



2017/18 – 2021/22 IDP

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1. CHAPTER 1: EXECUTIVE SUMMARY

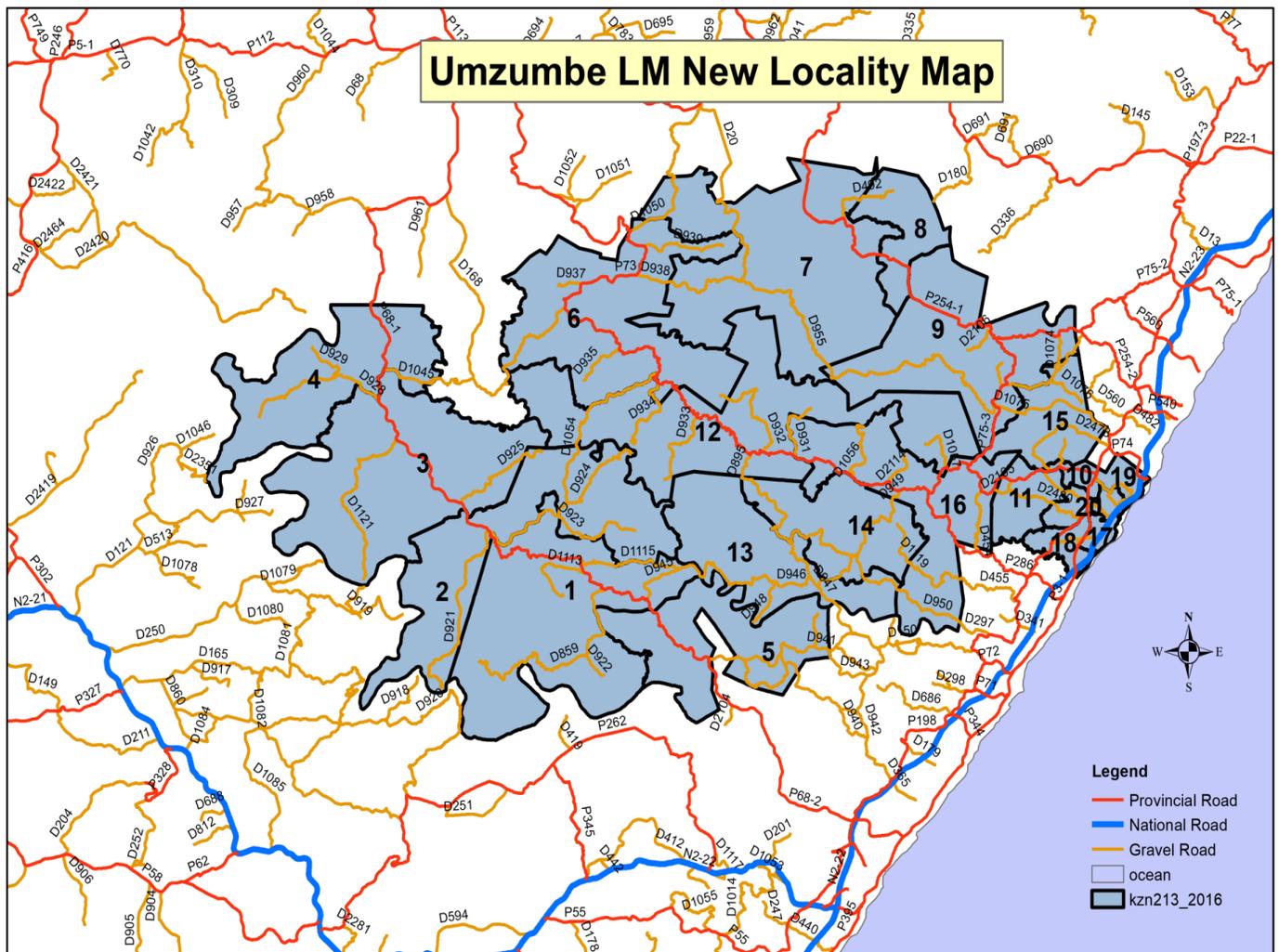
1.1. LOCATION: WHO ARE WE?

Umzumbe Municipality runs along the coast for a short strip between Mthwalume, Hibberdene, and then balloons out into the hinterland for approximately 60 km. It covers a vastly, large rural area of some 1221 square kilometres with approximately 1% being built up/ semi-urban area. The municipality incorporates 16 traditional authority areas comprised of 20 municipal wards. Ward 20 which incorporates some of ward 17, 18, 10 and 19 is a new ward following the recent municipal demarcations which also resulted in the municipality losing one traditional authority which formed part of ward 4. This situation analysis will however reflect on the 2016 Community survey by stats SA. Umzumbe is a local municipality (KZN 213) that falls within UGU District Municipality (DC 21) and is one of the four local municipalities within the District of UGU.

There are no established towns in the municipality, which is characterized by a vast backlog of basic services, high levels of poverty and minimal economic base. The primary node (Turton) has been provincially prioritized as one among 13 towns requiring formalization in the province and processes are in preliminary phases. The most striking physical feature is the extent of undeveloped natural land which represents almost 60% of the total land area.

Agriculture is the mainstay of the economy with the main activities being sugar cane and small-scale farming, as well as small business community.

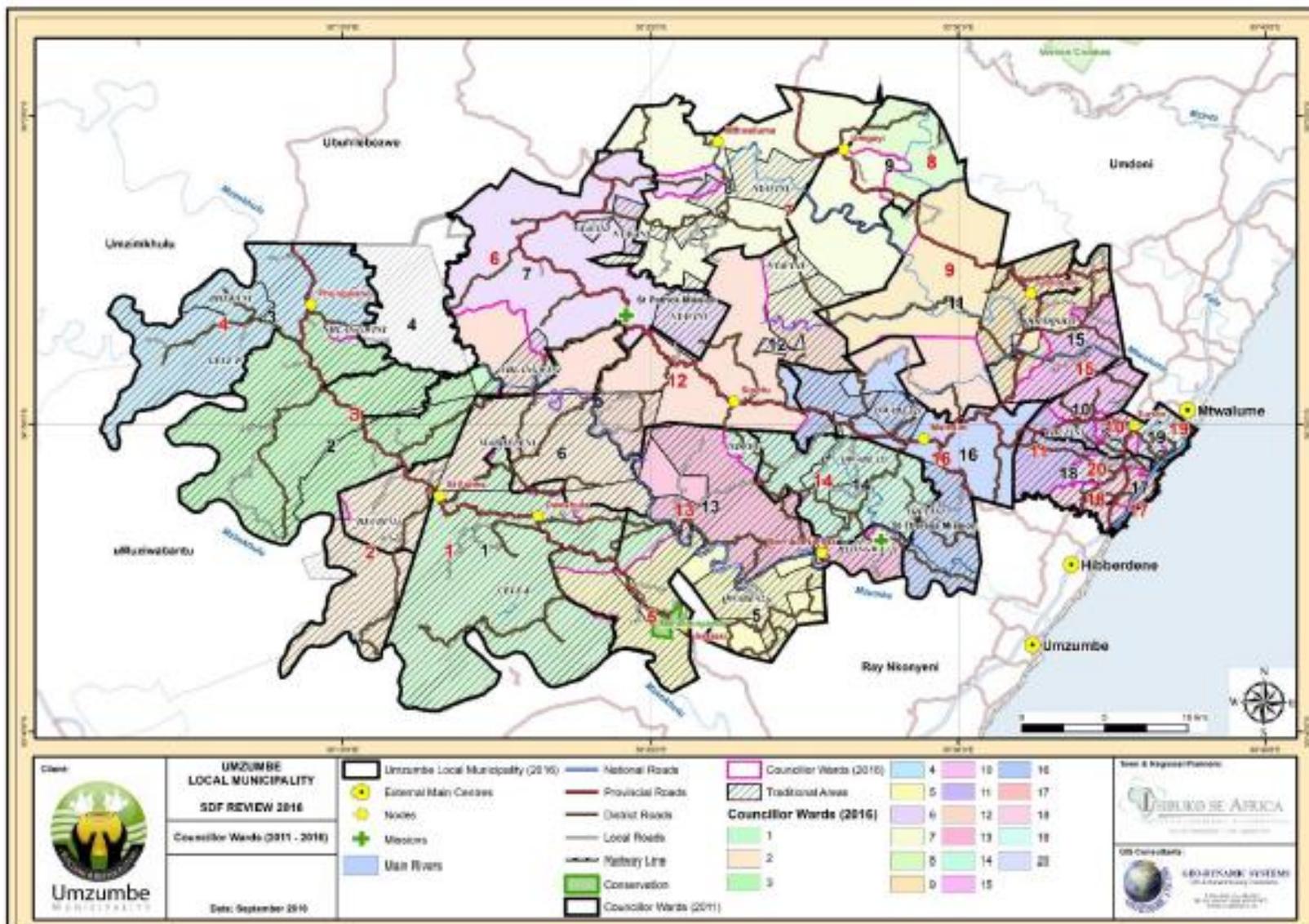
The Municipality is the third largest municipality within the district following the recent amalgamation of Hibiscus Coast Municipality with Ezingoleni Municipality and Umdoni Municipality with a portion of Vulamehlo Municipality. The community survey 2016 indicates that the total population within Umzumbe is estimated at 151 676 persons shared amongst 20 wards. The Umzumbe SDF states that the largest ward is ward 7 with an extent of 13824.12 square metres and the smallest ward being ward 17 with an extent of 371.99 square metres.



Sources:

Above is the new municipal boundary according to Demarcations Board, Umzumbe municipality now has 20 wards, the 20th ward was created by taking portions of ward 10, 19, 17 and 18, however with that the municipality has lost a large portion to Ubuhlebezwe of what was previously known as ward 4 has moved to Harry Gwala District. This means that two voting districts from ward 4, have moved to Ubuhlebezwe Local Municipality and re-demarcated to five voting districts.

Umzumbe LM now has 40 councillors as compared to 38 in the previous years, inclusive of PR councillors.



Ward Boundary Change (2011-2016)

2. CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES

The Umzumbe Municipality has ensured that the IDP is guided by international, national, provincial and district policy framework as well planning principles and legislation. The policies include, among others the Sustainable Development Goals, National Development, Medium Term Strategic Framework, State of the National Address, Back to Basics Programmes, Provincial Growth and Development Strategy, District Growth and Development Plan. The alignment of the IDP with policy imperatives is explained in more details in the tables below.

2.1 LEGISLATIVE FRAMEWORK

Legislation	Application
The Constitution, Act 1996 (Act No. 108 of 1996)	Makes provision for the establishment of local government (in their categories) as well as setting out objectives, powers and functions. The municipality is deriving its mandate from the constitution and it performs functions such as municipal planning, construction access roads, sport facilities etc.
Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)	Makes provision for the development of systems (Public Participation, IDP, PMS, HR, etc.) of governance in local government.
Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).	To provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities.
Municipal Finance Management Act, (Act No. 56 of 2003)	To secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith. Development of Annual Budget, SCM Policy, Auditing, Asset Management Policy etc.

SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (ACT NO. 16) OF 2013

The Spatial Planning and Land Use Management Act (Act No, 16) of 2013 has, in terms of Section 7, set out general principles for land development and decision-making. Some of these principles are summarized at overleaf.

SPLUMA Principles	Umzumbe Application (SDF)
a) The principle of spatial justice	<ul style="list-style-type: none"> • SDF Strategy 1: Area Based Management System. The people of Umzumbe should enjoy equitable access to development, resources and opportunities
b) Spatial Sustainability	<ul style="list-style-type: none"> • SDF strategy 2: promote an effective management of the natural environment and harmony with development • SDF Strategy 6: Protection of agricultural land
c) Efficiency	<ul style="list-style-type: none"> • SDF Strategy 4: Compact development, clustering public facilities and economic activities in development nodes. • SDF Strategy 9: integrated sustainable spatial planning system
d) Spatial resilience	<ul style="list-style-type: none"> • SDF Strategy 1: Area Based Management System. • SDF Strategy 9: integrated sustainable spatial planning system. Includes the integration of traditional land allocation system into the mainstream planning system.
e) Good administration	<ul style="list-style-type: none"> • The Spatial Development Framework and Strategic Environmental Assessment will serve as the basis for the development of robust systems and procedures for spatial transformation and land use management. • The SPLUMA and PDA guidelines will be used as primary tools to administer the spatial planning and land use management within the municipality.

2.1 POLICY FRAMEWORK

STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
	Building capable and developmental State	Outcome 5: A skilled and capable workforce to support an inclusive growth path	Improve workplace relations		Human Resource Development	Building Capable Local Government Institutions	Institutional Development	Municipal Transformation and Institutional Development	1	Improved Organizational cohesion and Effectiveness
		Outcome 9: A responsive, accountable, effective and efficient local government system								
		Outcome 9: A responsive, accountable, effective and efficient				Sound Financial Management		Municipal Financial Viability and Management	2	Improved overall financial management and systems

STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
		local government system								
Ensure availability and sustainable management of water and sanitation for all	Economy infrastructure – The foundation of social and economic development	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Bulk Water Supply		Strategic Infrastructure	Basic Services	Strategic Infrastructure Investment	Basic Services and Infrastructure Development	3	Efficient and integrated infrastructure and basic services
Ensure access to affordable, reliable, sustainable, and modern energy for all			Renewable Energy							
Build resilient infrastructure, promote inclusive and		Outcome 8: Sustainable human settlements and improved								

STRATEGIC ALIGNMENT										
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS	
sustainable industrialization and foster innovation		quality of household life								
End poverty in all its forms everywhere	An inclusive and integrated rural economy	Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all	Poverty Alleviation Programmes		Inclusive Economic Growth		Safety and Empowerment of Communities	Local Economic Development	4	Vibrant and Inclusive Rural Economy
End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Economy and employment	Outcome 4: Decent employment through inclusive economic growth	Tourism Development							

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Social protection	Outcome 13: Social Protection	Ocean Economy-Operation Phakisa						
Reduce inequality within and among countries			SMMES Development (Women and Youth)						
			Commercialise Small Holder Farmers						
					Governance and Policy	Good Governance		Good Governance and Public Participation	5
	Building safer communities	Outcome 12: An efficient, effective and	Crime Prevention			Putting People first	Safety and Empowerment of Communities		Clean Governance, Comprehensive Public Participation and

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
		development oriented public service and an empowered, fair and inclusive citizenship							Accountability
Ensure healthy lives and promote well-being for all at all ages	Promoting health	Outcome 2: long and healthy life for all South Africans							
Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	Improving education, training and innovation	Outcome 1: Improved quality of basic education.	Promoting Maths and Science as a Career of Choice				Education and Skills Development		
		Build Modern School Infrastructure							

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
Achieve gender equality and empower all women and girls									
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Fighting corruption	Outcome 3: All people in South Africa are and feel safe & Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World							
	Transforming society and uniting the country	Outcome 14: Transforming Society and Uniting							

STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
		the Country							
Make cities and human settlements inclusive, safe, resilient and sustainable	Transforming human settlement And the national space economy	Outcome 8: Sustainable human settlements and improved quality of household life			Spatial Equity		Spatial Integration Facilitating and Security of Tenure	Cross Cutting Issues	6 Spatial Equity and Environmental Sustainability
Take urgent action to combat climate change and its impacts	Building environmental sustainability and resilience	Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.			Environmental Sustainability		Environmental Sustainability		
Conserve and sustainably use the oceans, seas									

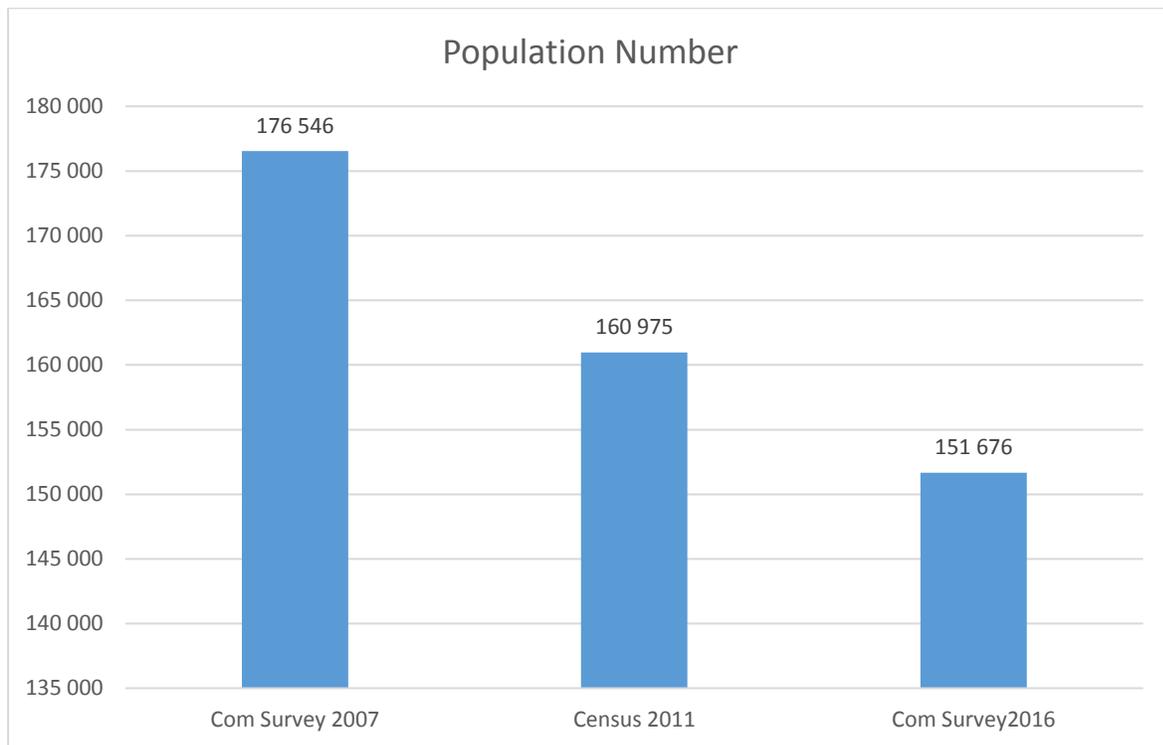
STRATEGIC ALIGNMENT									
SDGs	NDP	MTSF OUTCOMES	SONA	SOPA	PGDS	BACK TO BASICS	DGDS	KPAs	STRATEGIC GOALS
and marine resources for sustainable development									
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss									

3. CHAPTER 3 SITUATIONAL ANALYSIS

3.1 DEMOGRAPHICS

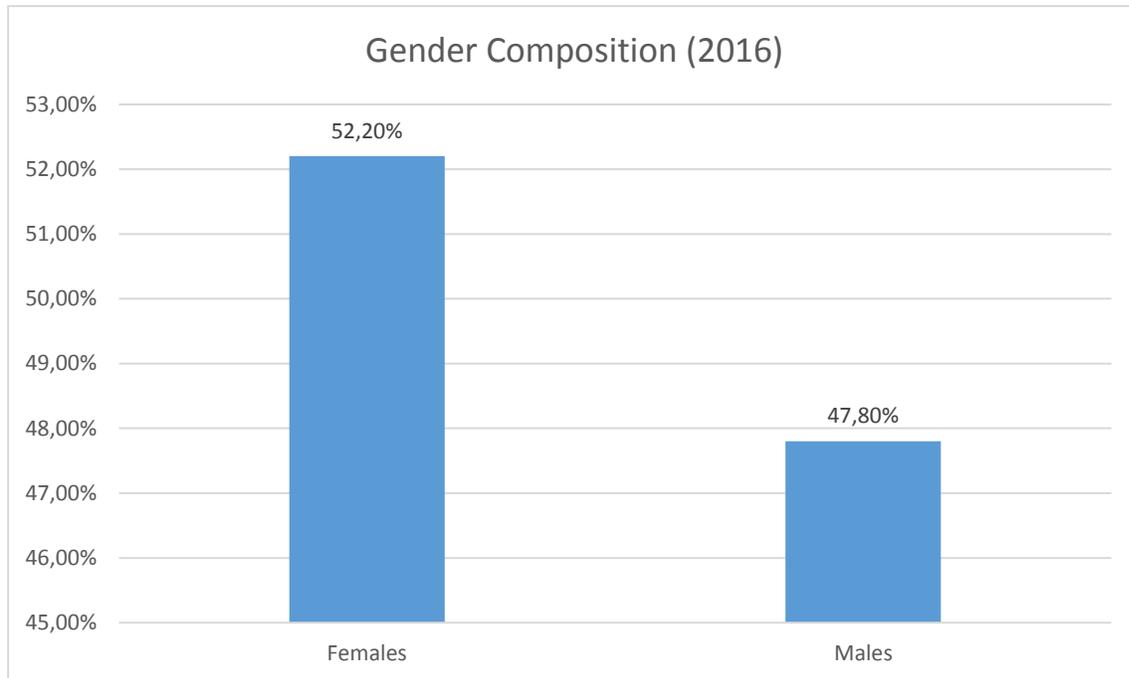
3.1.1 Population

According to Community Survey of 2016, Umzumbe Municipality has a population of 151 676 with males accounting for 47.8% and females accounting for 52.2%. The picture portrays a trend of the population that is gradually declining as can be seen from the table that the population has decreased from 176 546 in 2007 to 160 975 in 2011, that is 8.8% and from 160 975 in 2011 to 151 676 in 2016, that is 5.8% decrease. Therefore, in five (5) years the population has been decreasing by more than 5%. This phenomenon could be because of rural-urban migration as the municipality faces a huge service delivery backlog and a lack of access to socio-economic opportunities. The incorporation of two (2) voting districts into Ubuhlebezwe Local Municipality could have been one other possible factor for 2011-2016 decline in population. From these trends, it is very clear that the municipality needs to lobby other stakeholders to roll out a massive rural development strategy aimed at keeping people within the municipal boundaries while providing them with socio-economic opportunities. This will include the building of shopping facilities, education, sport and health facilities.



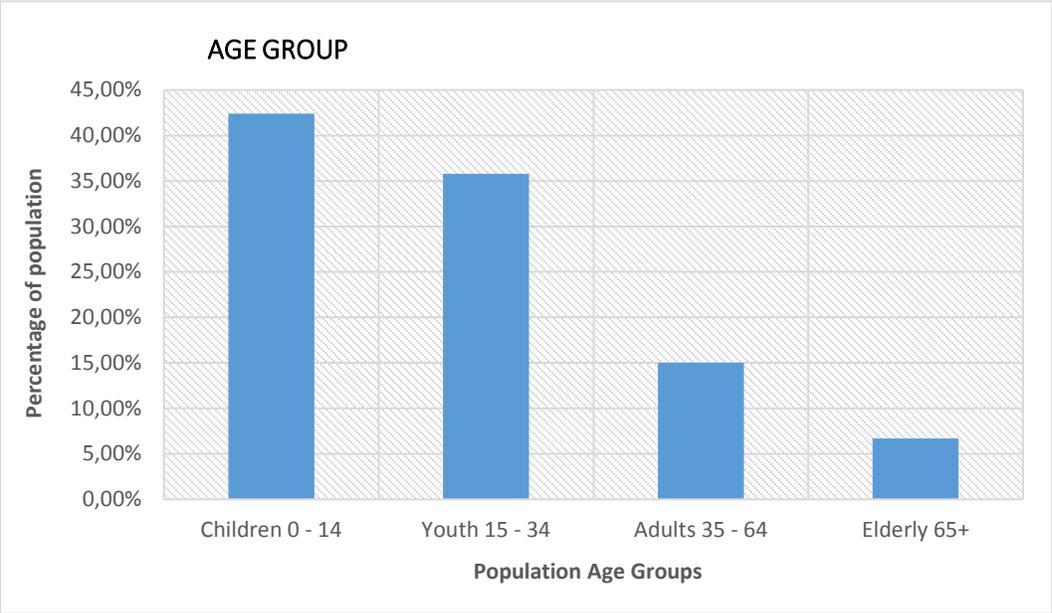
3.1.2 Gender Composition

It is also evident that females outnumber males across the entire municipality. One major factor contributing to this phenomenon could be that traditionally men tend to travel to major urban centre in search for economic opportunities to sustain their families whilst women remain behind looking after the children and homesteads.



3.1.3 Age Group

The below table indicates the different age groups against population. It is evident to see that the Umzumbe is a growing population meaning that most of the people in the municipality are children aged form 0-14 followed by the age group of youth 15-34 then adults 35-64 and least population being that of the elderly group. This may be due to a wide range of reasons such as rural – urban migration for the adults, looking for jobs to support their families then mostly due to teenage pregnancy. It is a trend that women and girls from rural areas do not practice birth control measures mainly because there is a lack of health centres. Another reason may that there are many child headed homes where parents or adults have passed on due to diseases such as HIV/AIDS, leaving the children with no guardian.



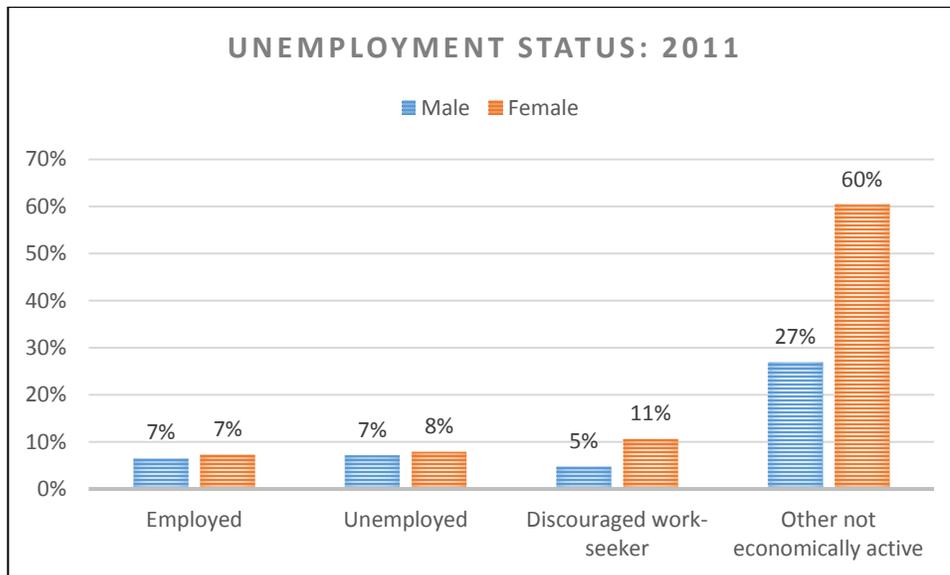
3.1.4 Population Group

In terms of the population group, the demographics point to a situation whereby the black majority makes up a huge percentage as opposed to the other races. This may be some of the apartheid regime’s legacies of separate development or development across racial lines.

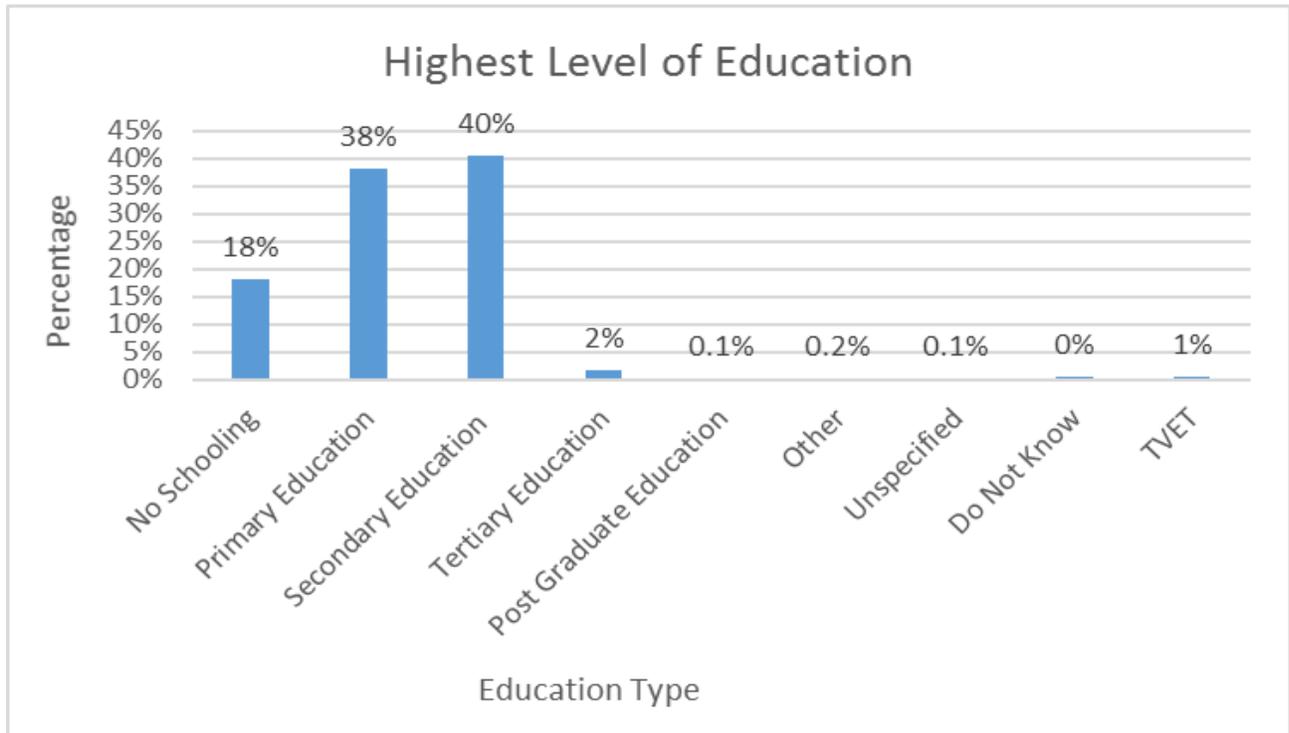
Population Group			
Black African	Coloured	Indian/Asian	White
99.7%	0.2%	0%	0.1%

3.1.5 Employment Status

Census 2011 revealed that of the people (90603) who were eligible to work, only 14% were employed, 15% unemployed, 16% discouraged work-seekers and 87% not economically active. In this situation, women seem to be worse off.



