	<b>R 215 297 000</b>	<b>R 206 156 000</b>	<b>R 218 963 000</b>



### 8.3 Infrastructure Projects per Municipality

No	Project Name	Total Budget Required	MIG Approved Budget	12/13 Allocation	13/14 Allocation	14/15 Allocation	Status
<b><i>UMHLABUYALINGANA LOCAL MUNICIPALITY</i></b>							
1	Shemula Water Supply Scheme	R475m	R86.8m	R35m	R50m	R60m	Construction Stage
2	Rudimentary Schemes / Extension to existing infrastructure		R21.6m	R5.4m	R5.4m	R10.8m	Planning Stage

<b>No</b>	<b>Project Name</b>	<b>Total Budget Required</b>	<b>Approved Budget</b>	<b>13/14 Allocation</b>	<b>14/15 Allocation</b>	<b>15/16 Allocation</b>	<b>Status</b>
<b><i>JOZINI LOCAL MUNICIPALITY</i></b>							
1	KwaJobe Water Supply Project	R160.2m	R160.2m	R20m	R30m	R25m	Construction Stage
2	Jozini Regional Bulk Community Water Supply Scheme	R	R244.3m	R30m	R46.7m	R56.7m	Procurement Stage
3	Mkuze Water Treatment Works	R27m	R20m	R20m	R0		Design Evaluation Stage
4	Ingwavuma Sanitation	R143m	R143m	R15m	R17m	R20m	Construction Stage
5	Thembaletu Sanitation	R100m	R100m	R20m	R30m	R20m	Construction Stage
6	Rudimentary Schemes / Extension to existing infrastructure		R21.6m	R5.4m	R5.4m	R10.8	Planning Stage
7	Ndumo Water Supply Project		R8.2m	R8.2m			Procurement Stage
8	Jozini Ingwavuma Water Supply Project	R1.399b (RBIG)	R798m	R189m	–	–	Construction Stage

No	Project Name	Total Budget Required	MIG Approved Budget	12/13 Allocation	13/14 Allocation	14/15 Allocation	Status
<b><i>BIG 5 FALSE BAY LOCAL MUNICIPALITY</i></b>							
1	Hluhluwe Water Upgrade	R39m	R39m	R7m	R0	R0	Construction Stage
2	Rudimentary Schemes/ Extension to existing infrastructure		R21.6m	R5.4m	R5.4m	R10.8m	Planning Stage

No	Project Name	Total Budget Required	MIG Approved Budget	13/14 Allocation	14/15 Allocation	15/16 Allocation	Status
<b><i>HLABISA LOCAL MUNICIPALITY</i></b>							
1	Hlabisa / Mandlakazi Bulk & Reticulation Project	R113m	R113m	R16m	R0	R0	Construction Stage
2	Rudimentary Schemes / Extension to existing infrastructure		R21.6m	R5.4m	R5.4m	R10.8m	Planning Stage
3	Hlabisa Bulk Water Supply	R183m (RBIG)	R183m	R20m			Construction Phase

No	Project Name	Total Budget Required	MIG Approved Budget	13/14 Allocation	14/15 Allocation	15/16 Allocation	Status
<b>MTUBATUBA LOCAL MUNICIPALITY</b>							
1	Upgrade of Mtubatuba Water Works	R73.5m	R73.5	R7m	R0	R0	Construction Stage
2	Rudimentary Schemes / Extension to existing infrastructure		R21.6m	R5.4m	R5.4m	R10.8m	Planning Stage
3	Mtubatuba Sanitation	R96m	R96m	R17m	R30m	R40m	Construction Stage
4	KwaMpukunyuni Community Water Supply Scheme	R93m	R93m	R12m			Construction Stage
5	Dukuduku Resettlement Project	R139m	R139m	R30m	–	–	Construction Stage
6	Nsezi Feasibility Study						Feasibility Stage

#### 8.4 Other Infrastructure Grants

<b>MWIP</b>			
<b>Details</b>	<b>2013/2014</b>	<b>2014/2015</b>	<b>2015/2016</b>
KwaMsane Bulk Water Supply Project	R 6 000 000		
Borehole Programme	R 9 074 000		
Matshamhlaophe Scheme Refurbishment	R 1 000 000		
Water Conservation and Demand Management Implementation	R 3 000 000		
Mabibi Water Scheme Development	R 3 000 000		
Hluhluwe Phase 2 Scheme Refurbishment	R 2 000 000		
Ingwavuma Interim Water Supply	R 3 000 000		
<b>Total</b>	<b>R 27 074 000</b>	<b>R 27 020 000</b>	<b>R 53 775 000</b>

<b>RBIG</b>	
<b>Details</b>	<b>2013/2014</b>
Jozini Ingwavuma Bulk Water Supply Project	R 189 000 000
Hlabisa Mandlakazi Bulk Water Supply Project	R 20 000 000
Dukuduku On-Site Resettlement Project	R 30 000 000
<b>Total</b>	<b>R 239 000 000</b>

<b>National Transfers Programme</b>	
<b>Details</b>	<b>2013/2014</b>
Jozini Water treatment	R 3 500 000
Jozini WWT	R 2 022 827
Mbazwana WTW	R 3 500 000.00
<b>Total</b>	<b>R 9 022 827</b>

## 8.5 Service Delivery Projects – 2013/2014

<b>Description</b>	<b>Amount</b>
Provision of water and sanitation	R210,707,000.00
Free basic service for indigents	R6,100,000.00
SMME Development (i.e. incl. informal traders)	R500,000.00
Cooperative Development	R500,000.00
Emerging Contractors development	R1,000,000.00
Water leaks repair programme	R2,000,000.00
Repairs and maintenance of infrastructure	R26,032,000.00
Replacement / Renewal of existing infrastructure	R40,000,000.00
Tourism development / promotion	R500,000.00
Small towns rehabilitation programme	R2,417,082.00
Arts and Culture development	R500,000.00
Sports and Recreation development	R2,500,000.00
Youth development programmes	R500,000.00
Women Development programmes	R500,000.00
HIV / AIDS programmes	R500,000.00
Senior Citizens programmes	R500,000.00
Vulnerable Children programme	R500,000.00
People living with disability programmes	R500,000.00
Poverty Alleviation Programme	R1,500,000.00
Bursary programme	R300,000.00
Artisans and plumbers development programme	R2,500,000.00
Grant-in aid {i.e. NGOs}	R100,000.00
Senior Citizens, Women and Child Abuse Awareness Campaigns	R250,000.00
Ward Committee and war rooms Capacity Building	R200,000.00
Public Participation	R3,500,000.00
Disaster Management including construction of Disaster Centre.	R14,000,000.00
Mkhuze Airport Upgrade	R10,000,000.00
Eqakwini Electrification	R10,000,000.00
Dukuduku Project	R90,000,000.00
<b>TOTAL</b>	<b>R428,106,000.00</b>