3.1.6 Education Levels



Education Level

Source: Community Survey 2016

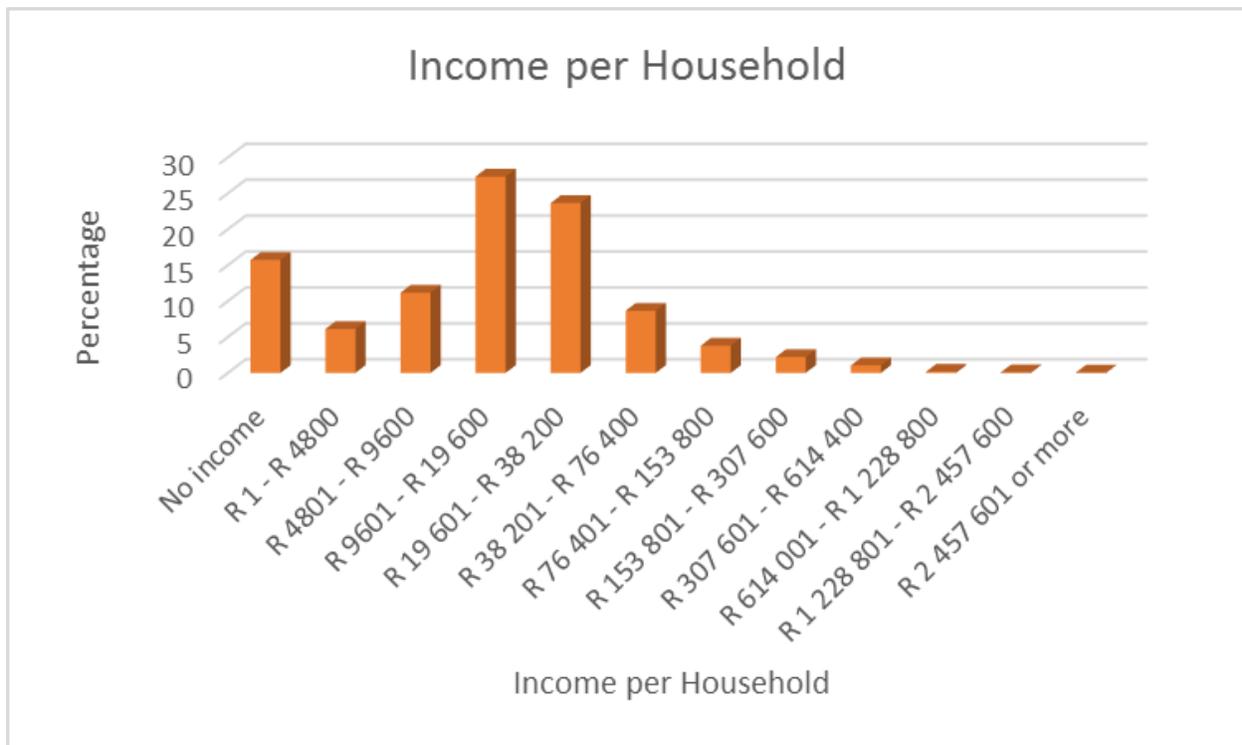
Education level		
No Schooling	18%	27579
Primary Education	38%	58054
Secondary Education	40%	61341
Tertiary Education	2%	2431
Post Graduate Education	0.1%	189
Other	0.2%	320
Unspecified	0.1%	148
Do Not Know	0%	710
TVET	1%	902
Total	100%	151674

The majority of the population is the youth which also attests as to why there is a high number of people with a primary education and secondary education. Poverty and lack of funding are some of the main reasons why children cannot further their education at tertiary level.

3.1.7 Poverty Status

	Male				Female			
	Black African	Coloured	Indian or Asian	White	Black African	Coloured	Indian or Asian	White
Employed	5873	16	9	17	6639	6	9	16
Unemployed	6452	4	5	9	7110	10	2	6
Discouraged work-seeker	4363	4	5	-	5287	7	5	2
Other not economically active	24301	41	21	34	30130	41	40	33

Source: Stats SA



Source: Stats SA 2016

3.1.8 Health Statistics

3.2 KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.2.1 Municipal Institutional Capacity (Human Resource Strategy)

The municipality has 117 posts on the organogram, 11 being the vacant posts and targeted posts within the next term of office. About 17 positions have been filled in the 2016/17 financial year. Of the 11 vacant posts, three (3) of them are critical, i.e. Director Social and Community Services, Director for Technical Services and the Municipal Manager. The municipality's inability to fill critical posts correlates with the introduction of the upper limits which slightly downgraded salary notches of the directors and accounting officers. The municipality is faced with a challenge of filling critical posts as soon as they become vacant.

The Department for Social and Community Services has been without a Director since 2014 which deprives the department of strategic leadership to able to achieve objectives linked to community services. The Department for Technical Services has been without a director for a year (since October 2015) and thus making it difficult for the municipality to roll out services to the community with speed.

Moreover, in the past financial year the municipality has attempted to fill some of the posts that were vacant on the organogram. Strategic posts are a challenge to fill in the municipality due to both budget constraints and not being able to attract the correct personnel. The environmental department is one critical department which only has one environmental officer working with no manager and supporting staff. Furthermore, some of the posts that were filled and met the target of the Human resources department for the 2016/17 financial year are:

- Finance Management Interns x3
- Grader Operator
- TLB Operator
- Development Planner
- Senior Committee Officer
- Communications Practitioner
- IT Officer
- Manager HR
- Special Programmes Practitioner
- Mayor Driver and bodyguard
- Mayors PA
- Speakers PA
- Speakers Driver
- Deputy Mayor Driver

Furthermore, the post for the Director Technical Services and Director Social and Community recruitment and selection are well underway.

The enactment of Spatial Planning and Land Use Management Act, 16 (Act No. 16 of 2013) brought about institutional reforms in municipalities to be able to deal with issues of municipal planning in a professional and organized manner. The elements of reforms include the establishment of Municipal Planning Tribunal composed by properly qualified personnel. In order to minimize the capacity challenge, the Umzumbe Municipality has an established joint Municipal Planning Tribunal with the neighbouring municipality

being Umdoni. Even so, the municipalities have been struggling to attract professionals who will sit in the tribunal. With regard to the establishment of Appeals Tribunal, the municipality will use Executive Committee as an interim measure until such time that the council is able to recruit professionals to sit in the Tribunal.

The Development Planning Unit is still faced with a challenge of enforcing By-Laws and the Scheme, as there are no dedicated and trained personnel (Peace Officers) to deal with issues of enforcement. The municipality is in the process of establishing a traffic department which will provide enforcement services that will also be used in the full implementation of the by-laws and give effective to the already existing town planning scheme. However, as an interim measure, the Town Planners would be executing the functions of Peace Officers as required by SPLUMA and to ensure full land use enforcement and compliance with the scheme. Furthermore, there are also positive stories in that the municipality is now able to perform its constitutional competence of Building Regulations following the appointment of the Building Inspector.

3.2.2 Unemployed Graduate Programme

In aligning with government priorities for skills development, the municipality has recruited eight unemployed graduate, 1 in-service trainee (unpaid) for the 2017/18 financial year. The programme runs for a duration of 12 and 24 months within which the trainees acquire experimental training in their respective careers fields, and moreover 5 unemployed graduates have benefited from the development of the Wall to Wall scheme through Land Use survey and Land Rights Audit phase of the project, as a way of providing experiential learning for the graduates.

3.2.3 Trainee Fighters

Further to the above-mentioned skills development programme, the municipality has recruited four firefighting trainees. The trainees will assist the Disaster Management Unit which is currently under staffed and experiences issues in responding to emergencies.

3.2.4 Organisational Structure: Organogram

The Municipality has developed and reviewed numerous policies aimed at ensuring the operation of the municipality was the adoption of Human Resource Policy which deals with issues among others staff recruitment, and training. The staff training further finds expression in the Skills Development Policy which seeks to capacitate employees to help discharge their duties with excellence. The Human Resource department has in the past financial year, prioritized the following:

- Finalization of recruitment and selection of positions Skills Development Officer, Disaster Management Practitioner, Registry Clerk, Tractor Driver, Messenger Driver, Unemployed Graduates, PMU Technician, Waste Management General Workers and the filling of the 3 critical posts being Director Social and Community, Director Technical and Municipal Manager.
- Advertisement of eight unemployed graduates, 2 x finance interns.
- Advertisement of Legal Manager and Manager Admin.

3.2.5 Powers and Functions

Umzumbe Local Municipality has the function and powers assigned to it in terms of sections 156 and 229 of the Constitution of the Republic of South Africa. The Municipal Structures Act of 1998 makes provision for the division of powers and functions between the district and local municipalities. It assigns the day-to-day service delivery functions to the local municipalities.

The Provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services. With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is the function of the district municipality.

Whilst the Local Municipality is responsible for day- t o - d a y Planning, it is also in liaison with the District for advice and support. Amongst other things, the powers and functions of the municipalities are as indicated in the table below.

UMZUMBE MUNICIPALITY FUNCTIONS	DISTRICT FUNCTIONS	SHARED SERVICES
<ul style="list-style-type: none"> • Building Regulations • Pontoons, Ferries, Jetties, Piers and Harbors • Storm Water Management Systems in Built up Areas • Trading Regulations • Billboards and the Display of Advertisements in Public Places • Cleansing • Control of Public Nuisances • Street Lighting • Traffic and Parking • Control of Undertakings that sell Liquor to the Public • Facilities for the accommodation, care and burial of animals • Fences and Fencing • Licensing and Control of Undertakings that sell food to the public • Local Amenities • Local Sport Facilities • Municipal Parks and Recreation • Noise Pollution • Public Places • Street Trading 	<ul style="list-style-type: none"> • Municipal Health Services • Water and Sanitation services • Air Quality Management • 	<ul style="list-style-type: none"> • Fire Fighting Services • Local Tourism • Municipal Airports • Municipal Public Transport • Cemeteries, Funeral Parlors and Crematoria • Markets • Municipal Abattoirs • Refuse Removal, Refuse Dumps and Solid Waste disposal • Disaster Management services

Even though the Municipality is conferred with the above powers and functions, Umzumbe is unable to perform some of the functions due to human resource and finance capacity constraints. Currently the municipality is performing the following functions.

- Building Regulations
- Storm Water Management System in Built up Areas
- Trading Regulations
- Refuse Removal
- Traffic (in process)
- Fences and Fencing
- Local Sports Facilities
- Public Places
- Local Economic Development
- Development Planning
- Disaster Management
- Municipal roads and public works

3.2.6 Municipal Policies

Table indicating Current Policies adopted

No	Name of the Policy/Sector Plan	2013/2014	2014/2015	2015/2016
		D=Development	D=Development	D=Development
		R= Review	R= Review	R= Review
		N= No Action	N= No Action	N= No Action
1	GIS Policy	D	R	N
2	Investment Policy	D		
3	Farewell Policy	D		
4	Skills Retention Plan	D		
5	Poverty Alleviation Strategy	D		
6	IT Framework	D		
7	IT Disaster Recovery Plan	D		

No	Name of the Policy/Sector Plan	2013/2014	2014/2015	2015/2016
		D=Development	D=Development	D=Development
		R= Review	R= Review	R= Review
		N= No Action	N= No Action	N= No Action
8	Human Resource Development Strategy	D		
9	Political Office Bearer's Vehicle Policy	D		
10	Extended Public Works Programme Policy	D		
11	Enterprise Risk Management Plan	D		
12	Community Participation Strategy	D		
13	Public Participation Plan	D		
14	ICT governance framework and strategy	N	D	
15	Occupational Health and Safety	N	D	
16	Uniforms and Protective Clothing	N	D	
17	Educational Financial Assistance Policy	N	D	
18	Recruitment and Selection Policy	N	D	

Table indicating 2014/15 financial year adopted policies

No	Name of Policy	Completed	Date of Adoption
1	ICT Maintenance Procedure, Capacity and Replacement Policy	Complete	30 June 2015

No	Name of Policy	Completed	Date of Adoption
2	Confidential reporting of allegations of financial misconduct Policy	Complete	30 June 2015
3	Employment Equity Plan	Complete	30 June 2015
4	Town Planning Tariff Policy	Complete	30 June 2015
5	Draft Policy on Ward Committee out of pocket	Complete	30 June 2015
6	Employment Equity Policy	Complete	30 June 2015
7	Leave Policy	Complete	30 June 2015
8	Lease Policy	Complete	30 June 2015
9	Fleet Management Policy	Complete	30 June 2015
10	Catering Policy	Complete	30 June 2015
11	Health and Safety Policy	Complete	30 June 2015
12	Induction Policy	Complete	30 June 2015
13	ICT Asset Management Policy	Complete	30 June 2015
14	Indigent Register	Complete	30 June 2015

Table indicating 2015/16 financial year planned projects

	Name of Policy	Status	Quarter of Adoption
1	Workplace Skills Plan	Development Stage	4 th Quarter
2	Educational Financial Assistance Policy	Development Stage	2 nd Quarter
3	Recruitment and Selection Policy	Development Stage	2 nd Quarter
4	ITC Strategy	Development Stage	3 rd Quarter
5	Confidential Reporting of Allegations of Financial Misconduct Policy	Development Stage	4 th Quarter
6	Review of ITC Policy	Development Stage	4 th Quarter
7	Records Management Policy	Development Stage	4 th Quarter
8	Registry Procedure Manual	Development Stage	3 rd Quarter
9	Marketing Strategy	Development Stage	3 rd Quarter

Table indicating 2016/17 financial year planned projects

	Name of Policy	Status	Quarter of Adoption
1.	Occupational Health and Safety Plan	Development stage	Quarter 4
2.	Furniture Procurement Policy	Development stage	Quarter 4
3.			
4.	Telephone and Cell phone Policy	Review	Quarter 4
5.	ICT Portfolio Management Framework	Development stage	Quarter 4
6.	ICT Management Framework	Development stage	Quarter 4
7.	Litigation Risk Minimisation Strategy	Development stage	Quarter 4
8.	Comprehensive PMS Policy	Review	Quarter 4
9.	Batho Pele Strategy	Development stage	Quarter 4
10.	Marketing Strategy	Development stage	Quarter 4
11.	LED Strategy	Review	Quarter 4
12.	Informal Traders Tariff Policy	Review	Quarter 4
13.	Communication strategy	Review	Quarter 4
14.	SCM Policy	Review	
15.	Disaster Management Plan	Review	

Table indicating 2017/18 financial year planned projects

	Name of Policy	Status	Quarter of Adoption
1	Human Resources Policy	Development Stage	4 th Quarter
2	Subsistence and Travelling Policy	Development Stage	4 th Quarter
3	Occupational Health and Safety Plan	Development Stage	4 th Quarter
4	In-service Training Policy	Development Stage	4 th Quarter

5	Registration Fee Policy	Development Stage	4 th Quarter
6	Wellness Policy	Development Stage	4 th Quarter
7	Chronic Illness Policy	Development Stage	4 th Quarter

The human resources department aims to employ a minimum of one disabled person of Coloured/Indian person in one if the currently advertised posts and converting one of the parking bays into disabled parking bay in order to comply with the Employment and Equity Plan.

3.2.7 Communications

The Municipality has various programmes in place to promote and sell the municipal image. These programmes include Radio Slots by the Mayor in local and national radio shows, Inkanyezi yoMzumbe newsletter, continuous updates of the Municipal intranet and website. Umzumbe Municipality has embarked on the process of drafting its Marketing strategy, as means of improving and expanding its contact with the community and relevant stakeholders.

3.2.8 Vacancy Rate

The lack of procedures and controls in place for staff retention has resulted in the re-filling of posts because of staff resignation. The Human Resource section is however committed to the filling of vacant post. The table below indicates the vacancy rate within the municipality:

Employees: The Executive and Council					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	21	26	21	5	80%
4 - 6	30	44	32	12	47%
7 - 9	11	17	14	3	82%
10 - 12	20	30	24	6	80%
Total	82	117	91	26	78%

Skilled Staff

The municipality is committed in employing skilled staff, therefore the Attraction and Retention policy being developed seeks to strengthen the current staff and attracting competent individuals to complement the municipal mandate.

3.2.9 Information Technology

The Information Communication Technology Policy was adopted on the 23 March 2013 and is under review in order to accommodate additional staff members linked to the system, introduce risk management procedures and up to date software. A back-up server was procured for emergency and safe storage of municipal information. The IT department recently installed Wi-Fi connection within the municipal premises to improve internet connectivity. The policy will be review in the 2017/18 financial year. The ICT Unit aims to ensure that all departments have accessibility to the correct and accurate data internally and externally. The ICT framework and will be developed in the 2017/18 financial year.

3.2.10 Performance Management Systems

Section 38 of the MSA requires a municipality to (a) establish a performance management system that is

- i) commensurate with its resources;
 - ii) best suited to its circumstances; and
 - iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- a) promote a culture of performance management among its political structures, political office bearers and councillors and in its
 - b) promote a culture of performance management among its political structures, political office bearers and councillors and in its
 - c) administer its affairs in an economical, effective, efficient and accountable manner.

In adhering to the abovementioned, the municipality has structures in place for effective implementation of the act. These structures are the TOP MANCO, Executive Council, Municipal Public Accounts Committee, Audit Committee and Performance Assessment Committee.

After the development of Service Delivery and Budget Implementation Plan, the municipality then develops the scorecards with performance targets and budget, performance indicators, and responsible departments which becomes a tool to monitor and evaluate performance of the municipality. The following table indicates the types of reports, structures and time intervals of evaluating performance:

Reports	Structures	Interval
MFMA Section 71	Exco, MPAC, Audit Committee and Council	Monthly and Quarterly
Quarterly Reports	EXCO, Performance Audit Committee, and Council	Quarterly
Mid-Year Performance Report	EXCO, MPAC, Audit Committee and Council, Provincial and Treasury	Mid-yearly
Annual Performance Report and Annual Report, and Annual Financial Statement	Top Manco, EXCO, MPAC, Audit Committee, Council, Auditor General, COGTA, Provincial and National Treasury, Provincial Legislator. Community and Performance assessment Panel.	Annually

3.2.11 Skills Development Plan

The Human Resource policy emphasizes the development of the Work Place Skills Plan. Through the development of the Work Place Skills plan was the appointment of personnel to ensure implementation of the policy. The Skills Development Facilitator is responsible for organising trainings and short/long courses for councillors and officials. The 2015/16 financial year saw the training of 16 councillors and 20 municipal employees and 25 municipal employees and 20 councillors trained during the 2015/16 financial year. In the 2015/16 financial year municipality trained 70 employees and 24 councillors and all quarterly targets so far have been met. In the 2016/17 financial plan saw the training of 10 councillors and 10 staff members in project management and 20 on basic computer skills and a further 6 employees trained on Municipal Finance Management Programme.

Service providers work closely with staff in achieving the objectives set out in the contracts. The municipality insists that that service providers transfer skills to staff and this is evident in the contracts where possible and performance reviews of staff.

3.2.12 Institutional Arrangements

The Institutional arrangement of the Municipality is divided into two categories namely:

Council: the structure in which the executive and legislative authorities of a municipality are vested. The roles of Council amongst others are the approval of policies, budget and IDP, by-laws etc.

Administration: is headed by the Municipal Manager. The municipality has five administrative departments, being Finance, Office of the Municipal Manager, Technical Services, Corporate Services, and Social Development and Community Services. The Municipal Manager is responsible for the efficient and

effective operations of all departments. Below is a table showing municipal departments, responsibilities and responsible officials.

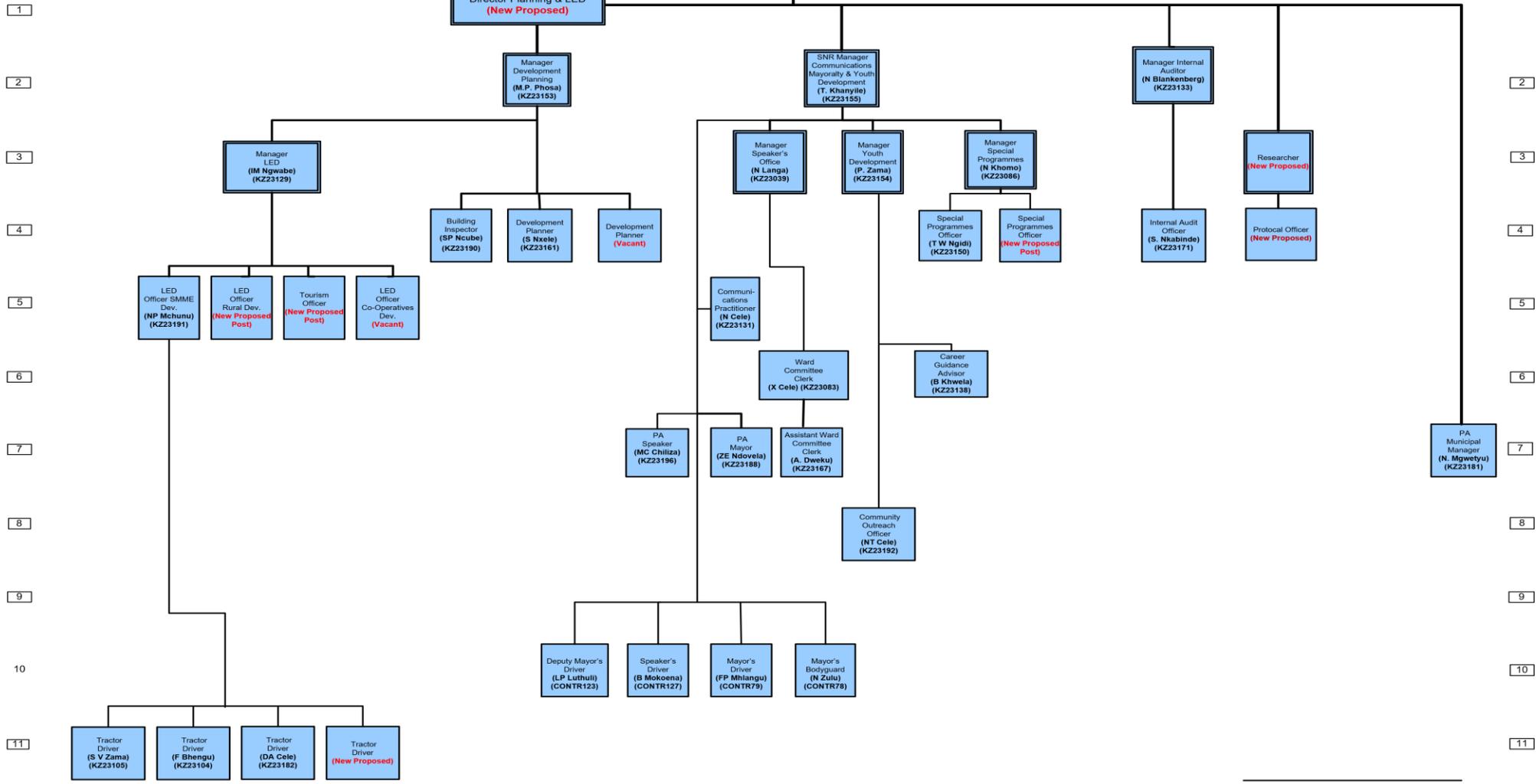
Department	Responsibilities	Designated Official
Office of the Municipal Manager	<p>The office of the Municipal Manager is responsible for the following services: Development Planning, Internal Audit, Local Economic Development, Communications, Mayoralty, Youth Development and Special Programmes.</p> <p>Development Planning – this section is responsible for Strategic Planning, Performance Management System, Spatial Planning and Land Use Management.</p> <p>Local Economic Development – the section is responsible for SMME development, tourism development, agriculture development, training of cooperatives together with arts and cultural functions It facilitates and co-ordinates activities and programmes that would yield shared economic growth and marketing of the municipality.</p> <p>Communications, Mayoralty, Youth Development and Special Programmes – main functions of the department are to plan, develop and implement strategies and projects in order to achieve a coordinated internal and external communication process, support the administrative functioning of the Mayor’s Office and advance the interest of special groups and young people within Umzumbe.</p>	Municipal Manager
Corporate Services Department	<p>Corporate Services Department is composed of two sections. These are Human Resources, I.T Section and Administrative Support Sections with different legislative mandate. The department is mainly operational in nature. It provides strategic direction and support to the services’ departments, that by ensuring that human/ physical resources are in place to enable the municipality to meet its service delivery objectives.</p>	Director: Corporate Services
Financial Services Department	<p>The Department is responsible for managing the financial administration of the municipality. It comprises of sub departments i.e. Expenditure and Assets, Budget, Treasury and Revenue and Supply Chain Management.</p>	Chief Financial Officer

Technical Services Department	<p>This is the department that has been entrusted with delivery of basic services through operations and maintenance of existing infrastructural services as well as delivering new services so as to reduce backlog in the municipality and further Environmental protection and management. It consists of three units namely, Housing Unit, Environmental Management and. Project Management Unit</p>	<p>Director: Technical Services</p>
Social and Community Service	<p>The Department comprises of two units namely, Community Services and Disaster Management. The Community Services section works closely with the community in eradicating poverty, development of NGO, CBO and providing social cohesion. Disaster Management responds to issues of natural disasters, safety hazards and community support in unplanned circumstances.</p>	<p>Director: Social and Community Services</p>

3.2.13 Organogram

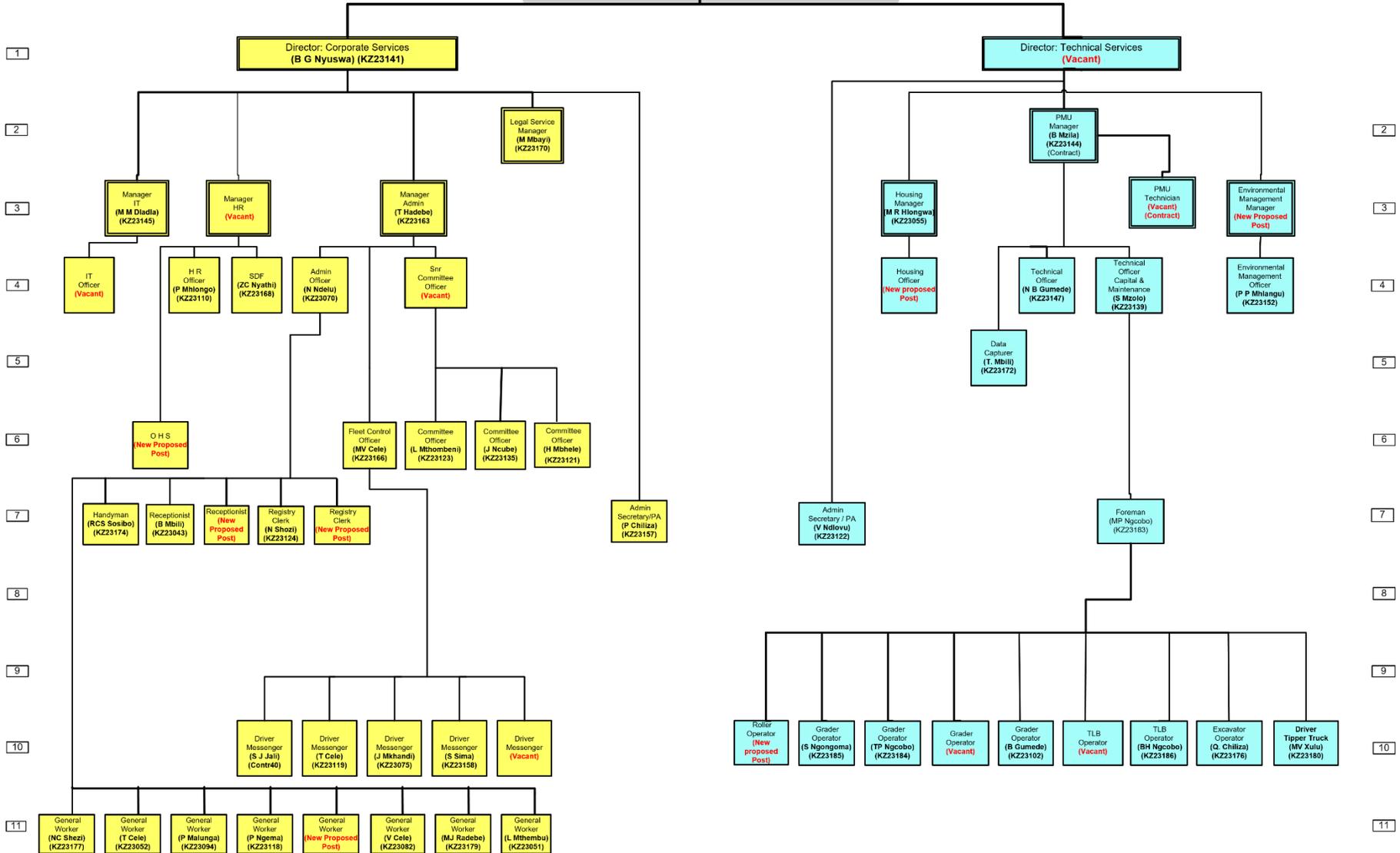
OFFICE OF THE MUNICIPAL MANAGER and ORGANIZATIONAL STRUCTURE