## 9. SECTION I: ORGANISATIONAL PERFORMANCE REPORT – 2011/2012

### Annual Performance Report for 2011/2012

UMKHANYAKUDE DISTRICT MUNICIPALITY																	
CONSOLIDATED PERFORMANCE REPORT - 2011/2012																	
CONSOLIDATED ORGANISATIONAL SCORECARD			YEAR OF THE IDP					FINANCIAL YEAR ENDED : 30 JUNE 2012									
KPA	STRATEGIC OBJECTIVE	OUTPUT	NO.	KEY PERFORMANCE INDICATOR	TARGET	UNIT OF MEASURE/ CALCULATIONS	ANNUAL			2010-2011		2011-2012		BUDGET	BLOCKAGES	CORRECTIVE MEASURES	PORTFOLIO OF EVIDENCE
							DEMAND (119363HHs)	BASELINE	BACKLOG	PROJECTED	ACTUAL	PROJECTED	ACTUAL				
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (1)	To provide effective and efficient Human Resources Management Services aimed at achieving a skilled workforce that is responsive to change.	Review of organogram	1	Number (as well as percentage) of critical posts filled Percentage of posts filled	23 by 30 June 2012 100% by 30 June 2012	Number Percentage	N/A N/A	N/A N/A	N/A N/A	No Data No Data	No Data No Data	23 100%	7 30%	R 0.00 N/A	Poor cash flow hampered the filling of vacant posts	Vacant posts to be budgeted for in 2012/2013 FY	Corporate Services Report
		Implement the Work Place Skills Plan	6	Budget spent on Work Skills Plan	100% by 30 June 2012	Budgeted amount	N/A	N/A	N/A	No Data	No Data	R 850 000.00	R 152 080.00	R 850 000.00	Poor cash flow resulted in underspenditure	A new plan will be prepared and implemented during 12/13 FY	WSP
	To ensure organizational performance accountability to the community and other stakeholders at large	Develop HR Strategy	4.1.1	Council adopted Human Resources Strategy by 30 June 2012	Adopted strategy by 30 June 2012	Date	N/A	N/A	N/A	N/A	N/A	30-Jun-12	Draft Available	R 0.00	Final product not yet submitted by the Consultant	Consultant to be persuaded to submit the final document	Draft HR Strategy
		Implement Employment Equity Plan	4.1.4	Number of people from employment equity target groups employed in the three highest levels of management	9 by 30 June 2012	Number	N/A	N/A	N/A	3	0	3	0	R 0.00	EE Plan not yet finalised	Plan to be finalised not later than Dec 2012	None
		Implementation of Performance Contracts	5	Number of performance agreements signed reflecting national government priorities	6 by Sep 2011	Number of signed performance agreements	N/A	N/A	N/A	6	4	6	3	R 0.00	Process of advertising vacant posts (MM, CFO & Community services) got delayed	Vacant posts to be advertised during 12/13 FY	signed performance agreements
	To ensure effective committee support	Committee Meetings held	4.6.1	Number of Portfolio Committees coordinated by 30 June 2012	55 by 30 June 2012	Number	N/A	N/A	N/A	No Data	No Data	55	28	R 0.00	49 % of meetings did not sit as a result of late establishment of committees (September 2011),no sittings and endless postponements	Most issues were discussed at Special ExCo meetings which sat 23 times and Special Council meetings which sat 12 times	Attendance registers
			4.6.2	Number of EXCO meetings held by 30 June 2012	11 by 30 June 2012	Number	N/A	N/A	N/A	No Data	No Data	11	24	R 0.00	None	None	
			4.6.3	Number of Council meetings held by 30 June 2012	4 by 30 June 2012	Number	N/A	N/A	N/A	No Data	No Data	4	14	R 0.00	None	None	
	To prepare a credible Strategic Plan	Strategic Plan	JMDA 1	Investment Coordination and Facilitation	Develop process plan by 30 August 2011	Date	N/A	N/A	N/A	No Data	No Data	Review & Adopt process Plan	Achieved	R 0.00	None	None	Adoption of the final draft Strategic Plan by Board & Council by 31
	Address Institutional Arrangement of UMDA in Line with Corridor based Economy	Organisational Structure	JMDA 2	Number of vacant posts filled within 3 months after the approval of the organogram	Organogram In Place and Aligned with Budget by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	Approval of Organogram and Institutional Profile	Achieved	R 0.00	None	None	Organogram and Institutional Arrangement were implemented