ORGANOGRAM - UMZUMBE 1 - ADJUSTED 27 September 2016



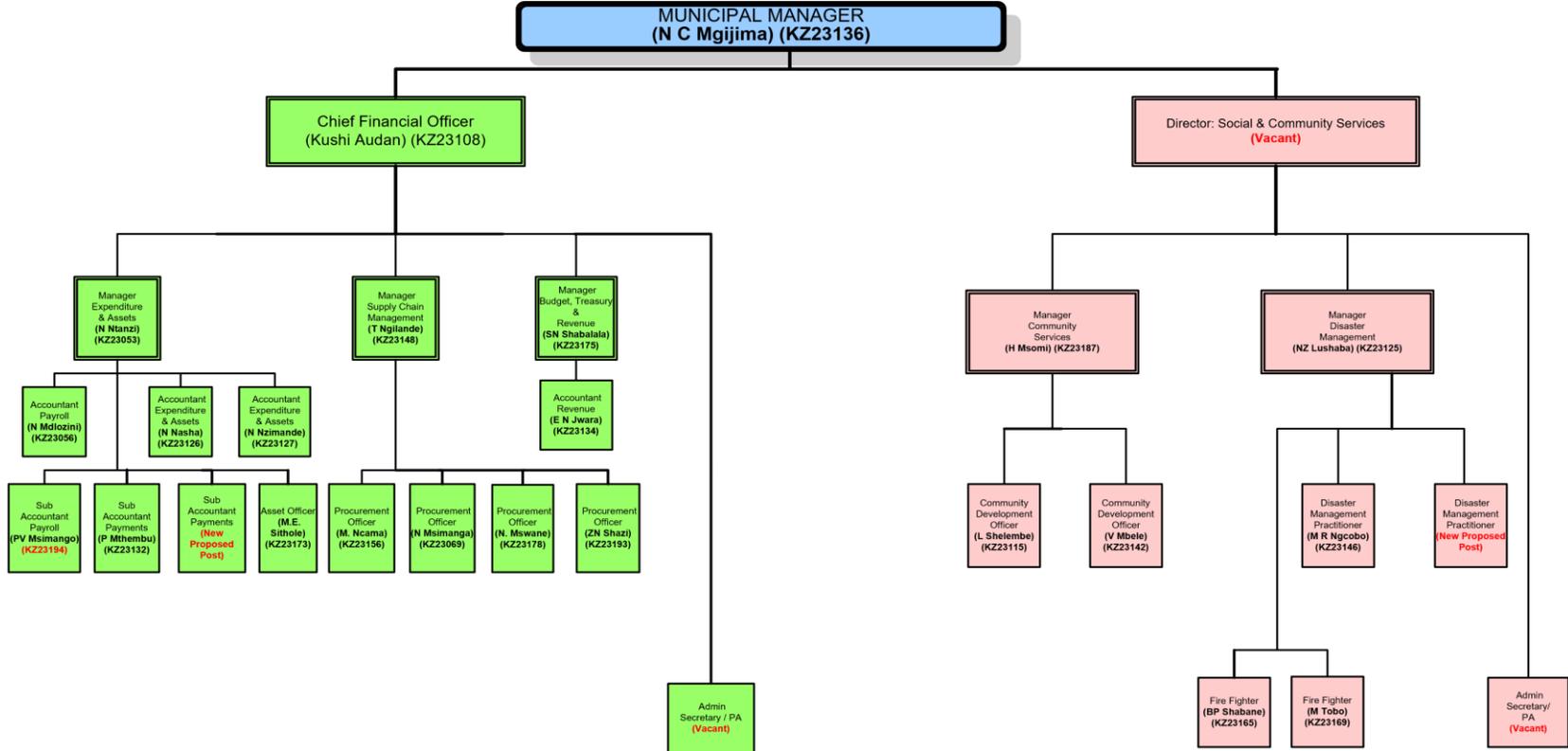
N.C. Mjijima – Municipal Manager

**MUNICIPAL MANAGER
(N C Mjijima) (KZ23136)**



N.C. Mjijima – Municipal Manager

1
2
3
4
5
6
7



2
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6
7

3.2.14 Proposed Posts (New Organigram)

Department	Title
1 Office of the Municipal Manager	Librarian x2 Risk Officer 2x Internal Auditor Senior LED Manager Tourism Officer Research officer Agriculture Officer SMME's and Co-operatives Development officer 5x Tractor drivers Sport Officer Director Development Planning and LED PMS Officer Intern Planner BCO
2 Corporate Services	Occupational Health and safety officer and Environment Management manager 1xCaretaker, 1xSupervisor, 3xDiggers Admin officer, tractor driver, 2x General workers 10 positions for Unemployed Graduates Network/Systems Admini Desktop Admin Help Desk Admin Manager Admin and Manager Legal Services Fleet Assistance Clerk 2x Drivers Legal Compliance officer Legal Consultant Receptionist

3 Finance	1xMessenger Driver, 1 Receptionist, Procurement officer and Sub accountant Creditors 2x Finance Interns Positions
4 Technical Services	Waste Management Officer Waste Superintendant Environmental Educator Operations/Supervisor Assistant Environmental educators General Waste Collectors
5 Social Development and Community Services	Librarian x2 Traffic personnel (Supt, Ass Supt, 4 officers) Chief Fire Officer Deputy Chief Fire Officer Station Officer 4x Firemen 4x Senior Firemen 20x Firemen

Remove Development Planning and Local Economic Development from the Office of the Municipal Manager and make it a stand-alone Department.

3.2.15 Municipal Transformation & Institutional Development: Swot Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Administrative leadership • Timeous sitting of council meetings and council meeting • Well - resourced sound fleet management • Wi-Fi network installed • Back - up server • Functioning Intranet • Improved Internet connectivity • Virus controlled management • Appointment of suitably qualified employees • Approved and implemented WSP to enhance capacity for political heads and employees • Adopted employment equity plan and committing to meet targets 	<ul style="list-style-type: none"> • Limited number of allocated and dedicated vehicles • Insufficient budget • Inability to retain and attract suitably qualified employees • Limited capacity to implement some of the Municipal functions. • Limited office space • Unable to meet employment equity targets • Not reviewing policies on time
<p>Opportunities</p> <ul style="list-style-type: none"> • E-filing of municipal documents • Growing IT department • Installation of optic fibre to improve internet connectivity • High turn around for advertised posts 	<p>Threats</p> <ul style="list-style-type: none"> • Limited storage capacity and lack of storage security • Inability to implement scarce skills policy • Loss of institutional memory • Location of server near toilets • Vacancy of critical posts

3.2.16 Key Challenges

The Challenges in this KPA, in the process of restructuring to ensure the carrying out of developmental responsibility:

- Lack of funds to fill vacant posts on the organogram
- Backlog in developing, reviewing and implementation of policies
- Limited office space and filing system
- Lack of proper reporting with regards to Performance Management System
- Improper use of Municipal fleet
- Outdated organogram
- Unorthodox internal department mandates

What are we going to do to unlock and address our key challenges?

- The Improvement of Performance Management System
- Need for an Advanced administration and provision of a Municipal Vehicle service
- Budget for vacant posts
- Need for the reviewing of the organogram
- Need for restructuring of the departments
- Develop policies that are not in place and review the existing policies.
- Implement and monitor municipal policies (Human Resource Strategy, Workplace Skills Plan).
- Improve the Information and telecommunication systems.
- Implement COGTA's Web-Based Performance Management System programme.

What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?

- Improved organizational stability and sustainability.

Resources available to deliver developmental programmes rest with the organizational structuring of staffing and financial resources. As such, this section is concerned with the overall institutional environment in the municipality. Programmes and projects in this plan have been formulated in order to improve efficient and effective operations.

3.3 KPA 2: BASIC SERVICE DELIVERY

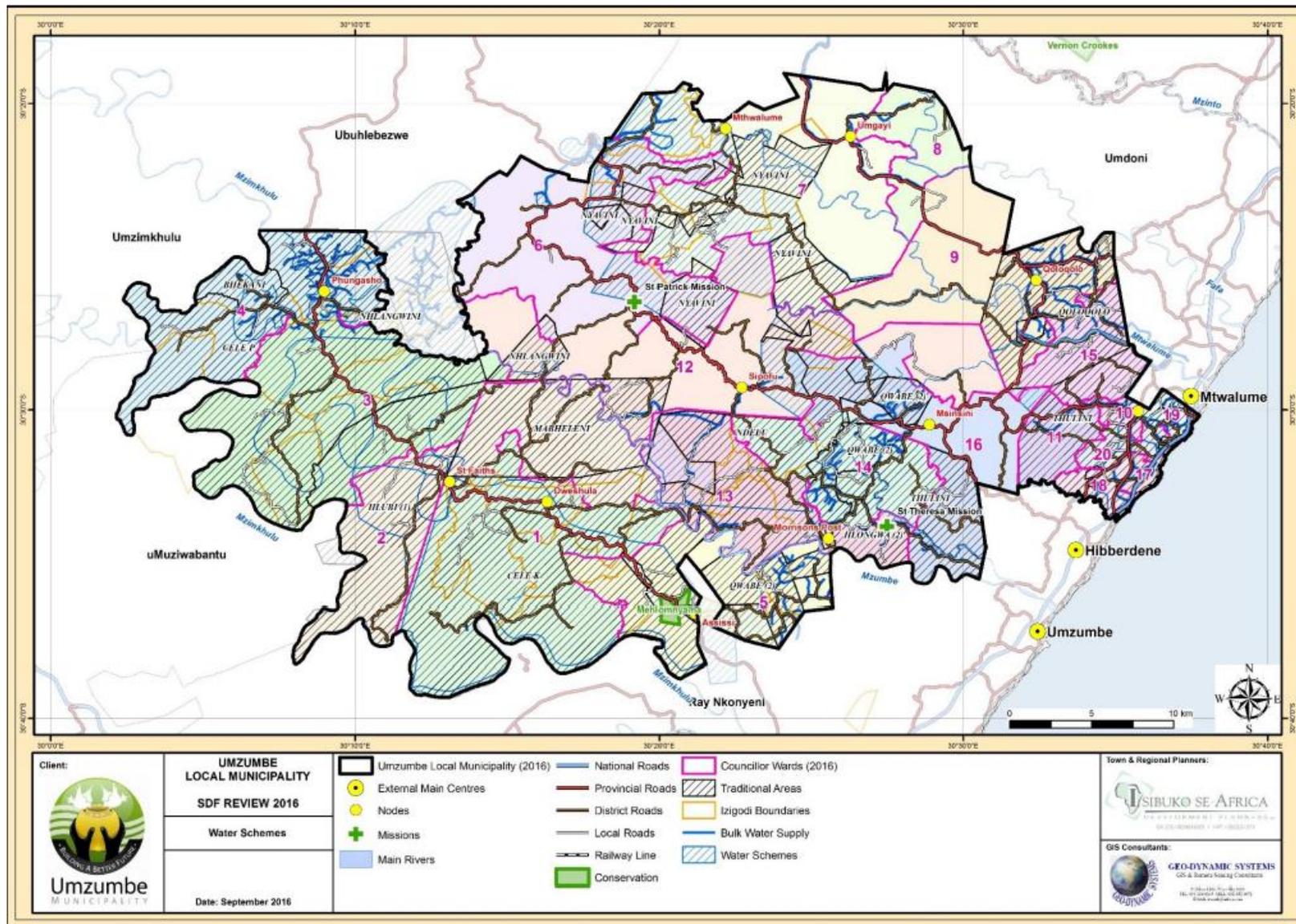
3.3.1 Water and Sanitation

The UGU District Municipality is the Water Services Authority and the Water Service Provider for the District. They are responsible for the provision of water and sanitation services within the district and Umzumbe municipality plays the facilitation role.

Water Supply Zones

Umzumbe falls within the Mtwalume, Ndelu and Mhlabatshane water supply zones. The Ndelu supply zone is supplied by the Ndelu waterworks from the Umzumbe River and will also be extended in future to include the areas of Ndelu, Qwabe N, Kwa Hlongwa and parts of Mabheleni and Mathulini of the Umzumbe tribal authority area.

The Mtwalume supply zone is supplied by the Mtwalume waterworks and includes the rural areas of Mathulini and Qoloqolo, as well as the urban coastal areas of Mtwalume, Ifafa Beach and Bazely Beach. The Mhlabatshane supply zone is situated in the Umzumbe Municipality and currently comprises of a number of stand-alone rural schemes (Phungashe, Ndwebu and Assisi schemes), which will in future be incorporated into a single regional water supply scheme. The supply zone covers the area between the Umzimkulu and Umzumbe rivers, from Phungashe in the north-west to Frankland in the south-east.



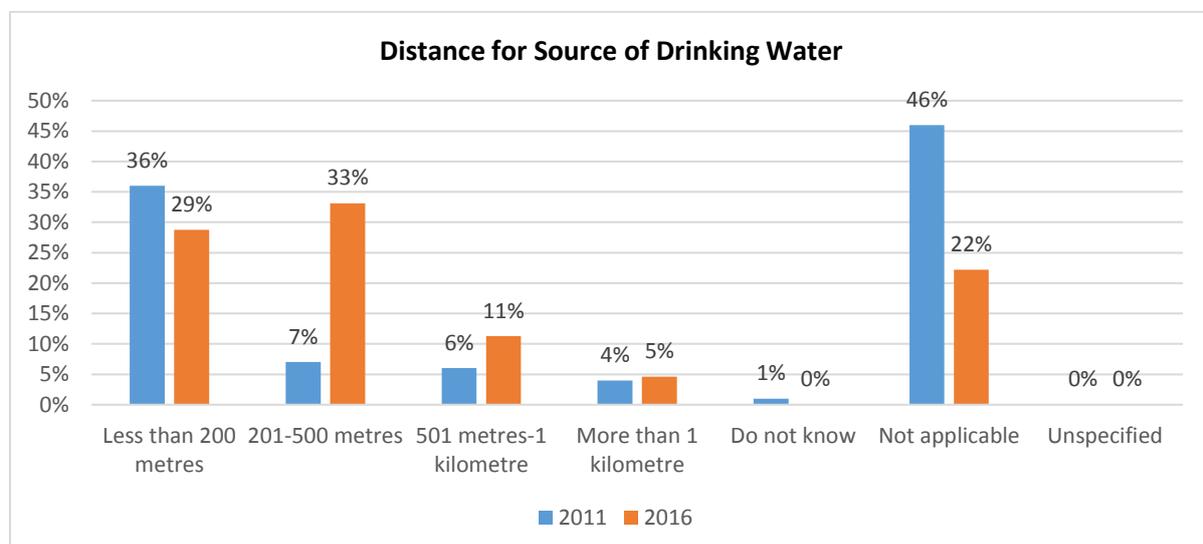
Water Supply Zones

Water Resources

Umzumbe municipality is located in the South Coast catchment, which includes the Umzumbe, Mtwalume and Mpambanyoni Rivers, it must be noted with **caution** that all rivers and Dams within Umzumbe municipality are experiencing water shortages and perennial rivers and dams are drying up due to the draughts in the province and the country as a result of severe climate change. Currently, the catchment of the said rivers is experiencing a small deficit, and mostly during holiday peak season. The provision of off-channel storage can minimise this problem. Groundwater is available, but still undeveloped resource, which can be very valuable to rural communities. However, the sustainable use of this resource is very important and the use thereof should be monitored continuously due to draughts experienced.

Access To Water

The basic water service in Umzumbe is community standpipes within 200m -800m radius of all households. The Community survey 2016 reveals that access to water within RDP standard (less than 200m radius) has decreased from 36% in 2011 to 29% in 2016. The figures also show that the number of households accessing water below RDP standard has increased from 64% in 2011 to 71% in 2016, and increase of 7%. This portrays a trend of water sources being further away from the households. The possible reasons for this phenomenon could be deteriorating quality of water infrastructure and the drought that has the entire country in the recent past. However, this calls for further investigation to identify real problems and device interventions, which will ensure that households access water nearby.



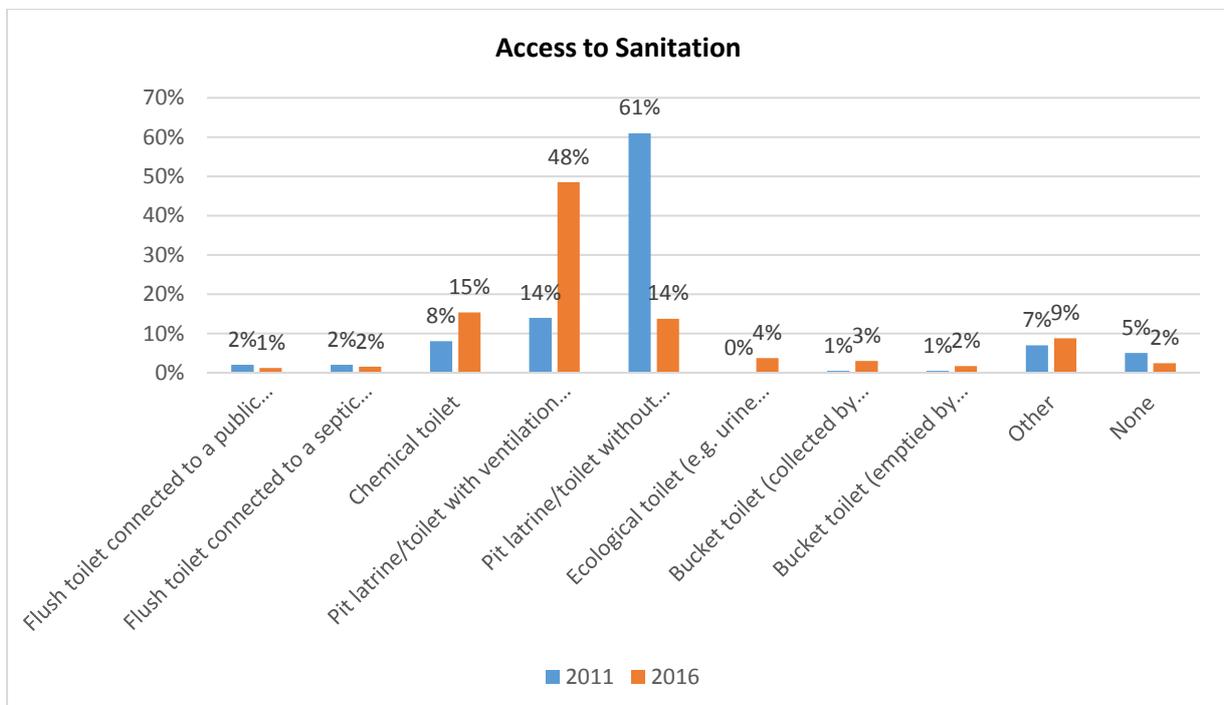
Access	Number of Households	Percentage
Less than 200 metres	8094	29%
201-500 metres	9319	33%
501 metres-1 kilometre	3172	11%
More than 1 kilometre	1293	5%
Do not know	13	0%
Not applicable	6241	22%
Unspecified	-	
Total	28132	100%

Access to Water

Stats SA Community Survey, 2016

ACCESS TO SANITATION

Access to sanitation within Umzumbe Municipality is in a form of ventilated improved pit latrines. The Community Survey 2016 is revealing a positive story in the sense that access to sanitation at an RDP standard has increased from 26% in 2011 to 66% in 2016, an increase by 40%. The backlog (access below RDP standard) has decreased from 75% in 2011 to 31% in 2016, a decrease by 44%. This point to the functionality of Intergovernmental relations efforts by the municipality, UGU District Municipality and sector departments ensure that all households have access to a dignified sanitation.



Access to Sanitation

Source: Stats SA, 2016

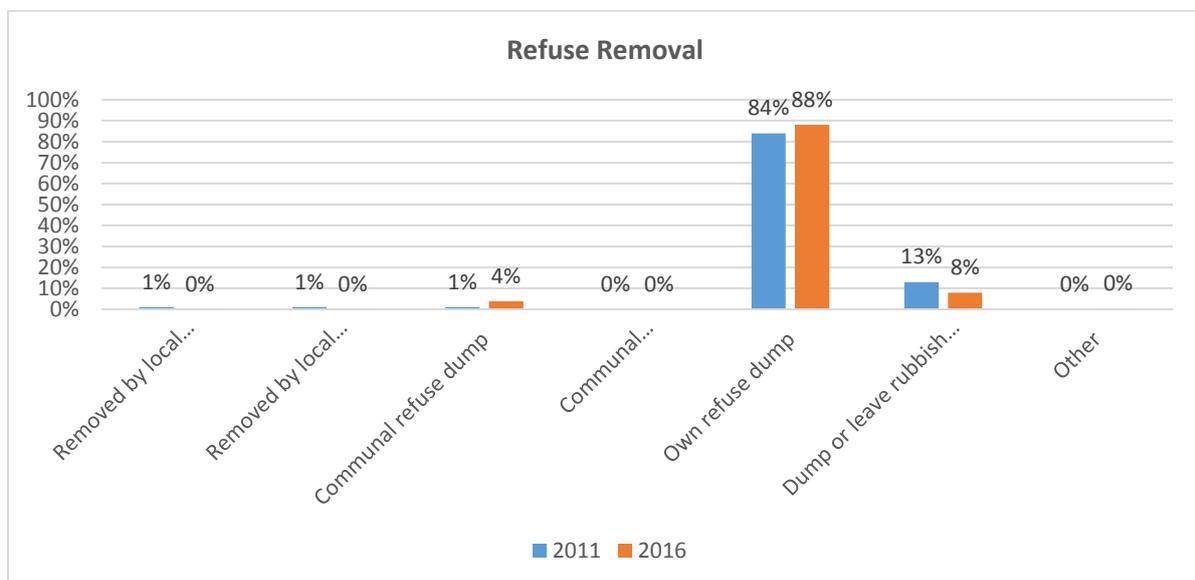
Households Access to Sanitation	Number of Households	Percentage
Flush toilet connected to a public sewerage system	351	0,0
Flush toilet connected to a septic tank or conservancy tank	428	0,0
Chemical toilet	4309	15,32%
Pit latrine/toilet with ventilation pipe	13643	48,50%
Pit latrine/toilet without ventilation pipe	3868	13,75%
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	1045	3,71%
Bucket toilet (collected by municipality)	850	3,02%
Bucket toilet (emptied by household)	471	1,67%
Other	2478	8,81%
None	689	2,45%
Total	28132	100%

Stats SA Community Survey, 2016

The greatest challenge facing the rural sanitation programme is identified as how to deal with the emptying of full pits in a hygienic and cost effective manner. This is a national challenge that requires careful consideration and management.

3.3.2 Solid Waste Management

Solid waste management involves the collection, transportation and safe disposal of refuse from residential areas to landfill site. However, solid waste service in Umzumbe is at a minimal level whereby the municipality collects waste from communal skip bins. As can be seen from the table below, it is indicated that the communal collection has increased from 1% in 2011 to 4% in 2016. This also correlates with the reduction of haphazard dumping.



Access to Refuse Removal	Number of Households	Percentage
Removed by local authority/private company/community members at least once a week	20	0%
Removed by local authority/private company/community members less often than once a week	10	0%
Communal refuse dump	1056	4%
Communal container/central collection point	0	0%
Own refuse dump	24765	88%
Dump or leave rubbish anywhere (no rubbish disposal)	2251	8%
Other	30	0%
Total	28132	100%

Stats SA Community Survey, 2016

It needs to be noted that there is no official landfill site in the municipal area and UGU District only has three landfills. These are the Oatlands, Humberdale and Harding landfill sites. Factors that affect waste collection services are as follows:

- **Distance:** If the distance between the point of generation of waste and the disposal site is more than 30 km, transportation of waste becomes more difficult for municipal mobile compactors or no-compaction 3-ton trucks.
- **Accessibility:** The accessibility of settlements via the existing road network must also be considered. The rural nature of settlements, topography and road infrastructure in Umzumbe is a case in point, which complicates waste collection and services. As such, a formal municipal refuse removal service to every single household in Umzumbe is not practical. Alternative waste management practices that could be implemented in Umzumbe include community contractors collecting waste door to door and transporting it directly to a landfill, or on-site supervised disposal by a waste management officer from the municipality. In the context of Umzumbe, the latter would be more appropriate for rural settlements.

The municipality has embarked on an initiative to recycle solid waste through putting dustbins with categories of waste. Due to the rural nature of the municipality, skip bins have been placed in about five areas within all five clusters and collect waste on a weekly basis.

The Umzumbe waste management plan for the 2017/18 financial year include:

- Formulation of Waste Management Bylaws
- Development of a recycling station
- Buying of a skip loader truck
- Formulation of a fully functional waste management unit

3.3.3 Energy

The main supplier of electricity in Umzumbe is Eskom. The majority of electricity problems are of a localised nature, since major capacity problems in Ugu have been addressed about ten years ago

through the construction of major infrastructure. Localised problems are stated as being a result of 'Electrification for All' programme:

- Two high voltage power lines running in a northeast to south-western direction parallel to the coastline, including high voltage substations along these power lines
- Medium voltage power lines traversing the municipal area, including several medium voltage substations.

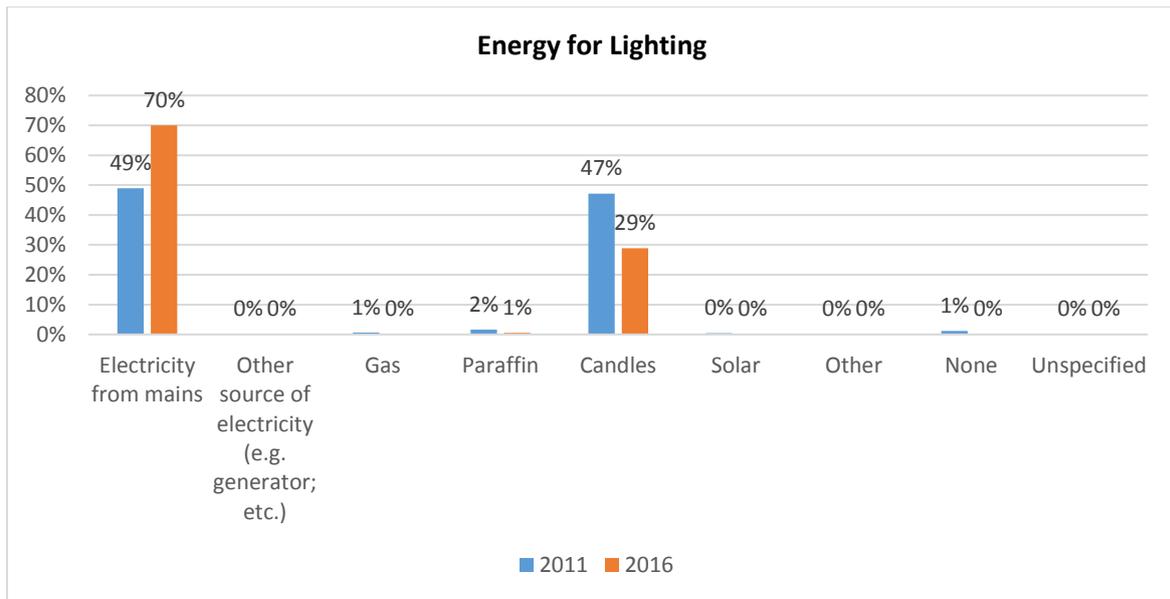
According to Eskom, the current backlog in terms of access to electricity currently stands at 12094 households. This includes 5480 greenfields and 6614 infills. The former refers to areas where Eskom has not previously installed any Infrastructure, while the latter refers to areas where there is existing infrastructure but some of the households are not connected. An access to electricity within Umzumbe Municipality has increased from 49% in 2011 to 67% in 2016, that is an increase by 8%.

Households Access to Electricity	Number of Households	Percentage
In-house conventional meter	137	0%
In-house prepaid meter	18861	67%
Connected to other source which household pays for (e.g. con	265	1%
Connected to other source which household is not paying for	750	3%
Generator	18	0%
Solar home system	63	0%
Battery	27	0%
Other	124	0%
No access to electricity	7887	28%
Total	28132	100%

General Access to Electricity

Source: Stats SA Community Survey, 2016

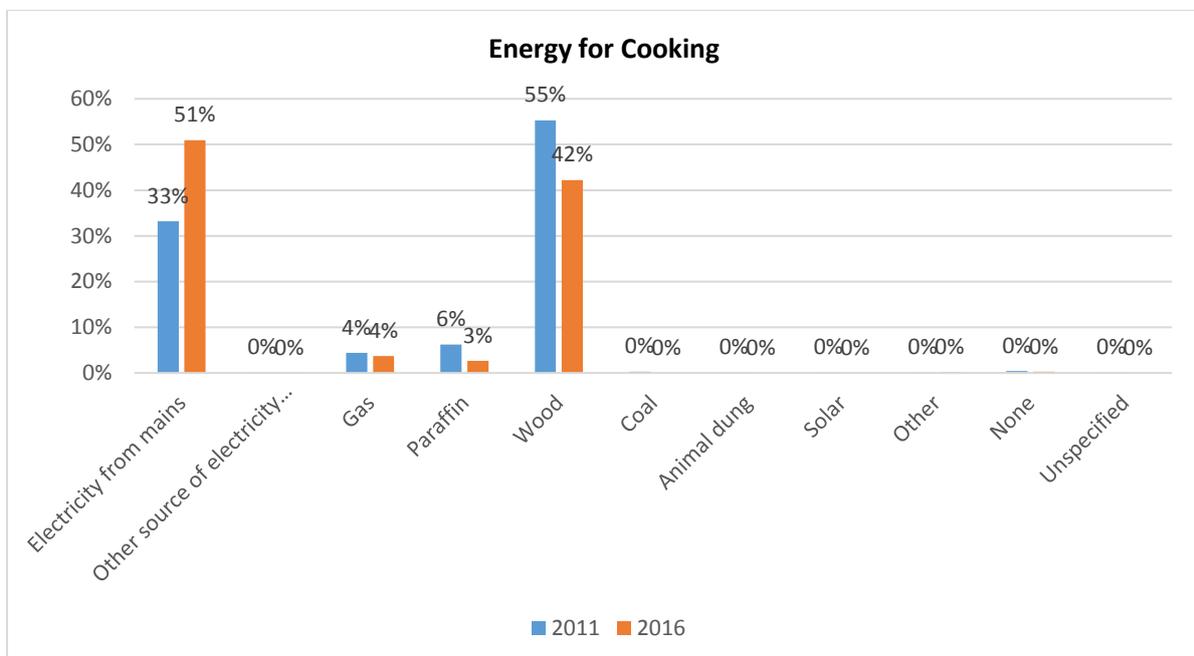
The chart below indicate that households using electricity for lighting has increased from 49% in 2011 to 70% in 2016, a significant improvement by 39%; whereas the percentage number of households using candles for lighting has gone down from 47% in 2011 to 29% in 2016. This is as a result of the electricity projects that have been rolled out by Eskom in collaboration with the municipality.



Electricity for Lighting

Stats SA Community Survey, 2016

The chart hereunder indicates that the percentage number of households that use electricity for cooking has increased from 33% in 2011 to 51% in 2016, an increase by 18%; while the percentage number of households using unsustainable sources (paraffin and wood) of energy has decreased (61% in 2011 to 45% in 2016) quite dramatically. The decrease in the usage of paraffin and wood as sources of energy for cooking would have positive outcomes in addressing some of the environmental issues such as carbon footprint and deforestation. This also talks to improvement in the standard of living linked to increase in income levels.

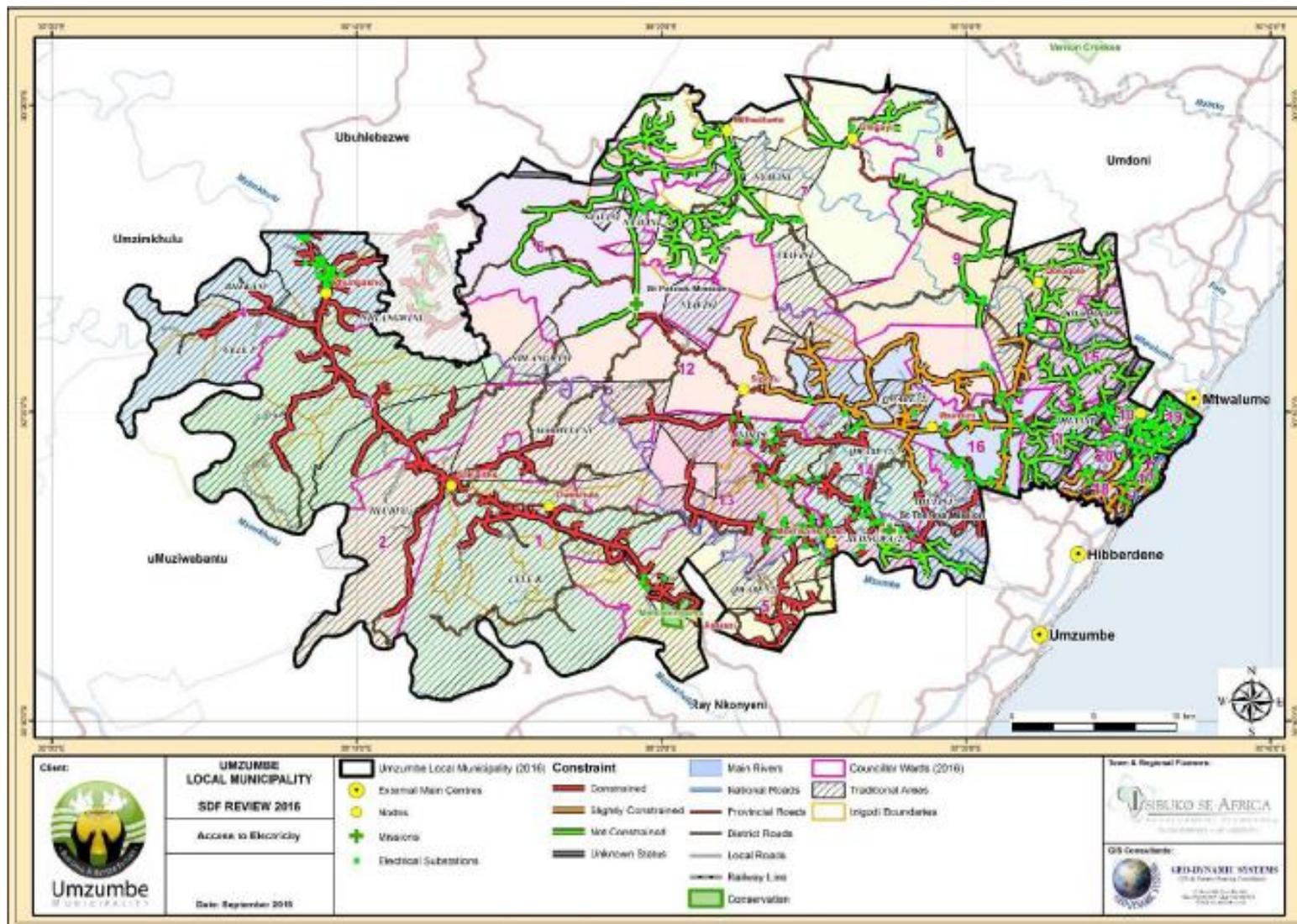


Energy for Cooking

Stats SA Community Survey, 2016

Eskom has identified extensive areas within Umzumbe for community level planned projects over the next five years. In addition, regional level infrastructure development planning includes projects that

will not only facilitate these community level projects, but also serve to improve the existing network capacity. The spatial position of these regional projects is evident in Umzumbe.



Electricity Network

Source: Umzumbe SDF, 2017

Electricity Projects

Project Name	Village	Ward	Budget	Financial Year	Co-ordinates	Connections
Nkehlamandla Project	Nkehlemandla	16	7.5m	2012/13	S 30 ⁰ 35'02.07" E 30 ⁰ 30'13.28"	265
Nkehlamandla Phase 2 Project	Nkehlamandla	16	5.0m	2014/15	S 30 ⁰ 35'02.07" E 30 ⁰ 30'13.28"	92
Nkehlamandla Phase 3 Project	Nkehlamandla	16	1.265m	2015/16	S 30 ⁰ 35'02.07" E 30 ⁰ 30'13.28"	45
St Nivard Electrification Project Phase1	St Nivard	9	5.0m	2013/14	S 30 ⁰ 20'17.25" E 30 ⁰ 27'19.81"	220
St Nivard Electrification Project Phase 2	St Nivard	9	2.0m	2014/15	S 30 ⁰ 20'17.25" E 30 ⁰ 27'19.81"	80
St Nivard Phase 3 Project	St Nivard	9	7.3m	2015/16	S 30 ⁰ 20'17.25" E 30 ⁰ 27'19.81"	290
Amen Creche Electrification Project	Amen Creche	9	6.0m	2015/16	S30 ⁰ 21'20.17" E30 ⁰ 25'59.33"	242

Current Electricity Projects

Project Name	Village	Ward	Budget	Financial Year	Co-ordinates	Connections
Mgai kaMoya	Kwa Mgai	9	2.0m	2015/16	S30⁰23'13.74" E30⁰28'30.89	80
KwaMbiyane	Mbiyane	9	5.8m	2016/17	S30⁰21'05.67" E30⁰29'11.15	192
Mahlaya	Mahlaya	8	2.0m	2016/17	S30⁰21'09.91" E30⁰25'03.50"	50
Ekubusisweni	Ekubusisweni	9	2.732m	2015/16	S30⁰22'48.17 E30⁰28'56.90	48

3.3.4 Transportation Infrastructure

Rail Transport

The only railway line within Umzumbe is along the coastline. This South Coast railway line runs from Port Shepstone to Durban and forms part of the Durban- Kelso- Port Shepstone-Simuma Secondary Main Line. It was intended to develop agriculture in the lower South Coast (sugarcane cultivation). Traffic has however declined dramatically on this line in recent years, as road deliveries have increased. The south coast railway line is electrified and in use by Spoornet as far as Port Shepstone. However, no commuter services are offered south of the three stations that form part of the metropolitan rail system serving the Ethekewini area. These stations include Kelso, Park Rynie and Scottburgh, all of which are located to the north of Umzumbe.

Public Transport Routes

Public transport operations in Umzumbe are geared to move people out of the area to places of work or shopping. This can be ascribed to the rural nature of Umzumbe, combined with the settlement pattern and the lack of a hub or major town. The result of the settlement pattern is that people have to travel long distances to access certain services, causing underutilised operator vehicles on most routes. Public transport routes vary according to the taxi rank, and include the following routes:

Destination		Km	Trips	Utility %	Registered Vehicles
Mthwalume Taxi Rank	Port Shepstone	27	40	72	32
	Scottburgh	27	2	100	2
	Umzinto				
	Hibberdene				
	Qwabe				
Morrison Taxi Rank	Kwahlongwa				
	Magoge				
	Port Shepstone				
St Faiths Taxi Rank	Durban				
	Highflats				
	Ixopo				
	Port Edward				
	Port Shepstone				
Dweshula Taxi Rank	kwadweshula				
Kwanogoduka Taxi Rank	Durban				
	Umzinto				
Mswilili Taxi Rank	Durban				
	Port Shepstone				
Nhlanhleni Taxi Rank	Durban				
	Umzinto				

Transport Routes

Source: Ugu Transport Plan, 2007

Evident from the above table, is that one of the main routes originating from almost all of the taxi ranks, are the route to Port Shepstone. This confirms the tendency that transport routes move people out of the area to larger urban centres where varieties of services are on offer.

Taxi Ranks

The Ugu Public Transport Plan identifies seven taxi ranks serving the population of Umzumbe. The majority of these taxi ranks are of an informal nature and have no amenities. The location of these ranks is along main routes, providing a central pick-up or drop-off point to communities. However, this requires commuters to have to walk to and from the taxi ranks. The following associations are primarily based at the following ranks:

- Bekezela Taxi Owners Association at St Faiths taxi rank.
- Umzumbe Taxi Owners Association at the Morrison Taxi rank.

Bus Transport

There is only one subsidised bus operator in the Ugu district, namely KZT. One of KZT's three contracts, service the Nhlalwane, Assissi Mission and the surrounding areas to Port Shepstone. The only unsubsidised bus service in Umzumbe operates from the Odeke Bus Rank. This informal bus rank is located in the Umzumbe area along the Kwahlongwe route. It is an informal ranking area with no amenities. Bus routes originating from this rank go to Durban and Port Shepstone.

Road infrastructure

The road infrastructure within Umzumbe Local Municipality is categorised in terms national roads (N2), provincial and local authority roads. The Provincial Department of Roads and Transport is responsible for 576.315 km of road network within Umzumbe Local Municipality and about 164.783km of these roads are surfaced while 419.246km are unsurfaced (Umzumbe LM Infrastructure Master Plan, 2009). The Umzumbe Local Municipality is responsible for local roads, which are divided into three different categories in accordance with the Department of Transport.

	ROADS	EXTENT (metres)	PERCENTAGE
1	District Roads	37300	14.37
2	Local roads	159534	6.15
3	National Roads	16234	0.63
4	On/Off Ramps	2376	0.09
5	Provincial Roads	155607	6
6	Tracks	1888696	72.77
	Total area	122094.63	100

SOURCE: KZN DEPARTMENT OF TRANSPORT

An extensive road network exists in Umzumbe, providing a large number of households with access to road transport. An analysis of the road infrastructure (Department of Transport) reveals that 67% of households in Umzumbe are within 1km of a national, provincial or district road. In addition, based

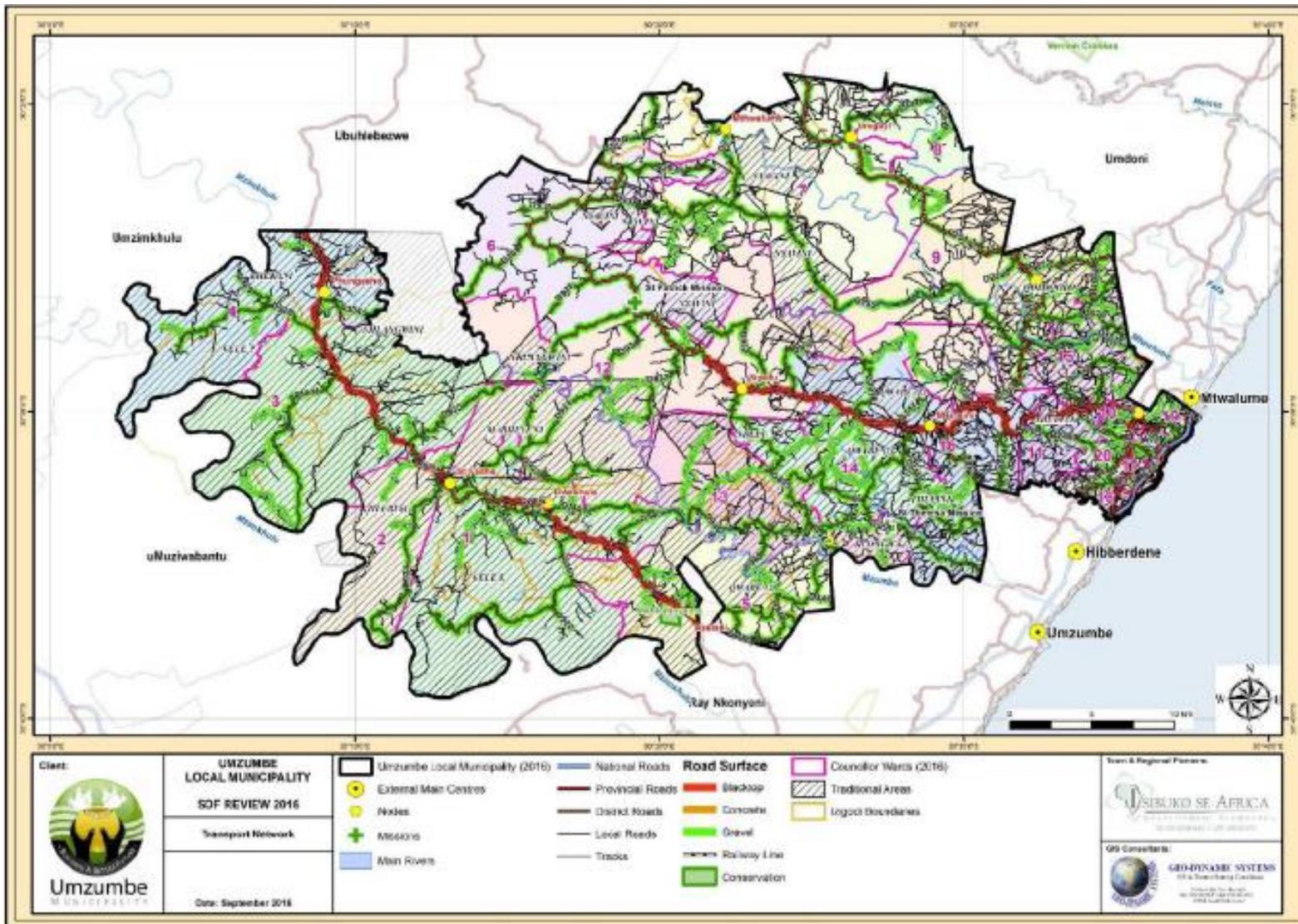
on road class and location of taxi ranks, 92% of households are within the service delivery standard of roads. The total road network in Umzumbe consists of a total length of 2595km of road. This includes a hierarchy of roads, ranging from a national road to local access road/tracks. The majority of road surface is gravel (85.5%), with only 11.5% of roads having a blacktop surface. The road hierarchy in Umzumbe is discussed below (refer to map 11).

National road – the N2 provides access at a broad provincial and regional scale. While this road is also open to local road users, its primary aim is to connect major national urban centres. In the context of Umzumbe, the N2 runs along the coastline and provides high-speed access to eThekweni and Port Shepstone. The N2 in Umzumbe is 16.2km in length.

Provincial road – Provincial roads accounts for 6% of roads in Umzumbe, a total length of 155.6km. The R102 is one of the most critical provincial roads, running almost parallel, but inland to the N2. Other important provincial roads are as follows:

P68 between Assisi and Phungashe. Only portions of this road has a blacktop surface

P286 links Hibberdene to Msinsini. The portion of this road that is located in Umzumbe has a gravel surface.



Umzumbi Transport Network

SDF, 2017

Majority of the access roads within Umzumbe Municipality are gravel and the municipality continues to roll out its roads maintenance upgrade programme. During the strategic plan session it was then decided to do away with regravelling as this is a waste of resources, the municipality will going forward focus on paving and tar.

3.3.5 Access To Community Facilities

Community Halls

There are 29 community halls within Umzumbe, of which eight (8) are administered by the district, 18 by the municipality and 3 by traditional councils. The local community mainly uses these halls, with only a few being used by government departments. The provision of services such as access to water, electricity and sanitation are limited to just a few of these halls. In addition, it is stated that some the halls are in a bad state of disrepair. An application of planning standards to community halls, which requires one hall for 10 000 people, reveals that Umzumbe is adequately supplied with community halls. In the strategic planning session, it was then decided that there needs to be a thorough assessment of all the community halls which guide the maintenance and servicing in the next coming five years.

No	WARD NO	NAME OF THE FACILITY	LOCATION	Co ordinates	NO OF 38 WOMEN
1.	1.	Khanyile Hall	Ntimbankulu	√	2
2.	2.	St Faiths Community Hall	St Faiths	√	2
3.	3.	Johnsdale Community Hall	Maria Tross	√	1
4.		KwaNguza Community Hall	KwaNguza	√	1
5.		Wozani Community Hall	KwaDunuse	√	1
6.	4.	Mpumuzu Community Hall		√	
7.	5.	Mehlomnyama Community Hall	Mehlomnyama	√	1
8.		KwaQwabe Community Hall	KwaQwabe	√	1
9.		Frankland Community Hall	Lokishini	√	0
10.		MPCC	KwaQwabe	√	0
11.	6.	Bhanoyi Community Hall	Bhanoyi	30°23'15.86"S 30°19'16.18" E	1
12.	7.	MPCC Nyavini	Nyavini	√	1
13.		kwaNongwinya Hall / Creche		30°22'05.35"S 30°21'00.34" E	1
14.	8.	Nogoduka Community Hall	KwaNogoduka		2
15.		Sheep Walk	Sheep Walk	30°20'19.44"S 30°27'46.79" E	0
16.	9.	MPCC ward 9	KwaBhavu		1
17.		KwaQoloqolo Training Centre		√	1

18.		Genyaneni	Wilder	√	
19.	10.	Isibanini Community Hall	Isibanini	30°25'14.15"S 30°32'19.76" E	2 + 1 (Mnafu assisting)
20.	11.	No Community Facility		√	
21.	14.	Mabuthela Community Facility	Mabuthela	30°30'55.48"S 30°23'41.95" E	1
22.		Old Municipal Building	KwaHlongwa	30°26'18.975"E 30°33'14.957"S	1
23.	15.	Nomakhanzana Community Hall	Nomakhanzana		1
24.		Othandweni Skills Centre	KwaQoloqolo	30°26'27.74"S 30°34'14.39" E	1
25.	16.	MPCC Ward 16	Cabhane	30°33'05.15"S 30°29'17.79" E	0
26.	17.	MPCC Ward 17	Ziyabenya	30°32'14.48"S 30°35'22.01" E	2
27.	18.	Esihlonyaneni Community Hall	Esihlonyaneni	30°32'50.54"S 30°34'53.05" E	1
28.		KwaFica Community Hall	KwaFica	30°31'.51.50"S 30°35'01.28" E	1
29.	19.	Mnafu Community Hall (was torched)	Mnafu	30°30'34.37"S 30°37'01.23" E	1

Table: Community Halls

Education Facilities

According to the Department of Education's database, there are 140 schools within Umzumbe Local Municipality. Of these schools, 97 is primary, 39 secondary, and 4 combined. According to the Education demarcations, the schools are placed into five (5) education circuits namely Dweshula, Highflats, St Faiths, Turton, and Umzumbe.

PRIMARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
1	Emzumbe	Dweshula	BEAULAH P	P	386
2	Emzumbe	Dweshula	COPHELA PRIMARY	P	733
3	Emzumbe	Dweshula	DWESHULA P	P	452
4	Emzumbe	Dweshula	EBUMBENI JP	P	133
5	Emzumbe	Dweshula	EMPOLA P	P	390
6	Emzumbe	Dweshula	EMSENI P	P	159
7	Emzumbe	Dweshula	ESIWOYENI P	P	513
8	Emzumbe	Dweshula	FRANKLAND CP	P	632
9	Emzumbe	Dweshula	IMBALENCANE P	P	932

PRIMARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
10	Emzumbe	Dweshula	INDIKINI CP	P	24
11	Emzumbe	Dweshula	INKOMBA P	P	73
12	Emzumbe	Dweshula	KHAKHAMELA P	P	243
13	Emzumbe	Dweshula	MEHLOMNYAMA P	P	219
14	Emzumbe	Dweshula	NGALEKA CP	P	79
15	Emzumbe	Dweshula	ST FAITHS P	P	166
16	Emzumbe	Dweshula	SUNDUZA JP	P	180
17	Emzumbe	Dweshula	UMALUSI CP	P	567
18	Emzumbe	Highflats	DEYI P	P	518
19	Emzumbe	Highflats	EMABHELENI CP	P	317
20	Emzumbe	Highflats	ENDWEBU CP	P	553
21	Emzumbe	Highflats	GEBERS P	P	147
22	Emzumbe	Highflats	GEMANE P	P	145
23	Emzumbe	Highflats	GUBHUZA P	P	170
24	Emzumbe	Highflats	INHLASANA P	P	189
25	Emzumbe	Highflats	INYAVWINI P	P	151
26	Emzumbe	Highflats	KWAGASA CP	P	475
27	Emzumbe	Highflats	KWANGWENDA CP	P	81
28	Emzumbe	Highflats	MAGUGU P	P	121
29	Emzumbe	Highflats	MAYETHI P	P	215
30	Emzumbe	Highflats	phembukukhanya P	P	628
31	Emzumbe	Highflats	SIQHAKAZILE P	P	252
32	Emzumbe	Highflats	SOVIYO P	P	117
33	Emzumbe	Highflats	WOZANI JP	P	87
34	Emzumbe	Highflats	ZISUKUMELE P	P	286
35	Emzumbe	Turton	BANGIBIZO JP	P	726
36	Emzumbe	Turton	BHEKIZIZWE JP	P	209
37	Emzumbe	Turton	DINGIMBIZA JP	P	269

PRIMARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
38	Emzumbe	Turton	ESIBANINI JP	P	900
39	Emzumbe	Turton	GOBHELA P	P	1413
40	Emzumbe	Turton	HLABA P	P	261
41	Emzumbe	Turton	ICABHANE P	P	219
42	Emzumbe	Turton	IMPUMELELO SP	P	483
43	Emzumbe	Turton	INALA P	P	467
44	Emzumbe	Turton	KWAPHUZA SP	P	322
45	Emzumbe	Turton	MAKHOSO CP	P	372
46	Emzumbe	Turton	MALUKHAKHA P	P	162
47	Emzumbe	Turton	NDUNGE P	P	198
48	Emzumbe	Turton	NKEHLAMANDLA JP	P	112
49	Emzumbe	Turton	NKUKHU LP	P	503
50	Emzumbe	Turton	NOMAKHANZANA P	P	639
51	Emzumbe	Turton	SIBHEKULWANDLE JP	P	522
52	Emzumbe	Turton	SIBONGUJEZA P	P	123
53	Emzumbe	Turton	SOSUKWANA P	P	387
54	Emzumbe	Turton	ST JOACHIMS SP	P	82
55	Emzumbe	Turton	UMSINSINI JP	P	147
56	Emzumbe	Turton	VELIMEMEZE P	P	254
57	Emzumbe	Turton	WOODGRANGE-ON-SEA PRIMARY	P	294
58	Emzumbe	Turton	ZIKALALA JP	P	30
59	Emzumbe	Umzumbe	BAPHUMILE P	P	186
60	Emzumbe	Umzumbe	DENVER ZOAR P	P	602
61	Emzumbe	Umzumbe	DIBI JP	P	178
62	Emzumbe	Umzumbe	DINGEZWENI JP	P	96
63	Emzumbe	Umzumbe	ETSHENI P	P	224
64	Emzumbe	Umzumbe	KWAHLONGWA P	P	301

PRIMARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
65	Emzumbe	Umzumbe	KWAMQADI P	P	78
66	Emzumbe	Umzumbe	KWAZAMOKUHLE P	P	124
67	Emzumbe	Umzumbe	LUCAS MEMORIAL P	P	393
68	Emzumbe	Umzumbe	MAGOG CP	P	365
69	Emzumbe	Umzumbe	MASHABA CP	P	239
70	Emzumbe	Umzumbe	MBUSOMUSHA P	P	488
71	Emzumbe	Umzumbe	MZINGELWA P	P	114
72	Emzumbe	Umzumbe	ODEKE P	P	377
73	Emzumbe	Umzumbe	ROSETTENVILLE P	P	313
74	Emzumbe	Umzumbe	SBONOKUHLE JP	P	156
75	Emzumbe	Umzumbe	SLAVU JP	P	88
76	Emzumbe	Umzumbe	SOJUBA SP	P	162
77	Emzumbe	Umzumbe	UMSWILILI JP	P	224
78	Emzumbe	Umzumbe	UMZUMBE JP	P	271
79	Emzumbe	Umzumbe	ZIJUBEZULU P	P	173
80	Sayidi	St' Faiths	DUMUKA P	P	51
81	Sayidi	St' Faiths	ELUPHEPHENI C	P	628
82	Sayidi	St' Faiths	HLWATHIKA P	P	98
83	Sayidi	St' Faiths	KWANGUZA P	P	172
84	Sayidi	St' Faiths	KWASANTI P	P	77
85	Sayidi	St' Faiths	MAKHOWANE P	P	148
86	Sayidi	St' Faiths	MANYONGA LP	P	126
87	Sayidi	St' Faiths	MARIA TROST HP	P	34
88	Sayidi	St' Faiths	MARIA TROST JP	P	129
89	Sayidi	St' Faiths	MQANGQALA P	P	40
90	Sayidi	St' Faiths	NHLALWANE P	P	408
91	Sayidi	St' Faiths	NOMAGEJE P	P	247
92	Sayidi	St' Faiths	OXOLWENI P	P	214
93	Sayidi	St' Faiths	SIYAKHONA P	P	61

PRIMARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
94	Sayidi	St' Faiths	ST THOMAS JP	P	59
95	Sayidi	St' Faiths	THANDANANI CP	P	117
96	Sayidi	St' Faiths	ZAMUKWE P	P	72
97	Sayidi	St' Faiths	ZWANANI P (HIGHFLATS)	P	55

Primary Schools List

SECONDARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
1	Emzumbe	Dweshula	DUDUZILE	S	651
2	Emzumbe	Dweshula	INDLELENHLE JS	S	294
3	Emzumbe	Dweshula	INDUMA JS	S	205
4	Emzumbe	Dweshula	MABIYA SS	S	390
5	Emzumbe	Dweshula	MALUSI HIGH	S	714
6	Emzumbe	Dweshula	MANGQUZUKA H	S	630
7	Emzumbe	Dweshula	MAYIYANA H	S	232
8	Emzumbe	Dweshula	MGAMULE H	S	365
9	Emzumbe	Dweshula	NANI JS	S	401
10	Emzumbe	Highflats	BHANOYI S	S	698
11	Emzumbe	Highflats	ELWAZI H	S	221
12	Emzumbe	Highflats	GIDELA JS	S	62
13	Emzumbe	Highflats	INKOSI UMDIBANISO COMPREHENSIVE H	S	776
14	Emzumbe	Highflats	KWATATE JS	S	47
15	Emzumbe	Highflats	MAQHIKIZANA HIGH	S	62
16	Emzumbe	Highflats	MNGOMENI H	S	298
17	Emzumbe	Highflats	MQHAKAMA H	S	403
18	Emzumbe	Highflats	SIYAKHULA JS	S	219
19	Emzumbe	Turton	BONGUZWANE S	S	587
20	Emzumbe	Turton	KHATHI H	S	435
21	Emzumbe	Turton	KWAFICA H	S	820
22	Emzumbe	Turton	SIBONGIMFUNDO H	S	492
23	Emzumbe	Turton	SIBUKOSETHU H	S	150

SECONDARY SCHOOLS AND ENROLLMENT					
NUMBER	CMC	CIRCUIT	SCHOOL	LEVEL	Learners
24	Emzumbe	Turton	UMZUMBE H	S	297
25	Emzumbe	Turton	ZIBONELE JS	S	709
26	Emzumbe	Umzumbe	BUHLEBETHU S	S	793
27	Emzumbe	Umzumbe	MABUTHELA H	S	342
28	Emzumbe	Umzumbe	MDLANGASWA H	S	1025
29	Emzumbe	Umzumbe	MTUMASELI H	S	138
30	Emzumbe	Umzumbe	MTWANUNGAMIZIZWE H	S	153
31	Emzumbe	Umzumbe	MVUTHULUKA S	S	351
32	Emzumbe	Umzumbe	SOZABE H	S	404
33	Sayidi	St' Faiths	BHEKAMEVA H	S	344
34	Sayidi	St' Faiths	DUBANDLELA H	S	298
35	Sayidi	St' Faiths	FINGQINDLELA S	S	130
36	Sayidi	St' Faiths	INGOLELA S	S	17
37	Sayidi	St' Faiths	ISINAMUVA H	S	474
38	Sayidi	St' Faiths	KHULAKAHLE S	S	137
39	Sayidi	St' Faiths	LUNGELO JS	S	23
TOTAL					14787

About 140 of these schools are no fee paying schools and 42952 learners are on the feeding scheme of the Department.