KPA	STRATEGIC OBJECTIVE	OUTPUT	NO.	KEY PERFORMANCE INDICATOR	TARGET	UNIT OF MEASURE/ CALCULATIONS	ANNUAL			2010-2011		2011-2012		BUDGET	BLOCKAGES	CORRECTIVE MEASURES	PORTFOLIO OF EVIDENCE	
							DEMAND (119363HHs)	BASELINE	BACKLOG	ANNUAL PROJECTED	ANNUAL ACTUAL	ANNUAL PROJECTED	ANNUAL ACTUAL					
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT (D)	To improve access to quality, affordable and reliable municipal services (e.g., water, sanitation, electricity, refuse removal, transportation), and to provide free basic service	Installation of new electricity connections	2.1.3	Number of households connected with electricity	300 households (0.6% of service delivery backlog) connected by 30 June 2012	Number	54 907	6 589	48 318	3 000	0	300	0	R 6 000 000.00	The project got stalled as it was not included in the Muba LM's IDP	The project has been budgeted for during 12/13 FY	None	
		Installation of new water connections to households	2.1.2	Number of households connected with water facilities	1 500 households (8% of service delivery backlog) connected by 30 June 2012	Number	54 907	34 866	20 041	5958	5958	1 500	1 275		About 12% of MIG funding could not be spent and as such it is estimated that the target was missed by	During 12/13 FY, unspent fund was committed on buying pipes	MIG reports	
		Installation of new sanitation connections	2.1.4	Number of households connected with sanitation facilities	1 500 households (8% of service delivery backlog) connected by 30 June 2012	Number	54 907	36 019	18 888	10600	10600	1 500	1 275		About 12% of MIG funding could not be spent and as such it is estimated that the target was missed by	During 12/13 FY, unspent fund was committed on buying pipes	MIG reports	
		Provision of free basic services (34% of households)	2.1.5	Number of households with access to free basic water	1 750 households (7% of service delivery backlog) provided free basic water by 30 June 2012	Number	64 456	40 930	23 526	2702	2702	1 750	1 488		R 216 496 391.00	About 12% of MIG funding could not be spent and as such it is estimated that the target was missed by	During 12/13 FY, unspent fund was committed on buying pipes	MIG reports
			2.1.6	Number of households with access to free basic electricity	700 households (1% of service delivery backlog) provided free basic electricity by 30 June 2012	Number	64456	7735	56721	2500	0	700	0			The project got stalled as it was not included in the Muba LM's IDP	This project has been budgeted for during 12/13 FY	None
			2.1.7	Number of households with access to free basic sanitation	1750 households (8% of service delivery backlog) provided free basic sanitation by 30 June 2012	Number	64456	42 283	22173	7745	7745	1750	1 488			About 12% of MIG funding could not be spent and as such it is estimated that the target was missed by	During 12/13 FY, unspent fund was committed on buying pipes	MIG reports
		Conduct monthly water quality tests	2.1.8	Number of reports submitted to the ExCo	12 water quality reports submitted to ExCo by 30 June	Number	N/A	N/A	N/A	No Data	No Data	12	12		WASA contract	None	None	WASA Reports
		Conduct monthly sanitation effluent quality tests	2.1.9	Number of sanitation effluent quality reports submitted to the ExCo	12 sanitation effluent quality reports submitted to ExCo by 30 June	Number	N/A	N/A	N/A	No Data	No Data	12	12		WASA contract	None	None	WASA Reports
		Regular investment in infrastructure in order to improve on operations and maintenance	2.2.1	Number of schemes rehabilitated	10 schemes rehabilitated (2 per LM) to O&M Plan by 30 June 2012	Number	N/A	N/A	N/A	No Data	No Data	10	21		R 0.00	None	None	Report on rehabilitated schemes