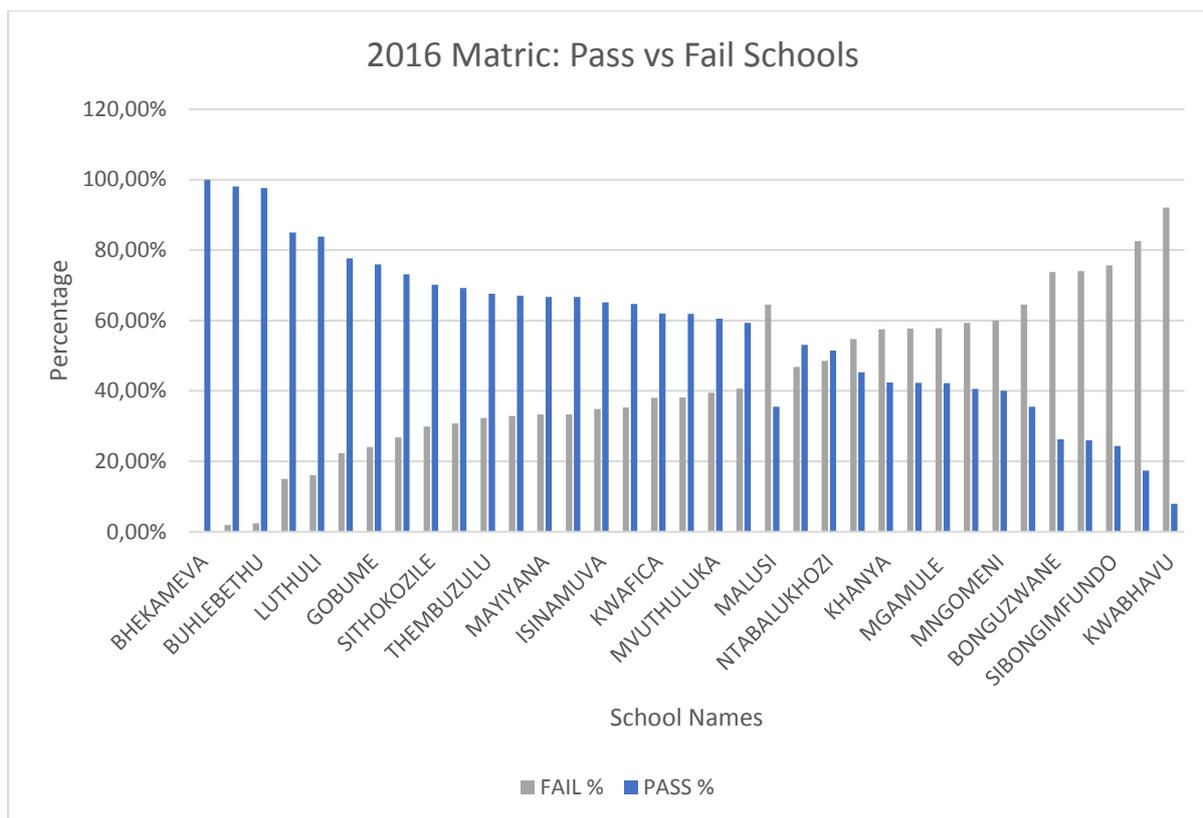
It is reported that five (05) schools have closed down due to low learner enrolments. In terms of the policy of the department these were considered non-viable schools which resulted in educators and learners been relocated. The names of the schools that have closed are as follows:

- St Williams
- Thuthuka P
- Thuthukani Mabhele P
- Nkalokazi P
- Sizwile JS

Various stakeholders have been consulted and the schools will be officially closed by the MEC of education.

School Performances

Of the 35 schools, almost half of the performed below 60% and this requires urgent intervention.



School Performance 2016

Learner Pregnancy Rate

In 2016 academic, about 2454 Learners wrote the matric exams and only 61% passed.

Health Facilities

According to the Department of Health, Umzumbe Local Municipality has 1 Community Health Centre (Turton), 13 Clinics and 3 Mobile Stopping Points. There is also a Health Post in Sheepwalk which currently functions as mobile point and Phila Mntwana site.

The department is faced with challenges such as

- Children under 5 years have low rate of clinic usage which is 3.9% against the target of 5%.
- An ever increasing number of clients on ARTs which increased from 10430 to 10766 in a quarter.
- Below target condom distribution rate at 36.3% instead of 42%.
- Lower immunisation coverage of children below 1 year which is currently at 68.4% instead of 95% target.
- PMTCT; 0.5% of babies tested HIV positive at 6 weeks, however this said to be very less than expected rate of 1.7%.
- Capital infrastructure projects were put on hold due to lack of funds.
- Low uptake of family planning
- Poor TB Screening

- Issues surrounding disclosure of HIV status among adolescents

The tables below are extracted from DOH Ugu DM strategic session held annually, where analysis of health status in the district is tabled for informed planning, and all programmes are initiated based of the status quo analysis.

Major Strategies for Turton CHC for 2017/18 include:

- Outreach to SASSA paypoints to promote uptake of family planning (all methods inc condoms)
- Engage with Life Line at the quarterly Extended Management Meetings at Turton CHC for planning and reporting on services rendered
- Conduct outreach for awareness on disclosure of HIV status in children
- Improved coordination of outreach to communities for rendering of services including immunization.
- Continue with Ideal Clinics Programme to improve the quality of care at existing clinics and at Turton CHC (The hold on Capital infrastructure projects is unavoidable as it is a Province wide Hold)

The planning standards for the provision of health facilities are as follows:

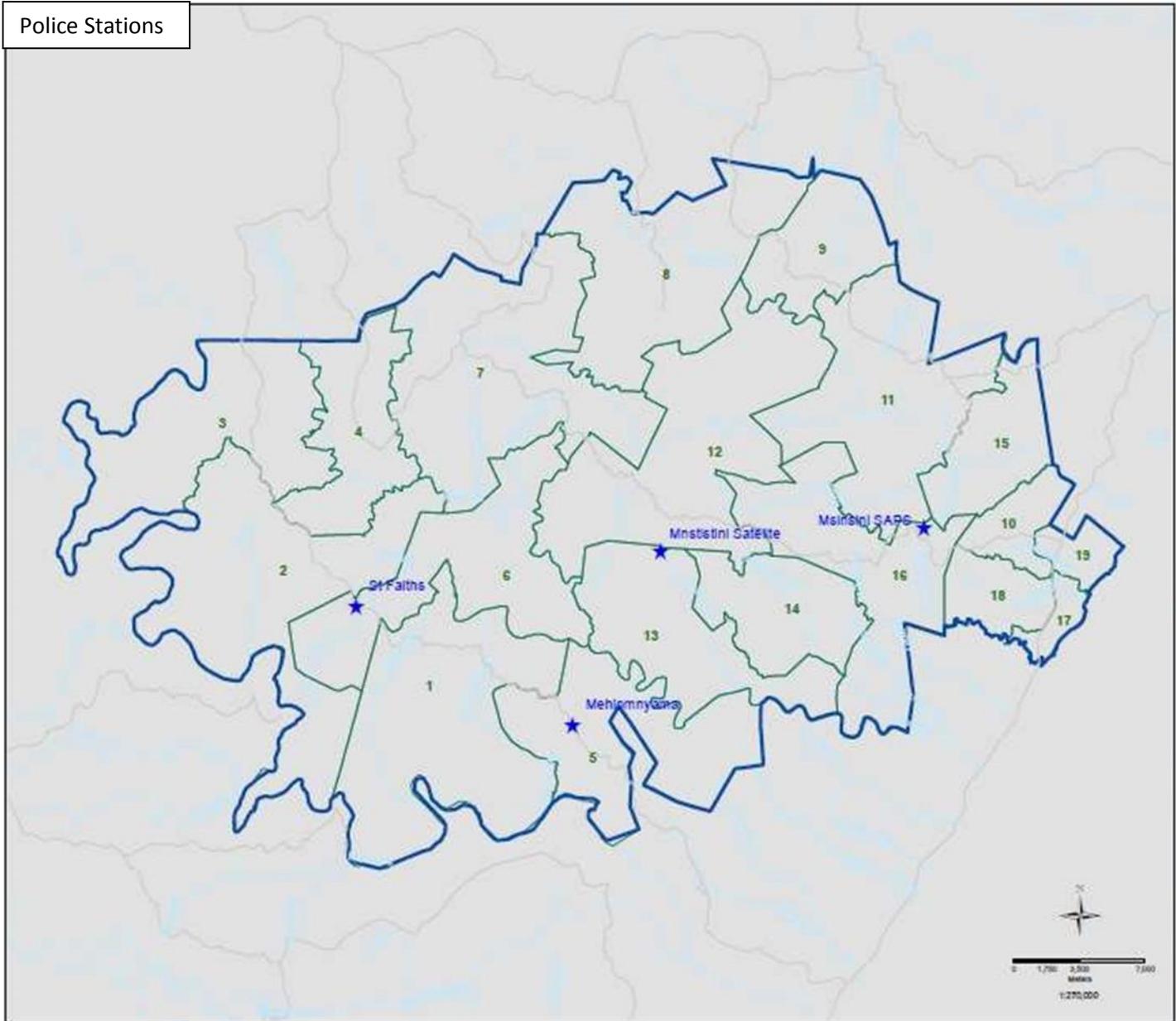
- Clinic: 7000 – 30 000 people
- Community Health Centre: 30 000 – 160 000 people
- Hospital: 100 000 - 500 000 people
- Regional Hospital: 1.2 million people
- Mobile clinics: based on access to clinics or lack thereof
- The application of these norms and standards depends on location e.g.
- low density rural settlements are normally serviced using the 7000 people threshold. Their application within Umzumbe suggests that Umzumbe requires an additional 8 clinics. This backlog would however have to be analysed in more detail with focus on other localised context specific issues such as patient behavior.

Police Stations

There are three police stations in Umzumbe with a ratio of 1:1 063. The police stations are located at Msinsini, KwaDweshula and St Faiths. Community policing forums have been set up throughout the municipal area. In addition, there is a main office of the Magistrate's Court and nine tribal courts. Tribal courts generally deal with civil cases. They are situated in the KwaCele, Bhekani, Nhlanguwini, Qwabem Ndelu, KwaHlongwane, Nyavini and Izimpethu Zendlovu areas (Umzumbe HSP, 2008).

According to planning standards, which requires one police station per 50 000 people, Umzumbe requires 3.5 police station and are within an acceptable range. By way forward, a new police station is proposed to be developed in ward 12, KwaNdelu.

Police Stations



Legend

- Umzumbe Boundary
- Ward Boundaries
- DOT Roads
- Rivers
- Police Station



CLIENT

UMZUMBE LOCAL MUNICIPALITY

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Project: Municipality Infrastructure Investment Plan (MIIP)

Title: Police Stations Within Umzumbe LM

Project No.: 0609

Date: December 2009 | Figure: 2107

Sports Facilities and Programmes

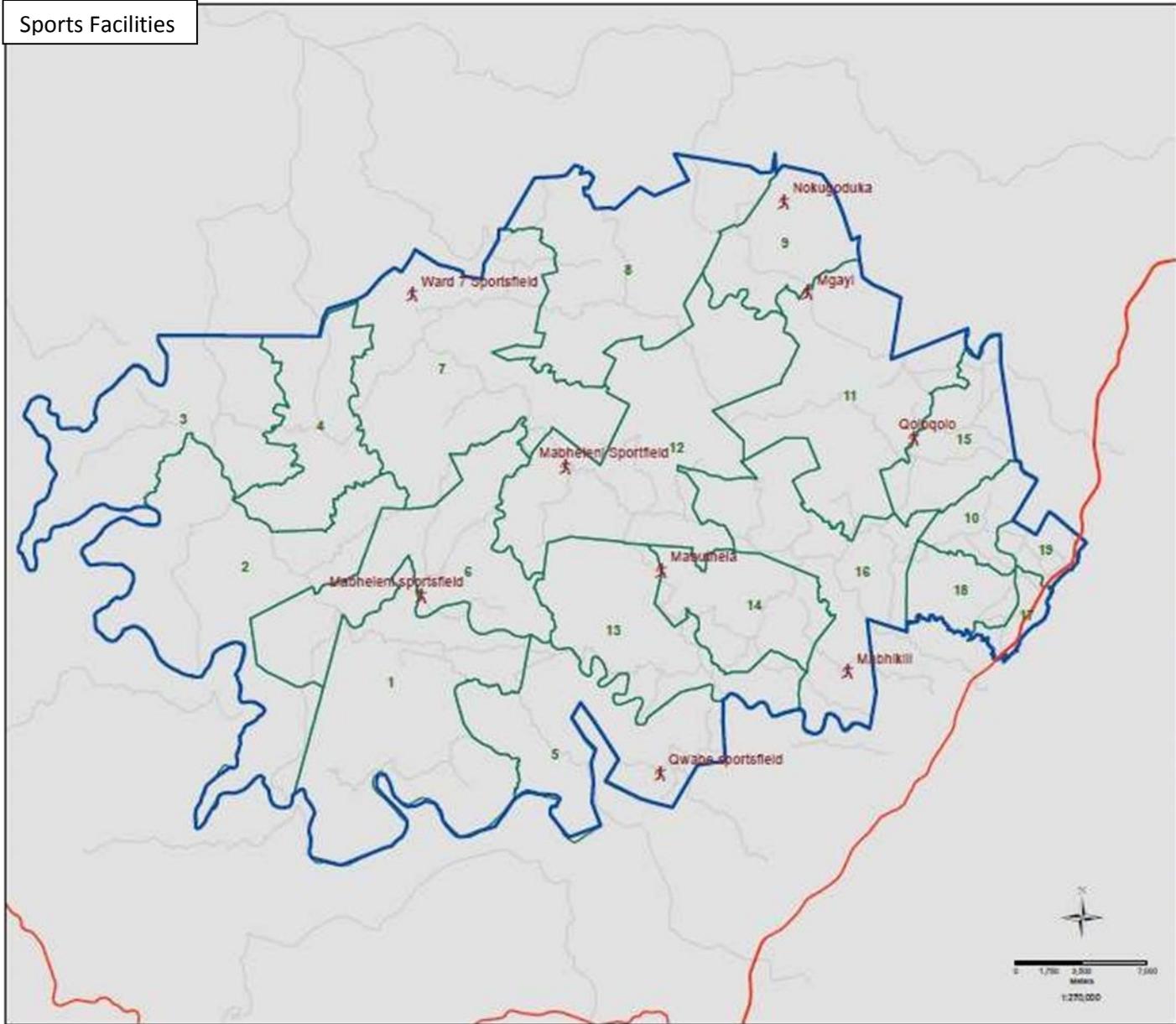
Sports facilities in Umzumbe include school fields, sports fields and sport complexes, scattered throughout the area. There are 74 sports fields indicated on the spatial data in Umzumbe, of which 10 are classified as school fields, seven are classified as sport complexes and 57 are sports fields. The municipality administer the majority of the sport complexes.

Recreational facilities form an important aspect within a community. It provides a place for physical activity, as well as a space for social functions where people can gather and interact. The application of planning standards indicates that at least one sport complex is required per 50 000 people.

As such, Umzumbe seems to be supplied adequately with sports complexes. In terms of sports fields, one sports field is required for every 7700-12000 people. Umzumbe thus requires 15 sports fields and is supplied adequately in this regard.

Umzumbe Municipality is committed to play a role in social cohesion as policy imperative from national government through the construction of indoor sports centres within its five (5) clusters as well as the maintenance of the existing sports fields. The municipality also participate in different sporting codes through the Youth Unit whereby young people with different talents are identified within the communities and supported in their respective codes.

Sports Facilities



Legend

- Umzumbe Boundary
- Ward Boundaries
- Roads
- N2
- Recreational Facility



CLIENT

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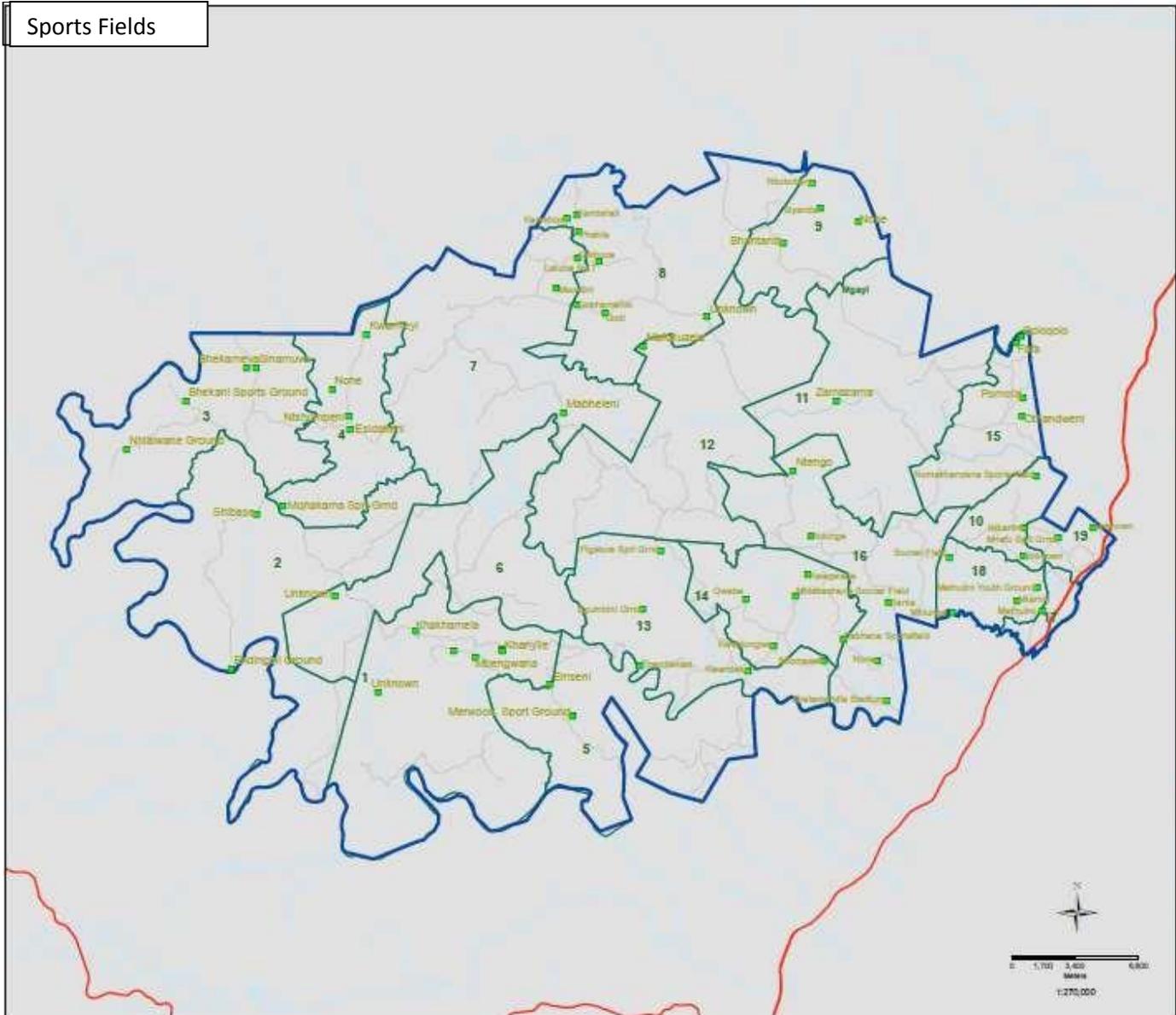
Project: Municipality Infrastructure Investment Plan (MIP)

Title: Sport Compliance

Project No.: 0509

Date: December 2009 | Figure: 0110

Sports Fields



Legend

- Umzumbé Boundary
- Ward Boundaries
- Dot Roads
- N2
- Rivers
- Sportfields



CLIENT

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Project: Municipality Infrastructure Investment Plan (MIIP)

Title: Sportfields

Project No.: 0509

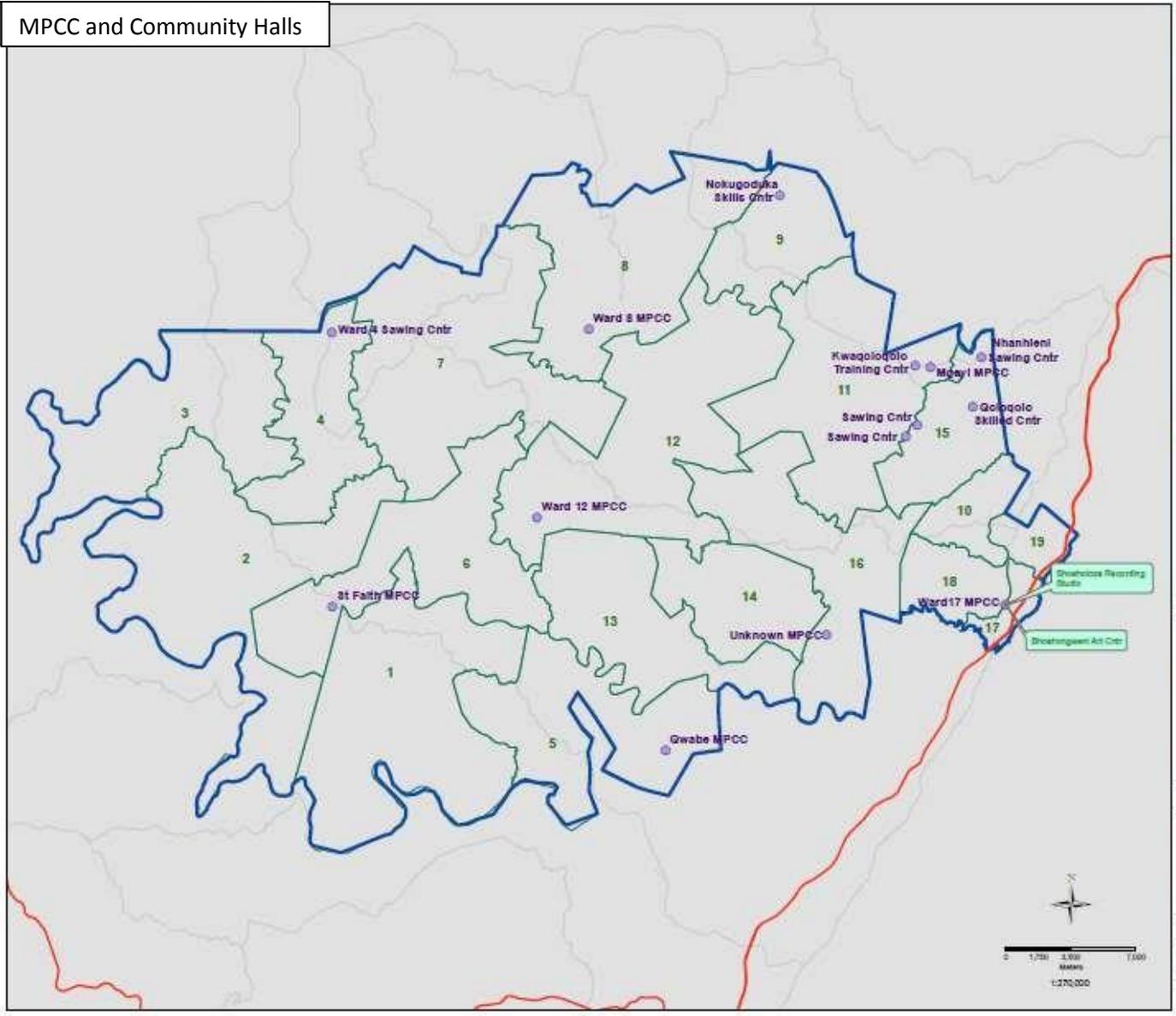
Date: December 2009 Figure: 01/11



Libraries

There are no public libraries within Umzumbe. This has serious implications for students and general literacy within Umzumbe, since people have to travel to surrounding areas to access this facility. In terms of planning standards, at least one library should be provided for every 5000-50 000 people. As such, at least three (3) libraries are required in Umzumbe.

MPCC and Community Halls



Legend

- Umzumbé Boundary
- Ward Boundaries
- DOT Roads
- N2
- MPCC and Skills Cntr



CLIENT
UMZUMBÉ LOCAL MUNICIPALITY



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Project: Municipality Infrastructure Investment Plan (MIP)

Title: Community / Skills Centers

Project No: 0805

Date: December 2009 Figure: 0105



Cemeteries

The majority of the rural population in Umzumbe use traditional burial practices. Deceased family members are buried on-site. There are no formal cemeteries in Umzumbe and in some instances, there has been resistance to the development of cemeteries due to the sensitive nature and cultural implications of burial practices. However, the municipality is in the process of identifying possible sites which will be used for burial purposes.

3.3.6 Human Settlements

Umzumbe Municipality has developed and adopted a Housing Sector Plan, which outlines housing delivery goals and targets for the municipality and provides an approach to housing delivery and spatial transformation. Approximately 4000 houses have been built for the entire municipality and the backlog recorded in the Housing Sector Plan is currently at 8000. One of the major challenges in Umzumbe is to transform the vast rural settlements into sustainable human settlements, in line with national housing policy.

According to Statistics SA Census 2011, there are 47.6% formal dwellings which is an increase from 38.4% in 2001.

Dwelling Type	Household %
House or brick/concrete block structure on a separate stand or yard or on a farm	41
Traditional dwelling/hut/structure made of traditional materials	50
Flat or apartment in a block of flats	4
Cluster house in complex	0
Townhouse (semi-detached house in a complex)	0
Semi-detached house	0
House/flat/room in backyard	2
Informal dwelling (shack; in backyard)	1
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	0
Room/flat let on a property or larger dwelling/servants quarters/granny flat	0
Caravan/tent	0
Other	1
Unspecified	-
Not applicable	-

Stats SA Census 2011

Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development, as it defines and conditions the relationship between where people live, play and work on the one hand, and how this occurs within the confines of the natural environment.

The majority of housing projects in Umzumbe are packaged as rural housing projects, in line with Government's rural housing assistance programme. This programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements.

It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office, but are rather protected in terms of land rights legislation. As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. Access adequate housing is still a challenge to the most of the people within the municipality as some of the people qualifying for rural housing reside on the private land. At the moment there is no clear plan to provide housing with national housing policy.