KPA	STRATEGIC OBJECTIVE	OUTPUT	NO.	KEY PERFORMANCE INDICATOR	TARGET	UNIT OF MEASURE/ CALCULATIONS	ANNUAL			2010-2011		2011-2012		BUDGET	BLOCKAGES	CORRECTIVE MEASURES	PORTFOLIO OF EVIDENCE
							DEMAND (119363HHs)	BASELINE	BACKLOG	ANNUAL	ANNUAL	PROJECTED	ACTUAL				
LOCAL ECONOMIC DEVELOPMENT (10)	Thrive to create a growing local economy and sustainable neighborhoods	Finalization of the feasibility study of Route 22 (Cultural and Tourism Route)	3.1.1	Feasibility report submitted and discussed at SED portfolio committee meeting	Feasibility report submitted and discussed at SED portfolio committee meeting by 31 August 2011	Feasibility Report	N/A	N/A	N/A	No Data	No Data	Report Submitted	Achieved	R 0.00	None	None	Feasibility report
		Compilation of report of the wind energy study	3.1.2	Wind energy study report submitted and discussed at SED portfolio committee meeting	Wind energy study report submitted and discussed at SED portfolio committee meeting by 31 October 2011	Study Report	N/A	N/A	N/A	No Data	No Data	Report Submitted	Not Achieved	R 0.00	The Project got stuck in the SCM Unit	Project to be re-advertised	SCM Report
	Facilitation of job creation and access to business opportunities	Address poverty alleviation through the Expanded Public Works/Capital Programme	3.3.2	Number of Jobs created through the municipality's Capital Projects	300 jobs created through Capital Projects by 30 June 2012	Number and Date	N/A	N/A	N/A	No Data	No Data	300	300	R 0.00	None	None	Report on capital Projects
		Strategic Plan		New District Strategy and Vision	Complete Scoping and Feasibility of the Economic and Planning need of the district Strategy VISION 2030 by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	30-Jun-12	Not Achieved	R 0.00	SCM processes for DC 27 were slow	JMDA to be involved as well in the process	SCM Report
	Profile the Economic Development and Planning implications of Vision 2030 towards Investment	Business Plan		Route 22 established and signage application made	Signage, Marketing Website Strategy, Website, Outsource Business Activity in place by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	30-Jun-12	Achieved	R 0.00	None	None	MANCO Report
		Business Plan		Business Plan in Place, Operations In Place, Property Development Procurement Done By DC27	Establish General Aviation Operations, Finalise Development R0D, and Design Plans by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	30-Jun-12	Achieved	R 0.00	None	None	MANCO Report
		Business Plan		Film Office in Place	Establish Film Office in one of the Driver Offices, Appoint Manager by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	30-Jun-12	Not Achieved	R 0.00	Participation of Zululand and uThungulu DMs	Target to be reviewed	MANCO Report
		Business Plan		Nursery In Place, Branding registered MOU with Mjindi Farming	Farmers Market and Marketing Branding finalised by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	30-Jun-12	Achieved	R 0.00	None	None	MANCO Report
		Business Plan		Have one Agricultural Catalyst Project in place by 30 June 2012	Have one Agricultural Catalyst Project in place by 30 June 2012	Date	N/A	N/A	N/A	No Data	No Data	30-Jun-12	Achieved	R 0.00	None	None	MANCO Report
GOOD GOVERNANCE AND COMMUNITY PARTICIPATION (6)	Established feedback mechanisms in order to ensure responsiveness to communities	Staging of IDP/Budget Consultative meetings	1.2.2	Number of IDP/Budget consultative meetings held	5 IDP/Budget consultative meetings (1 per LM) by 31 May 2012 held	Number and Date	N/A	N/A	N/A	5	4	5	5	R 212 000.00	None	None	Attendance Registers
	Effective intergovernmental relations	Attend to Municipal Managers' forum meetings	1.3.1	Number of MM's forum meetings held	4 meetings held by 30 June 2012	Number	N/A	N/A	N/A	4	2	4	2	R 0.00	Scheduled of meetings not observed	Scheduled dates will be adhered to	Attendance register
		Attend to District Mayor's forum meetings	1.3.2	Number of Mayors Forum meetings held	4 meetings held by 30 June 2012	Number	N/A	N/A	N/A	4	2	4	2	R 0.00	Scheduled of meetings not observed	Scheduled dates will be adhered to	Attendance register
		Establishment of IGR Forums	1.3.3	Number of Terms of reference for forums developed	Terms of reference for 8 forums developed by 31 March 2012	Number and Date	N/A	N/A	N/A	No Data	No Data	8	8	R 917 000.00	Project started in Jan 2012 and will end in 2012	In future, SCM to be started on	SCM - letter of appointment for the
	To complete and submit accurate annual financial statements to AGSA on	Auditor-General Report	JMDA 3	Date of submission of AFS and adjustments requested by AGSA	Prepare and submit Annual Financial Statements by 31 August to Auditor General without any changes necessary	Date	N/A	N/A	N/A	31-Aug-10	31-Aug-11	31-Aug-11	31-Aug-11	R 0.00	None	None	AG Report
To clear all internal and external audit queries	Internal and External Audit Tracking document	JMDA 4	Percentage of audit queries cleared by Management	100%	Percentage	N/A	N/A	N/A	100%	No Data	100%	100%	R 0.00	None	None	AG Report	