Completed Projects

PROJECT	HOUSING UNIT	COMPLETED YEAR	STATUS
Cluster A Housing Project (Ward 10,16,17,18&19)	1000 units	2012/13	Completed
Cluster B Housing Projects (Ward 5,7,12,13&14)	1000 units	2011/12	Completed
Cluster D Housing Project (Ward 11&15)	1000 units	2010/11	Completed

Projects on Construction

PROJECT	HOUSING UNIT	EXPECTED COMPLETION YEAR	STATUS
<u>Umzumbe Cluster C Housing Project (Ward 1,2,3&6)</u>	1000 units	2018/2019	Construction
<u>Nhlangwini Housing Project (Ward 4)</u>	1000 units	2017/2018	Construction

Project on Planning

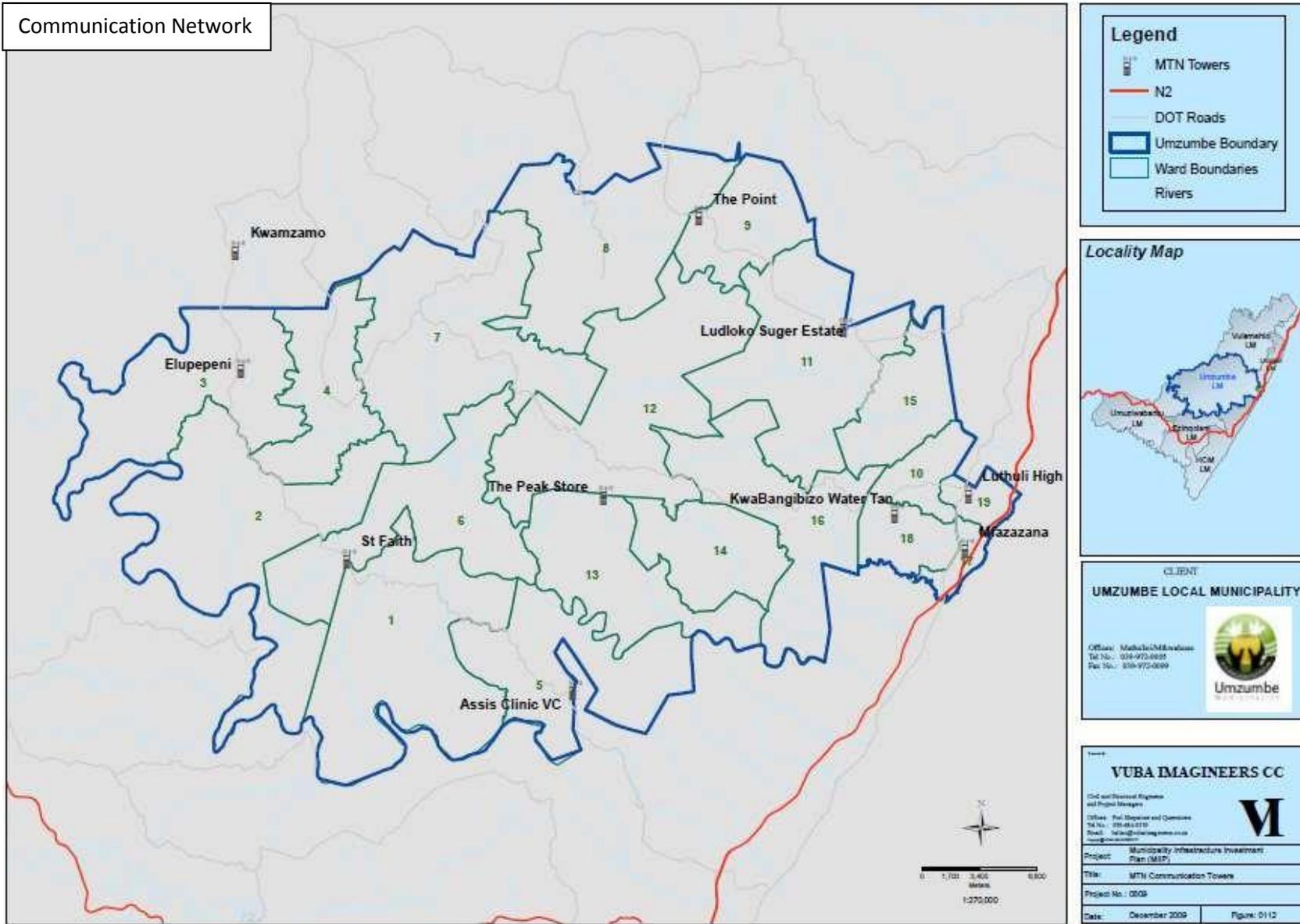
PROJECT	HOUSING UNIT	STATUS
Cluster A Housing Project (Ward 10,16,17,18&19)	2000 units	Planning
Cluster B Housing Projects (Ward 5,7,12,13&14)	2000 units	Planning
Cluster D Housing Project (Ward 8&9)	1000 units	Planning
Cluster C Housing Project	2000 units	Pipeline project

3.3.7 Telecommunications

Adequate provision of telecommunication infrastructure in Umzumbe remains a challenge. Major cell phone companies provide coverage to the rural areas of Umzumbe, but internet access is not available in the majority of the municipality. The Ugu Infrastructure Audit revealed a lack of data from service providers and based their findings of data supplied by Vodacom (Ugu Infrastructure Audit report 2011).

This data indicates that Umzumbe has a cellular coverage of 99.7%. However, only 11% of households in Umzumbe have access to high-speed internet through the 3G network, while 13.5% have access to the internet through EDGE (Enhanced Data rates for GSM Evolution). Areas experiencing some problems with access to cellular services are the lower lying areas. Television as well as national, regional and local radio broadcasts is accessible in Umzumbe.

Communication Network



- Legend**
- MTN Towers
 - N2
 - DOT Roads
 - Umzumbe Boundary
 - Ward Boundaries
 - Rivers



CLIENT

UMZUMBE LOCAL MUNICIPALITY

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Project: Municipality Infrastructure Investment Plan (MIP)

Title: MTN Communication Towers

Project No.: 0009

Date: December 2009 | Figure: 0112

3.3.8 Basic Service Delivery Swot Analysis

Strength	Weaknesses
<ul style="list-style-type: none"> • Integrated waste Management Plan • Land availability • Strong Public Participation • Mig Budget • Plant • Human Resources • Infrastructure Management Plan • Unavailability of Quarry • Energy Master Plan • Good Relations with Eskom and Dept of Energy • Functional Community Halls • Human Capital availability • Availability of land 	<ul style="list-style-type: none"> • Unable to fully implement the Plan • Inaccessibility for collections • Minimal resources (Human Resources, Plant, Equipment. Budget) • Lack of Waste Disposal Facilities • No Operational & Maintenance Plan • No in-house mechanics • No Capacity of obtain licence • Lack of proper infrastructure in the available and potential community facilities • No: Parks, Libraries, Cemeteries, Police, • Sports fields backlogs • Topography • Inaccessibility to the sites • Lack of funding • Poor education and health facilities
Opportunities	Threats
<ul style="list-style-type: none"> • Generating revenue • Job Creation • Recycling • Spluma implementation and SDF • Job creation • Accessibility of services • Investor confidence • Obtaining licence • Revenue generation • Job Creation • Densification of the population 	<ul style="list-style-type: none"> • Payment of the services by residents • Land acquisition • Legal Requirements • Illegal Dumping • The terrain • Breakdown of the transport • Disaster occurrences • Illegal connections • Topography • Constrained infrastructure • Vandalism

	<ul style="list-style-type: none">• Land acquisition• Land requirements• Environmental laws• Privately owned land/Out of boundary• Inaccessibility to land• Cultural practices•
--	---

3.4 KPA 3: LOCAL ECONOMIC DEVELOPMENT (AND SOCIAL) ANALYSIS

3.4.1 Context within the District

The Ugu district contributed around 3.6% of the R 328.9 billion estimated provincial Real Gross Domestic Product (GDP) in 2013. The district's economy is highly concentrated in Ray Nkonyeni Municipality (Hibiscus Coast & Ezinqoleni), which contributed 51.2% of the total Ugu's real GDP. Umzumbe municipality contributed 26.4%, while uMuziwabantu was the least contributing municipality at 4.2% in 2013 (Ugu DM Socio-economic profile: 2014).

The district is characterised by a dual space economy, with an urbanized coastal region and an impoverished rural interior. Commercial farmlands (sugarcane) and subsistence agriculture (livestock, dryland cropping and homestead gardening) are characteristics of the interior.

The economy of the Ugu District features on tourism and agriculture, and manufacturing. Other key sectors include community services, construction, trade, the informal sector and transport. Tourism is concentrated mainly along some well-established coastal towns, which have become popular tourism destinations (e.g. Port Shepstone, Pennington, Uvongo, Margate and Hibberdene). Retail activity is concentrated in the coastal strip that acts as commercial and service centres for local residents and neighbouring rural communities. However, Port Shepstone is the main commercial centre and Shelley Beach is the fastest growing commercial centre. Manufacturing activity is also concentrated along the coastal strip with some light industrial parks such as Marburg, Park Rynie and Margate. There are also a number of industrial development points in the hinterland, such as Harding and some that are related to the activities of large firms, such as Idwala NPC, Sezela Sugar Mill, Umzimkulu Sugar Mill and the Weza Saw Mill. (Ugu District Growth and Development Strategy: p23)

3.4.2 Municipal Comparative and Competitive Advantage

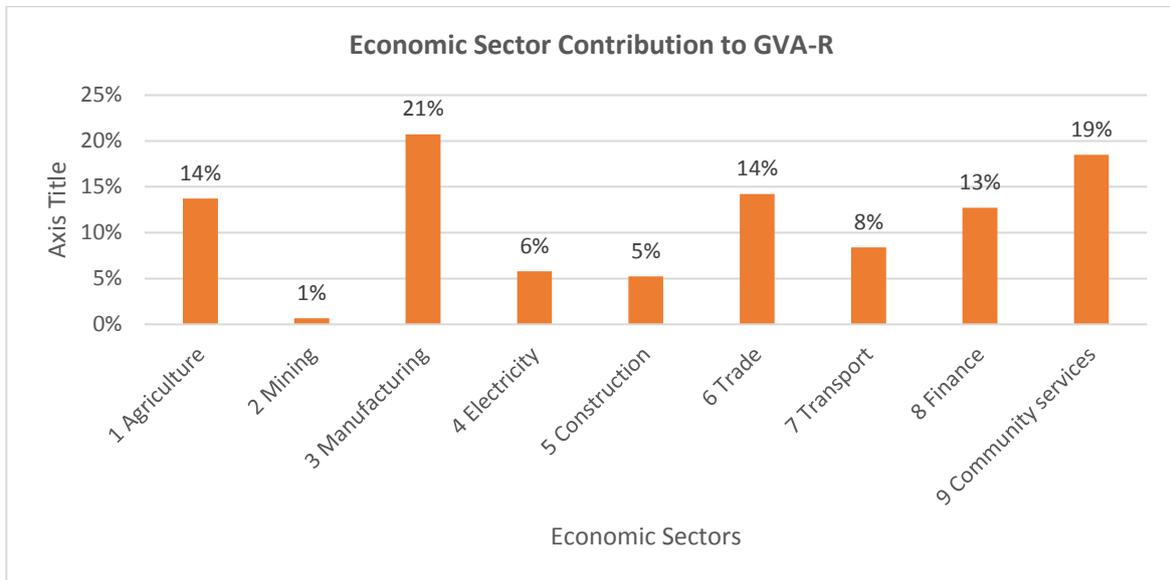
Umzumbe municipality is situated in the inlands of Ugu District but has a coast line which enables for ecotourism and further has an advantage that the National Road N2 in the territories of Umzumbe LM, which allows for national markets and trade to take place, According to Umzumbe SDF 2012 the municipality has rich soils and high potential in economic agriculture, the river sands allow for growing businesses, and the tourism markets have a huge potential because of the natural features and the rich history it has.

3.4.3 Main Economic contributor

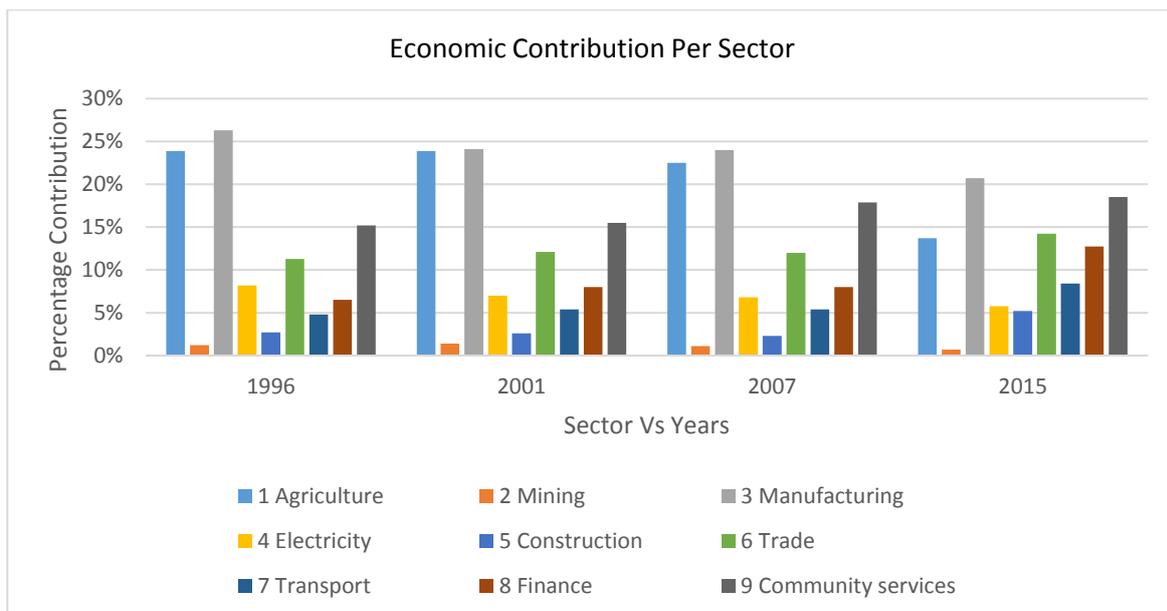
The value of goods produced by the manufacturing and agriculture is the highest economic contributor, while the mining sector is the lowest. (Umzumbe LED Strategy 2009)

Gross Value Added by Region (GVA-R) Constant 2010 prices (R 1000)	
1 Agriculture	432 410
2 Mining	21 377
3 Manufacturing	653 465
4 Electricity	182 223
5 Construction	164 584
6 Trade	448 555
7 Transport	265 361
8 Finance	401 349
9 Community services	583 722
Total Industries	3 153 045
Taxes less Subsidies on products	384 677
Total (Gross Domestic Product - GDP)	3 537 721

Source: Global Insight, 2015



Source: Global Insight, 2015



Global Insight, 2015

The manufacturing sector followed by agriculture was the leading sector in Umzumbe’s economy. The above table shows that in 2007 manufacturing contributed 24% to the municipality's total GVA. Agriculture was the second highest contributor at 22.5%.

3.4.4 Commercial Agriculture

Land occupied by existing commercial agricultural practices is limited to certain areas in the eastern part of the municipality, extending in a north-south band. Approximately 10% of land use in Umzumbe is existing commercial agriculture, while potential commercial agriculture represents 19% (Department of Agriculture, Forestry & Fisheries). Existing commercial agricultural practices in Umzumbe take on the form of timber plantations, cultivated, and irrigated commercial agricultural

practices. Timber plantations cover approximately 4.5% (5465ha) of the land in Umzumbe, and is clustered to the northwest of the Umgayi area and to the south of Mthwalume, in the Nyavini Traditional Council. area. There are also several small scattered patches of plantations around Sipofu. Cultivated and irrigated commercial agriculture cover an area of approximately 6680ha and stretches from Qoloqolo in the north to the Msinsini area in the south. This mainly consists of sugar cane cultivation

and bananas. Mainly private individuals or private companies own commercial agriculture practices.

The 2012 LED Strategy for Umzumbe municipality was prepared by Generating New Understanding consultants in a workshop setting which allowed maximum consultation with the public and as well as the municipal officials, however the municipality is in a process of reviewing its LED strategy and planned policies during the 2017/18 financial year of which is being prepared by a consultant due to human resource constraints within the LED department.

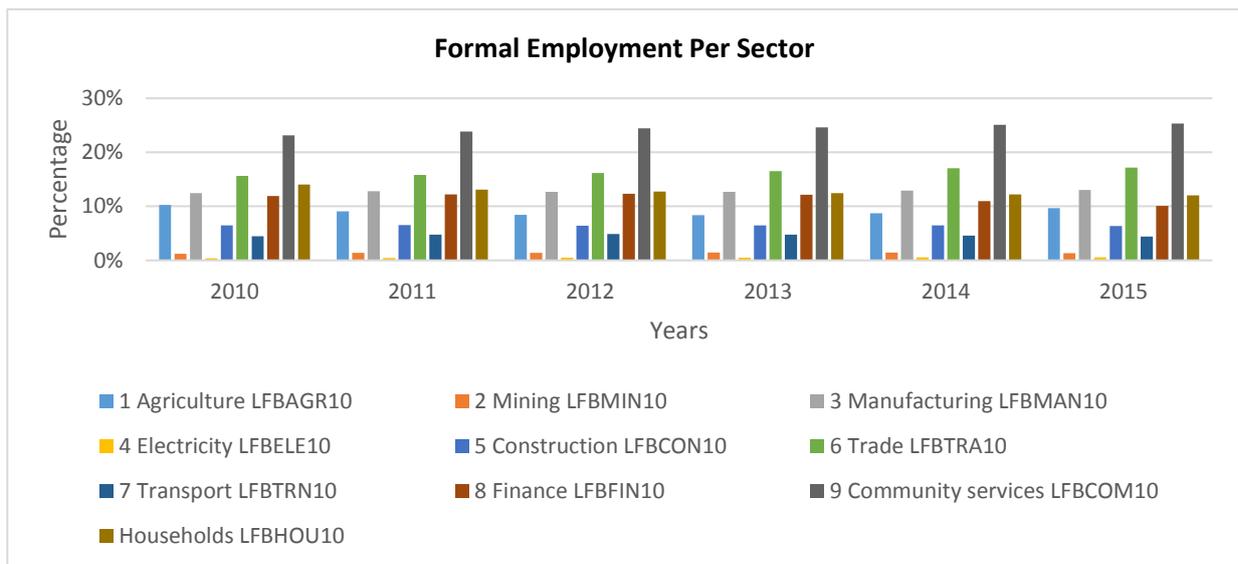
Stakeholders such as the Ugu District Municipality, Councillors, the Community, South Coast Development Agency, South Coast Tourism and other aligning departments are identified in terms of their roles and responsibilities in the LED forums and plan. The municipality is currently addressing the comments which were made by the MEC.

3.4.5 Policy/Regulatory Environment

The municipality adopted the Informal Economy Policy in 2016 which incorporates regulating policy and includes street vendors. The municipality has not yet developed the Investment/Retention policy which will be incorporated and addressed on the completion of the LED strategy. EPWP was removed as a function under LED due to the lack of capacity and staffing shortage and was put as a function of the Technical Services unit. The LED strategy has been aligned with the priorities identified in the PGDS and the DGPD further identifying projects which will be implemented.

Formal Employment per Sector						
	2010	2011	2012	2013	2014	2015
1 Agriculture	2 262	1 978	1 864	1 901	2 052	2 366
2 Mining	267	300	313	335	340	331
3 Manufacturing	2 738	2 782	2 818	2 882	3 039	3 190
4 Electricity	92	101	107	118	134	139
5 Construction	1 428	1 426	1 426	1 475	1 529	1 558
6 Trade	3 447	3 440	3 582	3 757	4 015	4 199
7 Transport	986	1 033	1 079	1 090	1 086	1 074
8 Finance	2 631	2 649	2 734	2 764	2 582	2 459
9 Community services	5 099	5 178	5 425	5 610	5 902	6 192
Households	3 097	2 845	2 829	2 830	2 872	2 948
Total	22 045	21 732	22 178	22 762	23 551	24 456

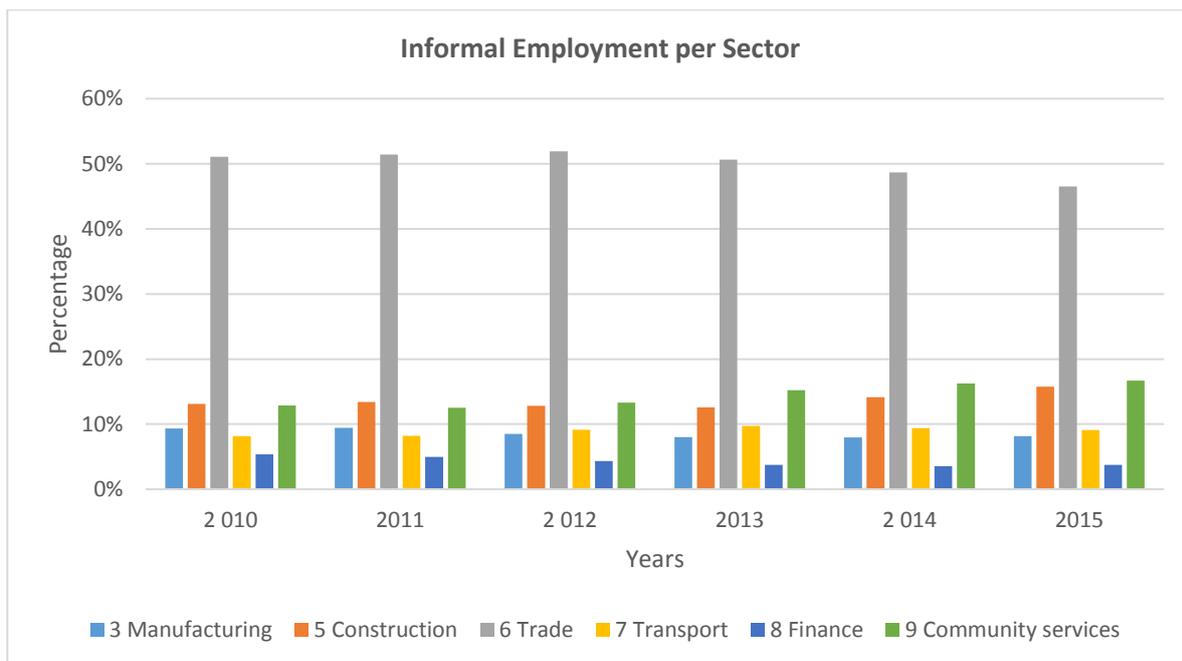
Source: Global Insight, 2015



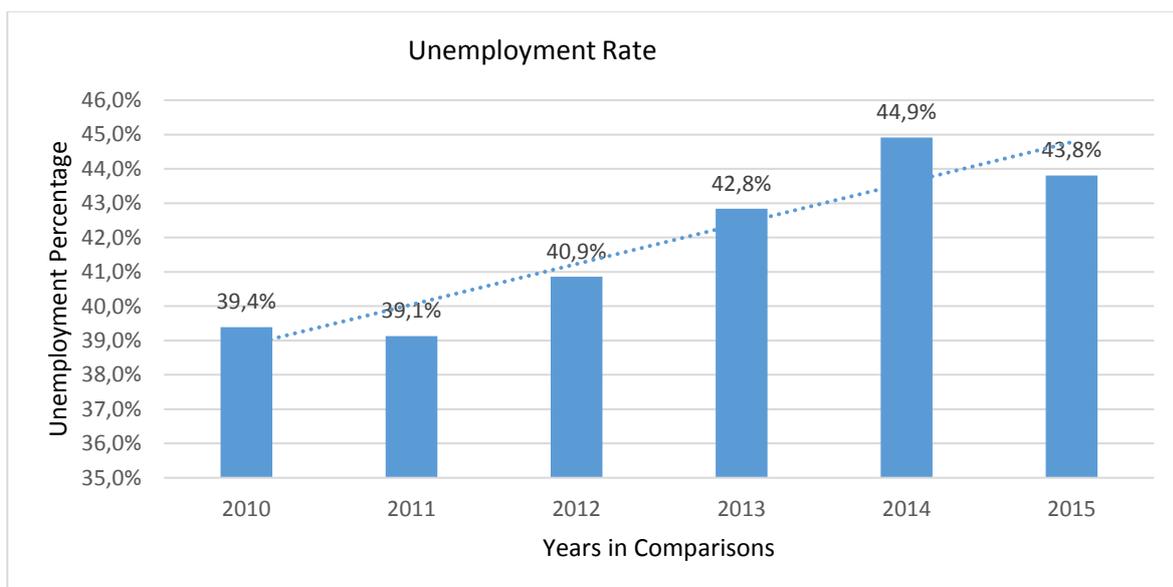
Source: Global Insight, 2015

Informal Employment Per Sector						
	2 010	2011	2 012	2013	2 014	2015
3 Manufacturing	718	711	619	582	596	662
5 Construction	1 008	1 010	933	913	1 057	1 281
6 Trade	3 927	3 878	3 776	3 676	3 642	3 785
7 Transport	628	619	664	708	704	741
8 Finance	414	376	313	272	266	305
9 Community services	990	946	968	1 105	1 215	1 359
Total Informal Sector	7 686	7 540	7 273	7 257	7 480	8 134

Source: Global Insight, 2015



Source: Global Insight, 2015



Source: Global Insight, 2015

3.4.6 Local Economic Development Programmes Implemented

Agriculture

Opportunities exist to uplift households in rural settlements using the natural resource of agricultural land. Programmes and projects that can be implemented include:

- **Food security programmes:** opportunities exist for the development of food security programmes, which will not only have social implications, but will also contribute to the development of rural agriculture. The development of these programmes will not only ensure that rural communities are provided with food and job opportunities to an extent, but it will also ensure that land which has high agricultural potential does not lie idle and underutilized and left vulnerable to degradation.
- **Agricultural programmes:** The development of agricultural programmes is also vital to sustainable rural development and agrarian reform, as it has potential to address food security issues. These programmes should be packaged in a manner that enables co-operation and knowledge transfers between existing and emerging farmers (especially those who come from a subsistence background).
- **Investigating opportunities for the development of an agri-village within the municipality.** Land reform projects and rural housing projects provide an opportunity to implement the rural development concept of agri-villages. Such an initiative can be guided by various programmes, including the Comprehensive Rural Development Programme. It can help organize and mobilize rural dwellers into functional groups that take charge of their own
- In addition to the protection of agricultural land, Umzumbe Municipality will facilitate productive use of agricultural land.
- The municipality will support out-grower scheme, and initiate programs to develop small-scale farming. The majority of these are located in the low-lying areas with generally flat land.
- Extensive livestock farming should be promoted, particularly in communal areas, but grazing land management programmes should also be introduced to address the increasing problem of soil erosion.
- Crop production (irrigated and dry land) should be promoted in low-lying areas and irrigation along the main river tributaries.

Umzumbe Tourism Route

According to the IDP, Umzumbe Municipality derives potential for tourism development from a range of attractive features such as mountainous terrain, scenic features, and rich bio-diversity. In addition, the municipality is strategically located to integrate into eco-tourism activities in the south coast provincial tourism region. Tourism development should be promoted in the following areas:

- Nature based tourism in areas along the Umzimkhulu River.
- Rural villages where there is an opportunity to celebrate the tradition, culture and rich heritage of the local communities.
- Agro-tourism on commercial farms subject to impact on agricultural land.
- Adventure tourism and mountain biking taking advantage of the uneven topographical features of the area.

A number of heritage sites have been identified. These include the following:

- Isivivane in Qoloqolo and Cabhane;
- Ntelezi Msane site in Kampande Othuthwini;
- Siphofu Mountain in Mabheleni;
- Shembe Church origins in Mthwalume;
- KaNkulunkulu Image of Maria in Mgayi; and
- Msikazi Mountain.

The coast also presents an opportunity for beach related tourism development, while the location of Turton along R102 Tourism Corridor establishes the area as a launch pad from which to explore the rural parts of the South Coast Tourism Region. As such, tourism related developments should be supported in Turton.

Informal Trading

The municipality should identify and designate land for informal trading. Such areas should be located in each of the development nodes and other strategic locations, and should be linked to a management plan. The designation of these areas will take into account the access to markets, goods being traded, unique needs of the traders and potential impact to the business environment.

Commerce and Industry

The nodal areas should be prioritized for commercial and industrial (service and light industry) developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels. Turton is the main regional economic hub with huge untapped potential given its sphere of influence and strategic location in relation to the regional and provincial movement and trade routes. However, the area lacks a well-developed

physical infrastructure and is endowed with strategically located vacant and/or underutilized land for further expansion.

Commercial developments in areas such as Phungashe and St Faiths should resonate with the role of these areas as secondary centres supporting clusters of settlements in their vicinity. Neighbourhood and community centres should be located in nodes that serve a cluster of settlements. Small-scale manufacturing / activities of a light industrial nature should be supported. The development of small-scale activities such as crafted material and sculptured wood should be linked with, and located close to, tourism areas / routes in order to strengthen forward linkages.

3.4.7 Vulnerable Groups Community Development Programmes

Development of People with Disabilities

A fair number of people located within the municipal jurisdiction are disabled; statistics on this issue are not yet available from the department of stats SA in the 2011 census. Umzumbe is made up of 19 wards, all these wards have people with disabilities. Each ward has a representation of people with disabilities and that person is a member of Umzumbe Disability Forum.

The Municipality assists the disabled with co-ordination of their programmes working together with government departments such as Department of Social development, Health, SASSA, Department of Sports and Recreation and others. There is a budget allocation for senior citizens, allocated under Special Programmes Unit.

Indigent Support (Including Free Basic Services)

A large portion of the people in the municipality live under poverty caused by various factors namely unemployment, lack of employment opportunities in the local area, dependency on government grants, lack of an education to obtain better earning employment and many more.

The municipality has taken to provide indigent relief to those households that are living in poverty and find it difficult to live from day to day. Where there is electricity, tokens are provided to those families so as to relieve the burden. Where there is no electricity in wards such as ward 8 and 11 Nyavini and Nkoxe area Gel stoves were handed out to people and there has been ongoing gel provision to the needy families.

There were however solar panels installed in other areas of the municipality where electricity was seen as going to be taking a bit longer to be installed due to lack of infrastructure and finances on the side of Eskom. The solar panels are maintained by the municipality.

Development of The Elderly

Umzumbe is made up of 20 wards, all these wards have senior citizens. Each **ward has a representation of senior citizens that** person is a member of Umzumbe Senior Citizens Forum. The Municipality assists the senior citizens with co-ordination of their programmes working together with government departments such as Department of Social Development, Health, ^{SASSA}, Department of Sports and Recreation and others. There is a budget ^{allocation} for senior citizens, allocated under Special Programmes Unit.

People Affected By Crime, HIV/AIDS, Drugs, etc

There has been a huge case of crime in Umzumbe Ward 12 in particular where 8 family members were slaughtered otherwise few cases has been reported where elderly people has been victims of rape and robbery. Drugs are the main cause of criminal activities that are taking place at Umzumbe. According to the Department of Health Stats, Umzumbe rated as the highest in terms of HIV/AIDS infection.

3.4.8 LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Support programmes from the various stakeholders including the municipality • Location to the coastal areas • High rate of young population • Availability of LED Strategy and Spatial Development Framework 	<ul style="list-style-type: none"> • Limited access to funding • Lack of market for SMMEs • Lack of skills in business development • Unemployment and poverty • Crime • Lack of access to finance • High infrastructure backlog • Out Dated LED Strategy
Opportunities	Threats
<ul style="list-style-type: none"> • Major strategic roads such as N2, P68, P71 and R102 • Large Extent of agricultural land • Natural resources such as rivers, and mountain • Coastal location 	<ul style="list-style-type: none"> • Unstable weather conditions • Global economic performance • Natural disasters such as draughts

3.4.9 KEY CHALLENGES

- Outdated LED Strategy
- No monitoring tool to measure implementation of LED projects (impact)
- Land ownership (lack)
- Poor infrastructure (water, sanitation, electricity, access roads etc)
- Investment attraction
- Rural nature/no formal town-low revenue base
- Not well established business
- Informal trade on areas identified as economic nodes
- Inadequate skills profile
- Money leakage and rural-urban migration

What are we going to do to unlock and address our key challenges?

- Review and implementation of LED Strategy, Tourism Plan in alignment with the SDF.
- To seek more funding to implement LED projects
- Wall to Wall Scheme development

What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?

- Conducive environment to unlock local economic development and increased employment opportunities.
- Improved economic base and increased investors
- Invest in nodes that have relatively vibrant economic activities. Examples are Umthwalume (Turton), Ophepheni and St Faiths....
- Primary corridors (P68 and P73): are envisaged to unlock more economic potential as mobility would be enhanced culminating in further infrastructural development.
- Encourage economic activities in Secondary Node (Morrison and Umgayi)
- Tourism: there are a number of projects and initiatives to develop the tourism assets and improve the management and marketing of Umzumbe tourist products and services.
- Formalize Informal trade: is currently the backbone of Umzumbe's economy and is mostly situated in the areas that have already been identified as the economic nodes.
- Development of coastal zone: critical and in line with the Provincial Growth and Development Strategy, i.e. beach development.
- Encourage commercial Agricultural sector: bulk of agricultural activities are mainly subsistence farming on rural communal land. Major enterprises are sugar cane, bananas and timber.
- Incorporating of Heritage sites into tourism

3.5 KPA 4: FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

It is equally important for the financial plan to be informed and aligned to the municipal IDP and conform to the SDBIP, this which is the current practice of Umzumbe municipality.

Capability of the Municipality to execute Capital Projects

Financial services department comprises the following sub departments: Expenditure and Assets, Budget, Treasury and Revenue and Supply Chain Management

- *Expenditure and Assets* – The Manager: Expenditure and Assets is responsible for salaries administration, creditor's management, all expenditure, SARS compliance, government grants administration, maintenance of assets.
- *Budget, Treasury and Revenue* – The Manager: Budget, Treasury and Revenue is responsible for ensuring that budgets are prepared, budgets are effectively utilised, reporting to National treasury and other spheres of government, financial forecasting, property rates, collection of other income, compliance with various spheres of government, maintenance of investments.
- *Supply Chain Management* – The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in manner which is transparent, competitive, equitable, cost effective and fair.

The total expenditure incurred compared to budget for the last three financial is as follows:

FINANCIAL YEAR	PERCENTAGE BUDGET SPENT
2013 - 2014	90 %
2014 - 2015	89 %
2015 - 2016	93 %

3.5.1 Indigent Support (Including Free Basic Services)

A large portion of the people in the municipality live under poverty caused by various factors namely unemployment, lack of employment opportunities in the local area, dependency on government grants, lack of an education to obtain better earning employment and many more.

3.5.2 Indigent Support (Including Free Basic Services)

A large portion of the people in the municipality live under poverty caused by various factors namely unemployment, lack of employment opportunities in the local area, dependency on government grants, lack of an education to obtain better earning employment and many more.

The municipality has taken to provide indigent relief to those households that are living in poverty and find it difficult to live from day to day. Where there is no electricity, Gel stoves are handed out to people and there has been ongoing gel provision to the needy families.

There were however solar panels installed in other areas of the municipality where electricity was seen as going to be taking a bit longer to be installed due to lack of infrastructure and finances on the side of Eskom. The solar panels are maintained by the municipality.

The Indigent Policy was adopted by council during the 2014/15 financial year with the aim to provide more assistance to the households identified. Due to capacity and budget constraints the municipality unable to annually review the Indigent Policy.

The summarised number of Indigent Households in Umzumbe Municipal Area are as follows:

WARD NUMBER	TOTAL NUMBER OF HOUSEHOLD REGISTERED
1.	696
2.	366
3.	382
4.	768
5.	222
6.	602
7.	434
8.	726
9.	758
10.	532
11.	736
12.	634
13.	462
14.	808
15.	246
16.	264

17.	654
18.	326
19.	652
TOTAL	10088

Umzumbe local municipality indigent register 2013 report

The table below depicts the total cost of Free Basic Services to the Indigent register:

FINANCIAL YEAR	EXPENDITURE
2013 - 2014	R 6 164 072
2014 - 2015	R11 665 390
2015 - 2016	R19 353 342

The total number of households within the indigent register has remained the same due to the report not reviewed. The report will however change in the coming financial years as the municipality aims to prioritise the review of the report.

3.5.3 Revenue Enhancement and Protection Strategy

Revenue is crucial in every organization for day to day operations and sustainability. The municipality is predominantly rural with high level of unemployment and poverty. This makes it very difficult for the municipality to be able to generate its own revenue in terms of waste removal, electricity, sanitation and other municipal services.

The revenue base of rural municipalities is confronted with the culture of non-payment of services, corrupt supply chains and weak accountability mechanisms (Kanyane: 2011). However, with commitment and transparency this can be changed. The municipality has implemented the Property Rates Act from 2008/2009 financial year. The valuation roll has been compiled by the registered value which was appointed as a shared service with other municipalities within Ugu District. The value maintains the valuation roll on a monthly basis.

There are challenges in terms of the implementation of Property Rates Act due to the fact that the municipality is predominantly rural which makes it very difficult to find the postal addresses for the rate payers in order to send the bills. High level of poverty and unemployment is also a challenge. Our rates payers are made of Government departments, private businesses, farms and household.

The municipality is also in the process of developing a land audit which amongst other things will identify all the rate payers that have not been paying their rates of which legal action will be taken against them. This will in return provide a revenue base for the municipality. Other strategies that may be looked into moving forward would be to try and get traditional leadership buy-in and the exploration of non-traditional methods of generating revenue.

As part of revenue enhancement strategy, the municipality has developed and adopted Investment, Banking and Cash Management Policy which outlines the following principles that the municipality need to adhere to:

- Collect revenue when it is due and bank it promptly
- Make payments, including transfers to other levels of government and non-government entities, no earlier than necessary, with due regard for efficient, effective and economical programme delivery and the creditor's normal terms for account payments;
- Avoid pre-payment for goods or services (i.e. that is payments in advance of the receipt of goods or services), unless required by the contractual arrangements with the supplier
- Shall accept discounts to effect early payment only when the payment has been included in the monthly cash flow estimates provided to the relevant treasury;
- Apply debts collection policy to ensure that amounts receivable by the municipality are collected and banked promptly;
- Shall accurately forecast its cash flow requirements
- Shall monitor inflow and outflow of cash
- Recognize the time value of money by economically, efficiently and effectively managing cash.
- Take any other action as may promote the efficient utilization of cash resources, such as managing inventories to the minimum level necessary for efficient and effective programme delivery, and selling surplus or underutilized assets; and
- Avoid bank overdrafts
- Revenue enhancement
 - Debt collection strategy
 - Maximising interest on investments
 - Evaluation Roll
- Sustainability of clean audit
 - Corrective action plans
 - Risk management plans
 - Compliance checklist
 - Minimise irregular, unauthorised, fruitless & wasteful expenditure
 - AG dash board reports

The municipality has benefited from receiving income from hall hire, sale of tender documents, issuing of business licenses and PDA/SPLUMA Applications. This income has certainly helped to increase the income budget and contribute to service delivery.

3.5.4 Municipal Consumer Debt Position

The table below indicates the municipal consumer debt position for the past financial years:

FINANCIAL YEAR	TOTAL
2013 - 2014	R3 176 419
2014 - 2015	R4 485 662
2015 - 2016	R6 809 940

The municipality has a very low rates base comprising farm owners, local businesses, government departments and a very few private land owners. Being a local municipality services such as water and sanitation are not provided. Electricity is provided by Eskom directly to the community.

Debtors have increased mainly due to rates. The municipality is rural in nature and experiences challenges with regard to non-paying consumers. The Municipality is Liaising with stakeholders such as government departments, Treasury and COGTA to assist in the process of revenue collection. Community awareness will be explored as a possible strategy to communicate with non-paying consumers.

3.5.5 Grants and Subsidies

The Municipality is grant dependent, and heavily depends on MIG funding to execute its municipal services and it is 100% rural with high poverty and very low employment rates. The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship.

The municipality also supports the indigent with electricity tokens, and have an indigent register of 4800 registered people to make sure the poor are considered when basic services are provided and to make sure they are priorities.

The municipality is predominately grant dependent with an average of 87% within the last three years.

This must wait for 2017/18 budget figures to be finalized first

The total budgeted revenue for 2016/17 is approximately R208 million. This is funded by government grants and subsidies of R174 million, interest from investments of R8,3 million, tender sales and other income of R150 thousand, rates income of R4,1 million and own funds of R21 million.

The total operating budget is about R151 million and the total capital budget is R56 million.

The municipality does not generate much in terms of rates therefore it is a grant dependent municipality. Grants are received from a wide range of stakeholders namely the MIG, equitable share and various others.

The table below depicts the grants and spending for the past year and projected spending in the years coming ahead.

3.5.6 Employees Related Costs (Including Councilor Allowances)

The table below indicates the percentage of employee related costs & councilor allowances to total expenditure for the past three financial years:

FINANCIAL YEAR	PERCENTAGE
2013 - 2014	27 %
2014 - 2015	24 %
2015 – 2016	23 %

The municipality's percentage of employee related costs & councilor allowances to total expenditure for the past three financial years has remained within the benchmark range of 25 % to 40 % indicating sound management around payroll related costs.

3.5.7 Supply Chain Management (Scm)

The situation at current is the reality that comes as challenges to the municipality financially which can be attributed to;

- The ongoing difficulties in the national and local economy;
- Lack and poorly maintained roads infrastructure;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities;
- Dependency on government grants;
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Affordability of capital projects;

The Municipality has a Supply Chain Management Unit falls within the Finance Department. The unit is responsible for ensuring that the goods and services are procured in manner which is transparent, competitive, equitable, cost effective and fair, through proper implementation of the SCM policy which is reviewed on a regular basis, the Pastel Evolution System is used to request goods and services required for the various functions of the municipality.

The municipality is striving to empower local businesses and cooperatives to improve our Local Economic Development. The suppliers are rotated in terms of the National Treasury regulations to ensure that everyone is getting equal chance however there are challenges since most of our local businesses are not well established and therefore cannot supply or provide certain good and services.

The municipality is utilizing SAGE Evolution system which has assisted in the facilitating of procurement such as electronic requisitions and orders. Separate files were opened for each individual contract which contained details of the contractor, evaluation and adjudication reports, payments details etc. The evaluation and adjudication of the tenders was done accordingly. When

evaluating and adjudicating tenders, the Preferential Procurement Policy is considered without compromising the requirements as per the advertisement.

The municipality has, in compliance with the Supply Chain Management Policy and Treasury Regulations, established the three committees being Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee which sit regularly. Regular training of SCM officials and employees involved in the SCM process has been undertaken.

3.5.8 Financial Viability and Management Analysis

The management of the municipal finances involves both a strategic and operational component. Strategically, the finances must be managed to accommodate fluctuations in the economy and the resulting changes in costs and revenues. Operationally, the municipality must put in place clear financial goals, policies and tools to implement its strategic plan.

The overall strategic plan is to ensure that there is transparency, accountability and sound financial management. Forming part of this plan are key performance areas such as ensuring that all statutory reporting is compiled and submitted to the different spheres of government timeously, annual financial statements are prepared in accordance with GRAP and submitted on time, effective and efficient utilization of financial resources, compliance to the Supply Chain Management Policy and the maintenance of assets effectively with respect to additions; disposals; impairments on the assets register.

In terms of section 62 of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality. The financial services department has been established to address this responsibility.

The financial services department comprises the following sub departments: Expenditure and Assets, Budget, Treasury and Revenue and Supply Chain Management.

It is thus essential that the municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. In addition, it is necessary that there is reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has always laid out the level of funding from National Government that will be received for the three financial years with the first year being concrete and other years' estimates. The municipality has managed its finances well resulting in a sound financial position. Cash flows remain positive and have steadily increased over the years while conditional grants have remained fully cash backed. The municipality holds investments which earn interest at competitive rates. The municipality has also not borrowed funds from any financial institution and does not intend borrowing in the future.

Contracted Services

The table below indicates the percentage of contracted services cost to total expenditure for the past three financial years:

FINANCIAL YEAR	PERCENTAGE
2013 - 2014	1 %
2014 - 2015	1 %
2015 – 2016	1 %

The percentage of contracted services cost to total expenditure for the past three financial years remains around the 1 % mark. All efforts have been made to ensure that there is a high level of skills transfer to employees. Where possible, service level agreements include clauses that ensure that the service provider transfers skills to staff. This has worked effectively as there has been tangible results of employees being capacitated and empowered due to skills transfer.

3.5.9 Municipal Consumer Debt Position

The municipality has a very low rates base comprising of farm owners, local businesses, government departments and a very few private land owners. Being a local municipality services such as water and sanitation are not provided electricity is provided by Eskom directly to the people therefore there are no debtors as such however we have been receiving steadily payments from government departments and businesses.

3.5.10 Municipal Infrastructure Assets & Maintenance (Q&M)

Budget has been adequately compiled to make provision for repair and maintenance of existing infrastructure as well as the development of infrastructure. There is steady spending in terms of the Municipal Infrastructure Grants (MIG) spending. The Asset Policy was adopted by council as a guiding tool for the maintenance of municipal infrastructure assets. Technical and Community Services Departments have maintenance plans in place with 5 % of the municipal budget allocated under the plan.

Below is the table indicating assets maintenance expenditure budgets.

The Operation and Maintenance Plan prioritize spending on the main assets with the following budget allocations:

3.5.11 Capital Expenditure and Operational Expenditure

For the 2016/2017 financial about R56 165 900.00 capital expenditure budget has been allocated to infrastructure assets such as roads, community sports complex and tourism centre. An amount of R151 851 409. 50 was budgeted for operations with R35 970 231, 23 Budgeted for employee related costs which is about 32% of the operational budget.

3.5.12 Auditor General Findings

The Constitution S188 (1) (b) states that the functions of the Auditor-General include the auditing and reporting on the accounts, financial statements and financial management of all municipalities. The Municipal Systems Act section 45 states that the results of performance measurement must be audited annually by the Auditor-General. On this note the municipality has done exceptionally well by receiving its third consecutive clean audit for the 2015/16 financial year. The table below outlines the audit findings and correct measures to address raised findings with the timelines.

NO	FINDING	CORRECTIVE ACTION	COMPLETION DATE	PROGRESS	RESPONSIBILITY
ANNEXURE B: OTHER IMPORTANT MATTERS					
1	AOPO: The municipality does not have standard operating procedures for performance information in place.	The municipality will develop standard operating procedures and ensure that they establish and communicate policies, processes and responsibilities.	30 June 2017		Municipal manager
2	AOPO: The annual performance reports does not include the performance of external service providers.	The municipality will ensure that the annual performance includes the performance of external service providers and that the accounting officer will provide oversight review on the information reported on the APR.	30 June 2017		Municipal manager
3	AOPO: The information reported is inaccurate.	The IDP, SDBIP and APR will be reviewed regularly to ensure that there is accuracy. All identified errors/inconsistencies will be corrected.	30 June 2017		Municipal manager
4	False Declarations by suppliers and employees	The municipality has flagged these suppliers and employees and will not continue to do business with them. In addition, all attempts will be made by the municipality to recover all costs, losses or damages it has incurred or suffered as a result of that person's conduct.	30 June 2017		Municipal manager

3.5.13 Municipal Financial Viability and Management: Swot Analysis

<p>Strength</p>	<p>Weakness</p>
<ul style="list-style-type: none"> ▪ Adequate internal controls & systems implemented ▪ Policies in place (SCM, Asset Management, cash management etc.) ▪ Well structured department ▪ Functional SCM Committees ▪ Sound financial position and management ▪ High staff morale (dedication) ▪ Clean Audit Reports 	<ul style="list-style-type: none"> • Limited human resource capacity (SCM) • Lack of revenue enhancement methods • Implementation of debt collection policy and revenue enhancement strategy
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Revenue Enhancement • Property rates collection • Experienced skilled labour force 	<ul style="list-style-type: none"> • Predominantly grant dependent • Loss of skilled staff • Inadequate back-up system-potential loss of information

3.5.14 Key Challenges

The Umzumbe Municipality has achieved Clean Audit for the 2013/2014 and 2014/2015 financial years but moreover committed to addressing all the issues raised by the Auditor General and aiming at continuously maintaining the clean audit. The challenges in this key performance area are both direct and indirect as listed hereunder:

- Electricity downtime
- Limited office space for storage of files
- Low revenue collection
- Poor back up of data
- Departments estimation of cost of goods/services on the requisitions
- Late submission of requisitions
- Late submission of HR input such as travel claims
- Need for SCM database review
- Departments not supplying documents timeously
- Limited capacity in SCM unit

What are we going to do to unlock and address our key challenges?

- Improve the Information and telecommunication systems.
- Fast track key positions in the sections requiring more human capacity.
- Explore other avenues to store information.
- Engaging support from other stakeholders such as Treasury and COGTA.

The Finance KPA does respond to some of the government priorities and policies. The strategies and objectives identified have been budgeted against.

3.6 KPA 5: Good Governance and Public Participation Analysis

3.6.1 Good Governance

Political Leadership

Umzumbe Municipality’s political governance is in a form of a Council with the Mayor serving as the head of the Executive Committee as well as the Portfolio for Finance and Corporate Services. As a Municipality, Umzumbe prides itself on having a woman Deputy Mayor who is a member of the Executive Committee and who also serves as a portfolio chairperson for the Infrastructure Committee.

Umzumbe Local Municipality has 39 Councilors 15 are females and 23 are males. 20 of them are ward Councilors and 19 are Proportional representatives.

Members	Designation	Responsibilities
	<p>POLITICAL STRUCTURE</p> <p>MAYOR Cllr S.R. Ngcobo Chairperson of Council EXCO.</p> <p>Member of EXCO and Finance Portfolio Committee.</p>	<p>Function</p> <p>In terms of Section 49 of Municipal Structures Act and Regulations 117 of 1998 the Executive Mayor presides at meetings of the executive committee; and performs the duties, including any ceremonial functions, and exercises the powers delegated to the mayor by municipal council or the executive committee.</p> <p>S56(2): The executive mayor must:</p> <ul style="list-style-type: none"> • Identify the needs of the municipality, • Review and evaluate those needs in order of priority, • Recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and • Recommend or determine the best way, including partnerships and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community. <p>MFMA S54:</p> <ol style="list-style-type: none"> a) Must provide general political guidance over the fiscal and financial affairs of the municipality; b) In providing such general political guidance, may monitor and, to the

Members	Designation	Responsibilities
		<p>extent provided in this Act, oversee the exercise of responsibilities assigned in terms of this Act, the accounting officer and the chief financial officer, but may not interfere in the exercise of those responsibilities;</p> <p>c) Must take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions within the limits of the municipality's approved budget;</p> <p>d) Must, within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality; and</p> <p>e) Must exercise the other powers and perform the other duties assigned to the mayor in terms of this Act or delegated by the council to the mayor.</p>
	<p>DEPUTY MAYOR Cllr M.P.L. Zungu</p> <p>Member of EXCO and chairperson Human Settlements and Infrastructure Portfolio Committee.</p>	<p>The Deputy Mayor exercises the powers and performs the duties of the mayor if the mayor is absent or not available or if the office of the mayor is vacant. The Mayor may delegate duties to the Deputy Mayor (Municipal Structures Act 1998, S49).</p>
	<p>SPEAKER Cllr M.P. Shozi</p>	<p>In terms of Section 37 of the Municipal Structures Act and Regulations 117 of 1998 The Speaker of a Municipal Council- Presides at meetings of the council. Performs the duties and exercises the powers delegated to the speaker in terms of section 59 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000). Must ensure that the council meets at least quarterly Must maintain orders during meetings Must ensure compliance in the council and council and council committees with the Code of Conduct set out in Schedule 1 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000; and</p>

Members	Designation	Responsibilities
		Must ensure that the council meetings are conducted in accordance with the rules and orders of the council.
	EXECUTIVE COMMITTEE Cllr NY Mweshe	Member of EXCO and chairperson of the Corporate Services Portfolio Committee.
	EXECUTIVE COMMITTEE Cllr M.Z Luthuli	Member of EXCO and chairperson of the Development Planning and LED Portfolio Committee
	EXECUTIVE COMMITTEE Cllr P. Zamisa	Member of EXCO and chairperson of Social and Community Services Portfolio Committee.

Members	Designation	Responsibilities
	Executive Committee Member: Cllr S Mdletshe	EXCO member and Chairperson of Youth Portfolio Committee
	Executive Committee Member: Cllr Luthuli	EXCO Member

3.6.2 National and Provincial Programmes

Special Programmes

In aligning our municipality with the transcripts that govern Co-operative Governance and Intergovernmental Relations, there are structures that had been established that involve different stakeholders in every respective structure or forum. In relation to HIV&AIDS matters, the municipality does have an Umzumbe Local AIDS Council, which is under the chairmanship of the Mayor.

The sector departments deal with issues of HIV&AIDS at local level. On a quarterly basis this structure meets discussing programmes and projects to be implemented by each stakeholder. NGO council and Gender Committees reside with the office of the Deputy Mayor wherein they also engage on gender programmes, senior citizens, and children programmes.

Disability community found their space within the municipality through their disability structure which not functioning quite well. Youth Committee is in place being chaired by the Speaker of the council. It looks in all the youth matters that are informed by different youth formations.

Operation Sukhuma-Sakhe

The Operation Sukuma Sakhe Programme (OSSP), formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the KwaZulu Natal Office of the Premier gave a mandate to all districts, to ensure that the following is in place, to ensure successful implementation of the OSSP.

At the local municipal level Umzumbe municipality plays a coordination role to ensure all departments when providing service delivery provides it in an integrated approach. Thus ensuring the different government departments work together to address the social ills and service backlogs that are existing within our communities. Umzumbe municipality with its 19 wards has established war rooms in all its wards with only 16 of these war rooms functional. Only 3 of the war rooms are not fully functional. War rooms within the municipality meet on a Wednesdays and Thursdays sitting a total of four times a ward per month. All the departments participate equally in the war rooms except for departments such as Community Liaison, Economic Development, Justice and Constitutional Development, Treasury, and Water Affairs and Forestry.

Operation Clean Audit and Back-To-Basics

The municipality has taken operation Retain Clean Audit very seriously whereby the council and administrative leadership have made commitment in ensuring sound financial management and performance management which culminated in the municipality obtaining second clean audit opinion for the 2013/2014 and 2014/2015 financial year. Furthermore, the municipality is participating in the Back to Basics Programme launched by the president and send monthly and Quarterly reports to the Department of Cooperative Governance and Traditional Affairs both nationally and provincially. The municipality is reporting on all five pillars being public participation, infrastructure, municipal governance, municipal finance, and Municipal Administration, Performance & Capacity Building. The municipality received an award for the consistency in having a functional status in implementing back to basics.

Status of IGR Structure

Munimec is where mayors meet with the Premier and the MEC's of the province in discussing issues that affects the municipalities. The meetings are convened by parastatals such as ESKOM to discuss on issues relating infrastructure backlogs and plans. Provincial Disaster Forum serves as a basis in dealing with disaster issues within the province wherein the district municipalities and their municipalities are also represented. The Department of Provincial Treasury on request assisted the municipality on supply chain management matters; the understanding of the section 71 report for Councilors and managers was done through the workshop.

Even though the municipality does not have IGR Policy in place, however it is highly involved in IGR structures that exist such as District Coordinating Committees, CFOs Forums (provincial and District level), Mayors forum, Municipal Managers Forum, IDP Forum (local and District), District Planners Forum, Provincial Planning Law Forum.

Community Works Programme (Cwp)

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream.

The CWP was initiated by the Second Economy Strategy Project, an initiative of the Presidency located in Trade and Industrial Policy Strategies (TIPS), a policy research non-governmental organisation (NGO). In 2007, a pilot programme to test the approach was implemented under the auspices of a partnership between the Presidency and the Department for Social Development, which established a Steering Committee and provided oversight.

In Umzumbe there is a total of 1500 participants and the program is implemented in 12 wards namely ward 1, 2, 5, 6, 8, 10, 12, 15, 16, 17, 18 and 19. The program started in 2009 and has been flourishing ever since. Umzumbe plays a monitoring and coordination role through the reference committee where all stakeholders sit. The programme includes teacher aid, working with schools, road maintenance, setting up food gardens for poverty alleviation as well as home based care.

Batho Pele

The term Batho Pele is derived from the Sotho language and means “People First.” It is the governments mandate to deliver basic services and create a safe and healthy environment in which people live, work, play and invest. The municipality prides itself in implementing the Batho Pele principles which are further displayed throughout the municipality in the main administrative rooms such as the Council Chambers, main boardroom and reception area. The Batho Pele principles are as follows:

1. Consultation
2. Service Standards
3. Access
4. Courtesy
5. Information
6. Openness and Transparency
7. Redress
8. Value for Money
9. Encouraging Innovation and Rewarding Excellence
10. Customer Impact and
11. Leadership and Strategic Direction

3.6.3 Functionality of Committees

Audit and Risk Committee

An Audit Committee is a committee appointed in terms the Municipal Finance Management Act Section 166(1) which requires that each municipality must have an audit committee. In-terms of Section 166(2); this Audit Committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to:

- internal financial control and internal audits;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;

- effective governance;
- compliance with this Act, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and
- any other issues referred to it by the municipality or municipal entity.

At present, Umzumbe has four external independent members and of the members are /were not councillors. The Audit Committee included the following members listed hereunder. These members were appointed by UGU Council to serve on a shared service serving local municipalities within the district. This committee executes its functions as displayed on the MFMA as well as the Audit Committee Charter. This audit committee meets regularly to execute the above depicted functions. Details of the external members and their appointment dates are as follows:

NAME OF MEMBER	QUALIFICATIONS	APPOINTED
Mr Paul Preston	BA LLB	01/07/2010
Ms Chantel Elliott	B.Com(Hons), CA(SA)	01/02/2011
Mr Innocent Bheki Dladla		01/06/2015
Ms Bongeka Jojo		

In ensuring the functionality of Internal Audit Unit of the municipality, the Audit Committee plays the monitoring and supervising roles to ensure effective function of the internal audit which include:

- evaluating performance, independence and effectiveness of internal audit and external service providers through internal audit;
- review the effectiveness of the internal controls and to consider the most appropriate system for the effective operation of its business; and
- Initiating investigations within its scope, e.g. employee fraud, misconduct or conflict of interest.

BID COMMITTEES

The municipality has in terms of Municipal Finance Management Act of 2003, Municipal Finance Management Regulations of 2005 and Supply Chain Management Policy; established three bid committees namely Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee. The committees convene relatively well to ensure that whereby Bid Specifications Committee is scheduled to on Mondays, Bid Evaluation Committee on Tuesdays and Bid Adjudication Committee sitting on Mondays and Thursdays. However, it is acknowledged that the committees do not sit as regularly as it is expected due to the small size of the municipality and the numerous responsibilities conferred on to the members of the committees.

WARD COMMITTEES

In compliance with the provisions of Municipal Structures Act and Regulations (Act No. 117) of 1998, the municipality has established 20 ward committees across all its wards and each one of them is constituted by 10 committee members. The significance of these committees is that public participation is conducted on the grass root level whereby issues that are affecting the community are discussed robustly with the stakeholders from sector departments. The report from these committees are submitted to council for further discussions. The municipality makes provisions in its annual budget to ensure that the ward

committee members receive stipends, and thus enabling them to perform their duties without hindrance. The challenge is that some of the ward committees do not convene meetings regularly as scheduled.