KPA	STRATEGIC OBJECTIVE	OUTPUT	NO.	KEY PERFORMANCE INDICATOR	TARGET	UNIT OF MEASURE/ CALCULATIONS	ANNUAL			2010-2011		2011-2012		BUDGET	BLOCKAGES	CORRECTIVE MEASURES	PORTFOLIO OF EVIDENCE	
							DEMAND (119363HHs)	BASELINE	BACKLOG	PROJECTED	ACTUAL	PROJECTED	ACTUAL					
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT (16)	Improved revenue and cash management capability	Efficient management of Outstanding Service Debtors to Service Revenue ratio	5.1.1	Ratio for outstanding Service Debtors to Service Revenue achieved	Outstanding Service Debtors to Service Revenue ratio to be less than 0.5 by 30 June 2012	Ratio: Outstanding service debtors divided by annual revenue actually received for	N/A	N/A	N/A	>0.5	0.58	< 0.5	0.22	R 0.00	None	None	AFS	
		Efficient management of Debt management Ratio	5.1.2	Ratio achieved for debt coverage	More than 1 ratio maintained throughout the 2011/2012 FY	Ratio: Total operating revenue received minus operating grants divided by debt service payments /ie	N/A	N/A	N/A	1	1.64	>1	1.64	R 0.00	None	None	AFS	
	Efficient expenditure Management	Percentage of a municipality's capital budget actually spent on capital projects identified in the	5.3.1	Percentage of capital budget spent	100% of capital budget spent by 30 June 2012	Percentage	N/A	N/A	N/A	100%	30.94%	100%	88.90%	R 0.00	None	None	AFS	
		Efficient management of Cost Coverage Ratio	5.3.2	Ratio for cost coverage achieved	More than 1 ratio maintained throughout the 2011/2012 FY	Ratio: Available cash plus investments divided by monthly fixed	N/A	N/A	N/A	1	1.64	>1	2.84	R 0.00	None	None	AFS	
		Operating Budget expenditure monitoring and reconciling	5.3.3	Percentage of Salaries & Wages of Operating Budget achieved	Salaries & Wages to be not more than 35% of Operating Budget by 30 June 2012	Percentage	N/A	N/A	N/A	No Data	No Data	<35%	26%	R 0.00	None	None	AFS	
			42	Actual operational expenditure as a percentage of budgeted amount	Not more than 100% of operational expenditure achieved by June 2012	Percentage	N/A	N/A	N/A	No Data	141%	No Data	55%	R 0.00	None	None	AFS	
			43	Percentage spent of Operational Budget (OPEx) on repairs and maintenance of infrastructure	Not more than 100% achieved by June 2012	Percentage	N/A	N/A	N/A	No Data	0.24%	No Data	44%	R 0.00	None	None	AFS	
	Sound Financial Planning and reporting	Preparation of budget in line with the IDP	5.4.1	Date of Council adopted Annual Budget	Council-approved Annual Budget by 31 May 2012	Date	N/A	N/A	N/A	30-Jun-10	30-Jun-10	31-May-11	19-Apr-11	R 0.00	None	None	Council Resolution	
		Preparation of MFMA S72 report	5.4.2	Council-approved Mid-term/mid-year budget by 25	Council-approved Mid-term/mid-year budget by 25	Date	N/A	N/A	N/A	25-Jan-11	25-Jan-11	25-Jan-12	25-Jan-12	R 0.00	None	None	Council Resolution	
		Preparation of Adjustment Budget	5.4.3	Council approved Adjustments budget by the 29 Feb 2012	Council approved Adjustments budget by the 29 Feb 2012	Date	N/A	N/A	N/A	29 Feb 2011	29 Feb 2011	29-Feb-12	29-Feb-12	R 0.00	None	None	Council Resolution	
		Compilation of reports on MFMA S52 (d) reports	5.4.6	Number of reports submitted to the Council on the implementation of budget and the state of affairs of the Municipality	4 reports submitted to the Council on the implementation of budget and the state of affairs of the Municipality by 30 June 2012	Number	N/A	N/A	N/A	No Data	No Data	4	0	R 0.00	The Office of the MM got stuck with other administrative matters and quarterly meetings did not sit	A new process plan has been developed which will address compliance issues	None	
		Favourable AG opinion	5.4.7	Favourable AG report for 10/11 FY	AG report not below "Qualified Opinion" by 31 December 2011	AG Opinion	N/A	N/A	N/A	Qualified Opinion	Qualified Opinion	Qualified Opinion	Adverse Opinion	R 0.00	Poor response to address AG queries raised	Financial turnaround strategy has been developed to address AG queries	AG Report	
		To complete and submit accurate annual financial statements and	Auditor-General Report		Qualified audit opinion	Clean Audit	Report	N/A	N/A	N/A	Qualified audit opinion	Qualified Audit Opinion	Clean Audit Opinion	Qualified Audit Opinion	R 0.00	None	None	AG Report
		To improve financial viability and sound financial management	Audit Committee meeting minutes		No. of Audit Committee meetings held	4	Number	N/A	N/A	N/A	4	4	4	4	R 0.00	None	None	MANCO Reports
To ensure spending as per approved Budget	Finance reports		Actual expenditure is less than budget per vote	Funding in Place and Budget Approved	Report	N/A	N/A	N/A	Approved Budget	Achieved	Approved Budget	Achieved	R 0.00	None	None			
Ensure compliance with s71 MFMA	Reports		Date reports submitted	12 monthly within 10 working days	Report	N/A	N/A	N/A	12	12	12	12	R 0.00	None	None	S 71 reports		
SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT	To facilitate and coordinate the rendering of spatial planning services	Review of the District-wide Spatial Development Framework	5.1.1	A Council Approved Reviewed SDF	A Council Approved Reviewed SDF by 30 June 2012	Date	N/A	N/A	N/A	N/A	30-Jun-12	31-May-12	R 0.00	None	None	Council Resolution		
	To facilitate and coordinate the rendering of effective Environmental planning and management services	Development and Adoption of the District-Wide Environmental Management Framework (EMF)	5.4.1	A Council approved EMF Plan	A Council approved EMF Plan by 30 June 2012	Date	N/A	N/A	N/A	N/A	30-Jun-12	Not Achieved	R 1 500 000.00	The project was started late	Project to be finalised on the 31 March 2013	Inception Report		

SOCIAL DEVELOPMENT (3)	To improve the livelihoods of the poor, vulnerable groups and support initiatives to reduce vulnerability of infectious diseases, especially reduce the impact of HIV/AIDS on communities	Review HIV/AIDS strategy	7.1.1	Reviewed HIV/AIDS strategy	Reviewed HIV/AIDS strategy by 30 December 2011	Date	N/A	N/A	N/A	01-Dec-10	01-Dec-10	01-Dec-11	01-Dec-11	R 1 200 000.00	None	None	Reviewed strategy
	To ensure support and coordination of special programmes ( Gender, Women, Youth, elderly, children, people living with disability, sport recreation and Arts & Culture)	Coordination and staging of District Sports and Recreation initiatives.	7.2.1	Number of District Sports and Recreation initiatives conducted	2 of District Sports and Recreation initiatives conducted by 30 June 2012	Date	N/A	N/A	N/A	30-Jun-11	30-Jun-11	30-Jun-12	30-Jun-12	R 1 200 000.00	None	None	SALGA Games & Mayor's Cup
		Implement District, Provincial and National programmes for the aged	7.2.4	Number of District, Provincial and National programmes implemented for the aged	1 District, Provincial and National programmes implemented for the aged implemented by 30 June 2012	Date	N/A	N/A	N/A	30-Jun-11	30-Jun-11	30-Jun-12	30-Jun-12	R 100 000.00	None	None	Attendance Register
<b>Total</b>														<b>R 228 475</b>			

**NAME OF OFFICIAL:**  
**SIGNATURE OF OFFICIAL:**  
**DESIGNATION OF OFFICIAL:**  
**DATE:**

## 10. SECTION J: SECTOR PLANS

<b>SECTOR PLAN</b>	<b>STATUS QUO</b>	<b>RESPONSIBILITY</b>
<b>HIV/AIDS Strategy</b>	Reviewed in 2011/2012	Community Services
<b>Water Services Development Plan</b>	Under review	Technical Services
<b>Performance Management System</b>	Up-to-date	MM's Office
<b>Integrated Waste Management Plan</b>	Developed in 2004 – needs to be reviewed	Technical Services
<b>Spatial Development Framework</b>	Available ( Adopted in 2012/2013)	SED
<b>Public Transport Plan</b>	Reviewed in October 2009	SED
<b>Work Place Skills Plan</b>	Reviewed 2009	Corporate services
<b>Local Economic Development Strategy</b>	Needs to be reviewed	SED
<b>Human Resource Strategy</b>	Available	Corporate services
<b>Communication Strategy</b>	Available	MM's Office
<b>Indigent Policy</b>	Operational but lacks credibility	Finance
<b>Disaster Management Plan</b>	Available	Community Services
<b>Electricity Services Development Plan</b>	Last Reviewed in 2005	Technical Services
<b>Environmental Management Framework (EMF)</b>	Available	SED
<b>Coastal Management Plan</b>	Needs to be developed	SED
<b>Strategic Environmental Assessment (SEA)</b>	Needs to be developed	SED
<b>Public Participation Strategy</b>	Available	Community Services
<b>Disaster Management Plan</b>	Framework available	Community Services

## **11. SECTION K: SECTOR INVOLVEMENT**

### **11.1 The Department of Education**

#### **New schools planned for 2013/2014**

1. Zimele High School
2. Hhoye High School
3. Siyakhula High School
4. Khindi Jobe High School

#### **Upgrades and Additions for Schools**

1. Magcekeni Primary
2. Luhlanga Primary
3. Zandlazethu High
4. Thongwana High
5. Nonjinjikazi Primary
6. Bhekinkosi Primary
7. Nompondo Primary

#### **Curriculum Redress for Schools**

1. Madwaleni High
2. Bukimvelo High
3. Ntaminemidwa High
4. Nkanyiso High
5. Mavela High
6. Nothando High
7. Nodineka High

#### **Repairs and Renovations for Schools**

1. Mduku High
2. Ezifundeni High
3. George Caltex Primary
4. Silethukukhanya High
5. Bukimvelo High

6. Umfolozi Primary
7. Endabeni Primary
8. Manzamnandi Primary
9. Nkosana High
10. Nkonyane Primary
11. Kwagxaba High
12. Mgwazeni High
13. Bhekumusa Primary
14. Bazaneni Primary
15. Ekwethembeni Primary
16. Bathathe Primary
17. Isivunguvungu Primary
18. Ekuseni Primary
19. Esethembiso Primary
20. Emngqobelweni Primary
21. Zombizwe High

### **Fencing**

1. Nansindlela Combined
2. Emkhonjeni Primary
3. Madonela Primary
4. Amandla High
5. Mdinwa Primary
6. Nkanyiso High
7. Zombizwe High
8. Zwilenkosi High
9. Mseleni Primary
10. Veyane Primary
11. Msushwana Primary
12. Benjamin Primary

### **Sanitation**

1. Isigcino Primary
2. Ndimande High
3. Manzamnandi
4. Duma Primary
5. Bhokoza Primary
6. Sikothini Primary
7. Kwagxaba High
8. Sibongasonke
9. Thulasibone High
10. Ndabeziphezulu High
11. Msiyane High

12. Isiphosethu High
13. Mhlumeni Primary
14. Mkhonjeni Primary
15. Mseleni Primary
16. Mbekwane Primary
17. Enkathweni Primary
18. Mjindi High
19. Ndamkane High
20. Amandla High
21. Gadokuwayo Primary
22. Sikhethiwe Primary
23. Ziphosheni Primary
24. Ludaka Primary
25. Njakazana Primary
26. Matshamhlophe Primary
27. Isicelosethu High
28. Ekwakheni Primary
29. Fukula Primary
30. Kwagiba High
31. Machwetshana
32. Mlingo Primary
33. Nobiya High
34. Sibhamu High
35. Emnqobelweni Primary
36. Impala Secondary
37. Ngungunyane Primary
38. Bhekumusa Primary
39. Isulomndeni Primary
40. Dibase Primary
41. Shengeza High

## 11.2 The Department of Agriculture and Environmental Affairs

### **ENVIRONMENTAL PROJECTS FOR UMKHANYAKUDE DISTRICT 2013-14**

<b>WHERE</b>	<b>TYPE OF PROJECT</b>	<b>DATE</b>	<b>PROJECT BUDGET</b>
Umkhanyakude District	World Environmental Day Event	June 2013	R70 000
All LM's: Umhlabuyalingana; Jozini; Mtubatuba; Hlabisa; Big5 False Bay	Arbor Week: Capacity Building and Awareness	September 2013	R30 000/LM (Total: R150 000)
All LM's: Umhlabuyalingana; Jozini; Mtubatuba; Hlabisa; Big5 False Bay	Coastal Awareness: Capacity Building and Clean-up Campaigns	September 2013	R30 000/LM (Total: R150 000)
Umkhanyakude District	School Environmental Educators Awards (SEEP)	December 2013	R70 000
Umkhanyakude District and All LM's: UMhlabuyalingana; Jozini; Mtubatuba; Hlabisa; Big5 False Bay	Umkhanyakude Environmental Management Framework (EMF)	Project ends June 2013	R1,5 Million
Mtubatuba LM: Khula	Wetland Rehabilitation Project	Period of 12 Months: 2013/14	R439 000 20 Job opportunities will be created
Umhlabuyalingana LM: <b>Mseleni Lake Sibaya</b>	Wetland Rehabilitation Project & Catchment Clearing Project	Period of 12 Months: 2013/14	R673 000 30 Job opportunities will be created  <b>TOTAL VALUE OF PROJECTS FOR 2013/14: R3,052,000</b>



## **12. SECTION L: ANNEXURES**

Annexure 1 - Spatial Development Framework

Annexure 2 - Disaster Management Framework

Annexure 3 - AG Comments

Annexure 4 - MTAS

Annexure 5 - Service Delivery Plan

Annexure 6 - Organograms