PORTFOLIO COMMITTEES

Umzumbe Local Municipality has 6 Portfolio committees which are established in terms of Section 60 Municipal Structures Act (Act No. 117) of 1998 to assist council perform its responsibilities. Following the reshuffling of the departments where LED unit was removed from Social Development and Local Economic Department to merge with Development Planning, the portfolio committees were also restructured. The Corporate Services was removed from Finance to be a stand-alone portfolio committee, LED was also removed from Infrastructure and LED Portfolio Committee to be merged with Development Planning and LED Portfolio Committee. The committees sit regularly as per municipal rooster. Below is a list of reconfigured portfolio committees and their functions. In alignment with Section 81 of the Municipal Systems Act, seven out of the thirteen Amakhosi sit in the municipal committees, and council.

No	Municipal Committees	Functions of Committee
1	Executive Committee (EXCO)	<p>Ensures that the municipality;</p> <ul style="list-style-type: none"> • Provides democratic and accountable government for the community of Umzumbe. • Promotes social and economic development • Promotes health and safety environment. • Provides services in a sustainable manner to the community of Umzumbe. • Ensures that administration, budgeting and planning process of the municipality meet the requirements of Section 153 (a) of the Constitutions. • Oversees the execution of national and provincial functions performed by municipality in accordance with funds provided by relevant government. • It comprises of seven Councilors including the Mayor and Deputy Mayor. • It reviews and identifies community needs in order of priority. • Managing the drafting of IDP, Budget and SDBIP and submit to full Council for adoption. • Refers decisions to Council with or without resolutions.

No	Municipal Committees	Functions of Committee
2	Social and Community Services Portfolio Committee	<ul style="list-style-type: none"> • The objective of the Community Services Committee is to assist the Executive committee to promote a healthy environment by: • Advising on legislation, prevention and enforcement mechanisms, which are within the financial and administrative capacity of the municipality; • Overseeing the enforcement of municipal bylaws and other applicable laws by municipal employees and functionaries in order to ensure that municipal employees and functionaries involved in law enforcement are accountable to a democratically elected body; • Overseeing certain municipal services, including health, cultural, cleansing and maintenance services; and • To pay attention to educational and welfare services in general as they apply to the entire municipality.
3	Development Planning and Local Economic Development Portfolio Committee	<ul style="list-style-type: none"> • Encourage the involvement of the entire municipal community, its bodies; stakeholders and institutions in matters of local government. • Participate in National and Provincial programmes • Promote Integrated Development Planning (IDP) • Consider reports to EXCO for preparations of Land Use Management Plan, subdivisions of land; PMS etc. • Planning Committee may consider all matters of a policy nature. • Promotes the implementation of LED and IDP. • Assists in providing funding for local business services enters. • Promotes local economic development programmes.
4	Infrastructure and Human Settlements Portfolio Committee	<ul style="list-style-type: none"> • Champion and play an oversight role on the infrastructure development programmes • Oversees the provision of basic services to poor households • Deliberate on issues to ensure integrated sustainable human settlements • Oversees rendering of services in historically disadvantaged areas. • Consults with traditional Leaders on matters of the economic development. • Report to EXCO. • Consist of seven members.

No	Municipal Committees	Functions of Committee
5	Finance Committee	<ul style="list-style-type: none"> • Administers the capital and operational budget of the municipality. • Advises the EXCO on all legislation relating to billing, rating and taxation; insurance, banking and investments; grants in aid etc. • Oversees Financial Statements, general financial reporting; • Advises EXCO on obtaining proper legal services for the municipality; acquisition and provision of municipal office; implementation and maintenance of an approved maintenance system.
6	Corporate Services Portfolio Committee	<ul style="list-style-type: none"> • The committee deals with issues around the human resources, administration, Information and Communication Technology, capacity building (employees and councillors), acquisition of assets and fleet management, security, and legal services.
7	Youths Development Portfolio Committee	<ul style="list-style-type: none"> • Oversee and spearhead youth development programmes and deal with the issues that are affecting the youth in general.
8	Labour Local Forum (LLF)	<ul style="list-style-type: none"> • Deals with labour related matters.
9	MPAC	<ul style="list-style-type: none"> • Help Council to hold executive and the municipal administration to account and ensure the efficient and effective use of municipal resources. • Carrying out investigations into financial matters as Council may request. • Discuss and advise the MPAC on reliability of information submitted by the administration.
10	Local AIDS Council (LAC)	<ul style="list-style-type: none"> • The committee champions the programmes that are aimed at assisting people living with HIV and AIDS and those that prevent new infections.
11	Local Disaster Management Advisory Forum	<ul style="list-style-type: none"> • The forum deals with issues around disaster matters.
13	Integrated Development Planning Forum	<ul style="list-style-type: none"> • The forum is established by the Municipality in terms of Chapter 4 of Municipal Systems Act, (Act No. 32) of 2000 to deal with the strategic planning of the municipality. • The forum is made up of various stakeholders to discuss and prioritize development programmes and projects from national and provincial government, district as well as local municipality.

Established Structures

To further enhance public participation and deepening democracy, the municipality has established various structures to raise and device amicable solutions to deal with social ills affecting the society. The structures are Disability Forum, NGOs Forum, Pastors Forum, Men's Forum and Gender Forum.

3.6.4 Public Participation (Communications Strategy)

As clearly asserted in the sections of the MSA section 17(2), Umzumbe Municipality has a clear public participation strategy as well as a Communication Strategy. Both strategies seek to address the accountability. As a process of public participation IDP & Budget road shows were conducted in the 3rd quarter of the financial cycle. These initiatives gave communities a platform to raise their needs as well as their suggestions to the municipality. Mayoral Izimbizos were the vehicle in communicating progress on what has been promised by the council during its budget road shows. The ward committee functionality gave the municipality to advance and process community needs.

The municipality has, however, managed to establish fully functional public participation structures. The Ward Committees are functioning in all the Wards; CDWs continue to play a very supportive role to Ward Committees; IDP Representative Forum is fully functional; mayoral izimbizo and IDP roadshows are proving to be effective.

The municipality develops a clear process plan at the beginning of each financial year to outline steps dealing with IDP and Budget matters, and it also published on local newspapers and municipal website for comments. During the review of the IDP, a draft IDP is taken to public for comments and placed in strategic areas within the municipality area of jurisdiction, for members of community to comment and make meaningful contributions.

Once a month ward committee's meetings are held to discuss developmental issues. On a quarterly base IDP Rep Forums are held which are attended by various stakeholders.

The Office of the Speaker co-ordinates public participation meetings of communities and those of Ward Committees meetings are also held regularly to deliberate on developmental matters of the municipality as well as ensuring proper reporting. The public participation policy has been reviewed and awaiting final adoption by council.

Over and above these, our municipality has developed and recently reviewed all ward based plans that resemble the formulation of the IDP in its strategic nature, this is to create about ownership and understanding from the grass route levels.

Ward Based Plans

The speaker's office further assists in the ward based planning process whereby they visit each ward and develop ward based plans which consist of a vision, objectives and strategies that align to the municipalities vision. There are a total of 20 wards within the Umzumbe municipal area and they all have developed ward based plans. 19 of the wards plans get reviewed annually whilst the new ward, ward 20, started the process all together. The issue that are identified in the ward based plans are catered for in the IDP many of which have similarities such as roads, housing, skills development and job creation. Projects have been identified and documented which address the challenges brought forward by the community.

3.6.5 Council Adoption of Municipal Policies

For the 2016/2017 financial year the municipality has committed to ensure that the following policies are adopted so as to beef up internal controls:

- Human Resources Practices
- Skills Development and *Training Plan*
- Development of Occupational Health and Safety Plan.
- Chronic illness policy to be developed.
- Wellness Policy to be also developed.
- Furniture Policy
- Subsistence and Travelling Policy
- Registration Fee Policy
- In-service Training Policy
- Development of the Workplace Skills Plan
- Develop the ICT Management Framework and Portfolio Management Framework (as per Circular 6 of 2015).
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3.6.6 Council Adopted By-Laws

Municipal by-laws are public regulatory laws which apply in a certain area. The main difference between a by-law and a law passed by a national/federal or regional/state body is that a bylaw is made by a non-sovereign body, which derives its authority from another governing body, and can only be made on a limited range of matters. A local municipal gets its power to pass laws through a law of the national or regional government which specifies what things the town or city may regulate through bylaws. It is therefore a form of delegated legislation.

Within its jurisdiction and specific to those areas mandated by the higher body, a municipal by-law is no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a criminal offence for breach of a bylaw. The municipality has SPLUMA By-Laws in place, were adopted and have been gazetted. The building control bylaws are currently at draft stage and will be adopted and gazetted.

3.6.7 Good Governance and Public Participation Swot Analysis

Strength	Weaknesses
<ul style="list-style-type: none"> • Participation in the IGR structures (Minmec, MM's Forum, CFO, Planners etc.) • Strong political and administrative oversight (Council, EXCO, Portfolio Committee). • Well established and constituted portfolio committees. • Developed rooster to ensure regular sitting of portfolio committees and council. 	<ul style="list-style-type: none"> • Insufficient budget to roll-out programmes and projects identified during public participation • Insufficient monitoring tools of the developed policies • Lack of capacity to develop by-laws • Coordination of planning with sector departments • Inability to review policies timeously

<ul style="list-style-type: none"> • Ability to roll-out national and provincial programmes. • Functionality of audit committees and oversight structures (MPAC, Audit Committee, Internal Audit, PMS). • Availability of Bid Committees. • Established public participation mechanism. • Capacity to develop and review policies in-house. • Attendance of Amakhosi within the Council 	
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Collaboration between political and administrative leadership, and civil society deepens democracy • Established public participation mechanisms create a conducive environment for collaborative and communicative planning. • The rolling out of national and provincial programmes provide opportunities to address some of the social ills and eradicate absolute poverty. • Job opportunities are also being created by programmes like CWP, EPWP. • Participation in the structures as IGR and Operation Sukhuma Sakhe provide better solutions to fast-track the delivery of basic services to the poor. • Developed by-laws promote good governance, have a potential to attract investment, and create job opportunities. 	<ul style="list-style-type: none"> • Community needs outstrip municipal budget (high backlog) • Poor participation of sector departments • High illiteracy rate within the municipality poses a serious challenge to public participation. • Poor accessibility to some of the municipal areas

3.6.8 Key Challenges

- Insufficient budget to roll-out programmes and projects identified during public participation
- Insufficient monitoring tools of the developed policies
- Lack of capacity to develop by-laws
- Coordination of planning with sector departments
- Non-regular sitting and reporting of ward committee structures
- Inability to review policies timeously

- Community needs outstrip municipal budget (high backlog)
- Insufficient participation of Amakhosi in the municipal affairs
- Poor participation of sector departments
- High illiteracy rate within the municipality poses a serious challenge to public participation.
- Poor accessibility to some of the municipal areas

3.7 KPA 6: Cross Cutting Interventions (Spatial Analysis, Environment Management and Disaster Management)

3.7.1 Development Planning

Strategic Planning

As asserted in section 23(1) of the MSA, Umzumbe Municipality has a clear objective to ensure the undertaking of a developmentally- oriented planning, as set out in section 152 and 153 of the Constitution. The development of the IDP took into consideration the international, national, provincial, and district policy imperatives. The municipality is currently developing the draft 2017/18 and the new five year IDP of which the final document will be adopted by the end of June 2017. Section 34 of the MSA further requires that a municipal council review its integrated development plan annually.

The transformation of South Africa put more responsibility to local government to respond to the needs of the communities, which then led to the guiding principles contained in the white paper on the “Transformation of the Public Service” (1995) in-conjunction to the “Batho Pele” white paper. This has informed the MSA of 2000 of which chapter 6 determines that municipalities will have a performance management system to promote a culture of performance management amongst political structures, political office bearers, councilors and administration. The performance management system must ensure that the municipality administers its affairs in an economical, effective, efficient and accountable manner (Thobejane: 2010).

The Umzumbe municipality prides itself with having a fully functional PMS which is also in compliance with Chapter 6 of the Municipal Systems Act No 32 of 2000. The PMS policy for the municipality has been adopted by the council and the performance indicators are in line with the IDP and SDBIP. Quarterly reviews are held successfully and the preparation of the annual report is done within the required timeframes.

Spatial Planning

In terms of Section 26 (e) of the MSA, states that an Integrated Development Plan must reflect a Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality. The Spatial Development Framework is a legal requirement as set out in the Spatial Planning and Land Use Management Act (Act No.16 of 2013). The SDF gives effect to the vision, strategies, goals and objectives of the municipality serving as an instrument which will guide development and inform planning, land use management and spatial decision making within the municipality. The SDF takes into consideration provincial and national planning strategies and development principles further aligning with neighbouring municipalities resulting in wall to wall schemes. The Umzumbe Municipality Spatial Development Framework will be adopted simultaneously with the Integrated Development Plan in May 2017.

The Provincial Growth and Development Strategy for KwaZulu-Natal, classifies the Umzumbe area, and more specifically the St Faiths area, as a quaternary node. These nodes should provide service to the local economy and community needs. In addition, it is also identified as a priority intervention area, where short- term concentration and coordination of public interventions are required.

This means that the area requires social, economic and agricultural investment as identified in the Provincial SDF as being an area of agricultural investments. Furthermore, the municipal area is classified as an area that requires social investment and service delivery of which can be attributed to the rural character of the area. In addition, a large portion is classified as an agricultural investment area, with the coastal area as an economic support area. An important secondary corridor connects St Faiths to Ixopo in the north and Port Shepstone in the southeast. The coastal area is also connected to economic hub of eThekweni on the north, via a primary corridor (N2).

Land Use Management

The recently promulgated Spatial Planning and Land Use Management Act (Act No. 16) of 2013 and the KwaZulu-Natal Planning & Development Act (Act No. 6) of 2008 require that all municipalities adopt a wall-to-wall scheme of its entire municipal jurisdiction and align with the municipal Spatial Development Framework. As part of SPLUMA implementation, Umzumbe Local Municipality has developed and adopted the wall-to-wall scheme.

The SPLUMA requires that municipality's form Municipal Planning Tribunals to facilitate as a decision making body's on land use applications and appeals made on the application. The Municipality has entered into an agreement to establish a joint municipal Planning Tribunal with Umdoni Local Municipality. The Municipal Planning Tribunal Members were appointed and the tribunal is operational. It is also worth noting that the municipalities still face challenges with recruiting the relevant professionals who are supposed to sit on the tribunal in terms of the Regulations and the Act.

3.7.2 Disaster Management

The Disaster Management Section has been able to accomplish most of the tasks set out to do in the financial year. The accomplishments are progressive and give direction to the section with projections of a section that has a great potential to establish itself as a unit. Programs that were implemented this year were more into the community involvement in issues of Disaster Management e.g. identification of risks that render our communities vulnerable to disasters, awareness campaigns on identified risks like fires, strengthening the volunteer program, etc. To follow are the programs and projects that were implemented, successes and challenges met and how those were approached and dealt with.

Risk Assessment

Risk Profile of the Umzumbe Local Municipality

The following disaster risks were identified during a risk assessment process conducted throughout the Umzumbe municipality in 2007/2008:

Risks requiring risk reduction plans

- Fire
- Severe weather (Floods, Drought, Wind storms)

- Hazardous accidents

Risks requiring preparedness plans

- Fire
- Drought
- Floods
- Snow
- Hazardous Material Accidents
- Diseases such as: HIV / Aids; TB; Cholera

Priority risks

- Fire
- Flood
- Severe Weather (Snow, Tornado)
- Hazardous Materials Incidents (especially road accidents)

The above lists exhibit the types of disasters that might occur within the area of the Umzumbe Local Municipality and their possible effects. The communities at risk can be derived from the risk lists, and are also shown in the risk assessment that was conducted for the area. The detailed risk analysis and risk descriptions are provided in the risk assessment annexure.

RISK REDUCTION AND PREVENTION

The risk reduction plans outlined in this document and its annexures which are implementable must be considered for inclusion within the IDP projects of the municipality and if included must be budgeted for in terms of the operating and capital budgets of the municipality.

Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project.

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

It is anticipated that many projects will need to be executed on a partnership level, and in such cases the department of the municipality responsible for service delivery partnerships should take the lead with support from the Umzumbe Disaster Management team.

RISK REDUCTION CAPACITY FOR THE UMZUMBE LOCAL MUNICIPALITY

The organizational structure for risk reduction within the municipality includes Umzumbe Local Management, the Disaster Management Advisory Forum (when established), the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments the district disaster management, District disaster management, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality, with every member of personnel and every resource should also be committed to disaster risk reduction. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction.

RESPONSE AND RECOVERY

Preparedness plans

Preparedness plans have been compiled through a participative process and have not been vetted in terms of practical execution.

Preparedness capacity for the Umzumbe Local Municipality

The organizational structure for preparedness within the municipality includes Umzumbe Disaster Management, the Disaster Management Advisory Forum (when established) , the Interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Umzumbe Emergency Control Group (when established).

The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. The Umzumbe Emergency Control Group is responsible for the operational procedures associated with day-to-day operational response to emergencies by municipal departments. The Umzumbe Emergency Control Group and the Umzumbe Interdepartmental Disaster Management Committee are jointly responsible for the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the municipality.

Response and recovery

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.

The Disaster Management section has been capacitated with the appointment of the 2 Fire Fighters, with a further 5 appointments under the graduate programme.

Disaster Management Projects

Due to natural disasters and nature of roads the municipality is obliged to implement programmes to rehabilitate roads and bridges affected by natural disasters. The table below comprises of roads which are undergoing rehabilitation, 2015/16 financial year.

Road Names	Kilometers
Makhwqa access road	1 km
Guqhuka access road	1.5 km
Manonka Bridge	Completed
Guquka Bridge	Procurement stage
Magistrate access road	1.5 km

3.7.3 Environmental Analysis

Environmental sensitivity is a measure of how easy it is to inflict damage on a particular area or produce serious consequences from actions on a limited scale. The inherent sensitivity (potential) of a resource is its ability to sustain the ecological goods and services it provides and/or whether the resource has the ability to absorb more change/impact. Sensitivity informs the opportunities and constraints for development. For example, low sensitivity presents high development potential or high sensitivity presents low development potential.

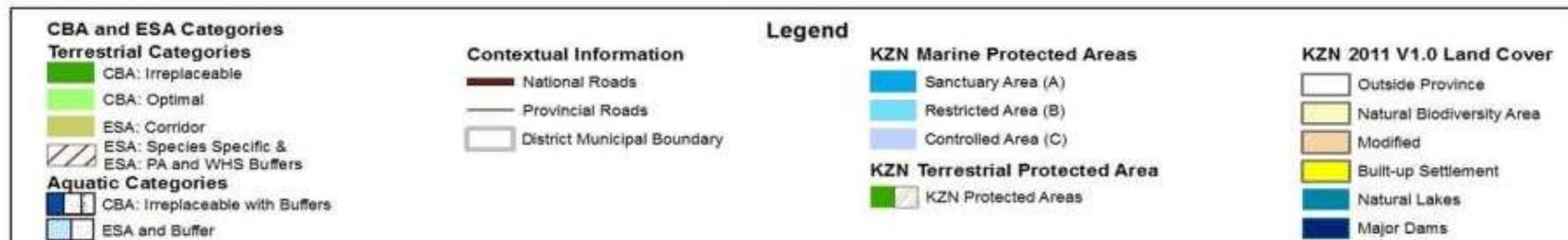
All the remaining rivers in Umzumbe as well as the land and the smaller stream networks in their sub-quaternary catchments are also sensitive to change, albeit to varying degrees. They have all been identified as national priorities for conserving South Africa's freshwater ecosystems and supporting sustainable use of water resources.

Terrestrial Biodiversity Priorities

The status of vegetation types informs the spatial delineation of priorities for conservation. For example, the grassland biome, which is represented by three grassland vegetation types, has been classified nationally as 'critically endangered', while the forests occurring in Umzumbe have been classified as 'endangered'. Most of the remaining vegetation in the area has been classified as 'vulnerable' to extinction.

The map below illustrates priorities for conserving within Ugu District terrestrial biodiversity from Ezemvelo KZN Wildlife. These priorities are known as Critical Biodiversity Areas (CBAs)

Map: Critical Biodiversity Areas



Critically endangered vegetation types occur in areas that have been identified by the previous Umzumbe SDF for agricultural development, land reform and town establishment.

Considering the low development potential in the area, it is likely that development in Umzumbe will have significant adverse impacts on biodiversity. This is a strategic conflict that, if not resolved, will secure “unsustainability” or “weak sustainability” in Umzumbe.

Bio-Diversity Corridors

The spatial distribution of environmental bio-diversity areas of significance is considered vital to provide the spatial framework for future spatial development planning, particularly indicating those areas where development needs to be avoided or at best, carefully managed. This spatial structuring principle focuses on conserving the core biodiversity areas (wetlands, flood plains, steep slopes and special sensitive bio-diversity areas) where no development should take place and emphasizes importance of the biodiversity corridors (buffer areas) which should link those core areas together. These assets perform a substantial and significant role in conserving biodiversity as well protecting the quality of life of the residents of Umzumbe.

Biodiversity Management

The Biodiversity Management Strategy for the area will seek to achieve the following outcomes:

- Reduction in the rate of ecosystem and species extinction in Umzumbe.
- Biodiversity assets are protected to secure a sustained supply of ecosystem goods and services over time.
- The ability to secure the ecosystem goods and services upon which future communities must build their livelihoods will require short-term responses. This is challenging in a “pro poor” policy environment where an eco-centric approach to development is neither applicable nor achievable.
- However, there are limits to change and the reality is that Umzumbe contains vast areas of critically endangered, endangered and vulnerable ecosystems, which need some level of protection. These areas represent the key strategic development conflict of the SDF and it will require responses to satisfy national policy priorities. The following activities should be strengthened:
 - Participation in the National Protected Area Expansion Strategy with a focus on the area adjacent to the UMzimkhulu River
 - More detailed spatial linkage plans for core areas where critical biodiversity areas occur.
 - Applying appropriately restrictive zoning categories for ecologically important areas
 - Adhering to regulatory requirements (i.e. NEMA Listing Notice 3) for development that is proposed within critical biodiversity areas
- There may be opportunities in this situation in that the municipality can harness benefits presented by threatened ecosystems for local economic development, for example:

- Accessing national and provincial intervention programmes to implement IDP projects with biodiversity benefits, linked to management of threatened ecosystems (such as clearing of invasive aliens through Working for Water, or other forms of rehabilitation (e.g. through Working for Wetlands, Land Care, Coast Care etc.).

Hydrology

The Umzumbe Municipal Area falls within the Mvoti to Mzimkulu Water Management Area (WMA 11). The drainage patterns in the area follow the topography. The area comprises two primary water catchments. The south western parts of the area are drained by the Mzimkhulu River and its tributaries. The eastern portion is drained by a network of primary rivers and their tributaries, including the Mhlabatshane River, the KwaMalukaka- Mzumbe River, the Mzimayi/Mfazazana River, and the QulaMtwalume-uMgeni Rivers, which drains excess water towards the coast.

Runoff fed directly or indirectly by precipitation continuously carves and forms the features in the landscape. It creates different moisture environments, which in turn give rise to different plant habitats. These formative processes and their effects on the landscape must be taken into account in spatial planning.

The “KZN High Water Yield Zone” indicated on the map is an important sub-quaternary catchment where mean annual runoff is at least three times more than the average for the related primary catchment. It is also a freshwater ecosystem priority area

Air Quality

The quality of the air in Umzumbe is good. This can be ascribed to the rural nature of the area, with low densities of motor vehicles and no heavy industries that can contribute to a marked decrease in air quality. Air pollution is most likely to be associated with the burning of sugar cane, fuel wood and fugitive dust emissions generated from unpaved roads.

Coastal Management

This strategic overlay zone incorporates the quaternary catchment boundaries of the four main rivers and estuaries in the coastal strip.

It is an area with high resource sensitivity and high development pressure with the likelihood of potential development conflict. The main concern in this zone is the potential impact of the SDF proposal to develop Turton as a centre for the coordination of development within Umzumbe and the expectation to utilize this area for coastal tourism. The receiving environment contains sensitive environmental attributes and is subject to unsustainable land use practices. It is also an area of high flood risk that may affect people and the environment. More detailed spatial planning is required for this area.

People in Umzumbe use the coastal environment for fishing, harvesting of marine animals and plants, and recreation. The municipality also identified the coast as a potential opportunity for promoting tourism. This resource must therefore be protected from harm in order to ensure that continued use of these resources can be guaranteed over time.

An integrated coastal management approach means that the following features should be reflected spatially in the SDF and must be used to inform the desired patterns of land use.

The Coastal Management Strategy for Umzumbe should seek to achieve the following:

- Turton is an environmentally sustainable coastal settlement with resilient communities and a healthy marine and coastal environment that sustains tourism and sustainable livelihoods.
- Management of the small stretch of coastline in Umzumbe must receive priority in planning and development due to its inherent environmental sensitivity, vulnerability to coastal erosion and the extent of development pressure. An integrated coastal management approach in this area is required which gives attention to the following activities:
- Detailed spatial planning to delineate coastal features to be protected such as coastal public property, the coastal protection zone, coastal access land, estuaries and critical biodiversity areas.
- Strategies to influence the land allocation system.

Climate Change

This policy relates to the sustainability issues that have emerged from the SDF process, as it relates to and impacts on climate change. Umzumbe is an area that is highly sensitive and vulnerable to climate change, due to the high degree of natural variability in climate, and regular climate extreme events that are already affecting the inhabitants of Umzumbe negatively.

The high levels and densities of poverty in Umzumbe in combination with the existing levels of degradation and the flood hazard record constitute a high level of sensitivity and vulnerability for the resource-poor people in the area.

In an attempt to mitigate the effect of climate change and the vulnerability of the people of Umzumbe, the following actions are required:

- Delineate and map areas with high flood risk;
- Develop a risk reduction strategy that is aimed at relocating settlements that reside in high flood risk areas;
- Relocating settlements that reside in floodplain areas;
- Empowering traditional leaders in respect of the consequences of allocating land for settlements in flood risk areas;
- Prohibit development of land on steep slopes –specifically areas steeper than 1:3;
- Prohibit development where the land is in the opinion of the Municipality otherwise affected by virtue of soil instability, liability to flooding, inaccessibility or topography; Coastal erosion must be avoided and managed.

Strategic Environmental Assessment

A Strategic Environmental Assessment (SEA) was undertaken as part of the Umzumbe Spatial Development Framework (SDF) in order to give effect to the Municipal Planning and Performance Regulations

(2001) that requires inter alia that, furthermore the Environmental Section within our municipality with the assistance of the Department of Environmental Affairs are currently working on an Environmental Management Framework (EMF) for the entire jurisdiction of the municipal boundary.

“A spatial development framework reflected in a municipality’s integrated development plan must contain a strategic assessment of the environmental impact of the spatial development framework”.

The primary reason for this legal requirement is to give effect to Chapter 5 of the National Environmental Management Act (1998) which deals with Integrated Environmental Management (IEM). The purpose of the Umzumbe SEA was therefore to integrate the objective of IEM into the process of developing the Umzumbe SDF and into the hierarchy of decisions which may follow the SDF in order to ensure that all future actions and activities in the municipal area promote sustainability.

The primary purpose of this section is to evaluate the sustainability of the SDF as required by the project terms of reference. The aim of the evaluation is to confirm that the SDF is compliant with the MSA Regulations as indicted above and that it contributes positively towards sustainability in the institutional, economic, social and ecological dimensions across sectors. As such the report contains the following information to strengthen the draft SDF:

- A summary of the process that was followed to integrate the objective of IEM into the SDF;
- A sustainability framework which forms part of the SDF;
- A spatial environmental framework; and
- An implementation framework.

3.7.4 Spatial and Environmental Trends Analysis

Factors dictating and directing spatial planning in Umzumbe all, basically, relates to the rural nature of the area and the fact that the majority of the municipal area are Traditional Authority land. Rural settlements have different dynamics, which has certain implications for spatial planning that is ignored easily by high-level development plans and IDP’s. It is imperative that the Umzumbe SDF responds to the rural dynamics of the area, in order to make the SDF a functional and useful spatial planning tool.

Rural settlements have to respond to a range of factors including topographical features, access to natural resources, livelihood strategies, access to basic services and road infrastructure. With the current national government emphasis on rural development, and the mandatory introduction of land use schemes in rural areas in terms of the KZN PDA, it has become imperative to base spatial planning in these areas on informed understanding of spatial dynamics, trends and patterns. Also critical is the relationship between these settlements and other key structuring elements.

The above map illustrates Ugu District priorities for conserving South Africa’s terrestrial biodiversity. These priorities are known as Critical Biodiversity Areas (CBAs).

Critically endangered vegetation types occur in areas that have been identified by the previous Umzumbe SDF for agricultural development, land reform and town establishment.

Considering the low development potential in the area, it is likely that development in Umzumbe will have significant adverse impacts on biodiversity. This is a strategic conflict that, if not resolved, will secure “unsustainability” or “weak sustainability” in Umzumbe.

The tables below indicate the number and status of environmental triggering projects that are undergoing or/and Authorized EIA applications in order to minimize the impact these project will have on the environment.

Inland Aquatic Ecosystems

Freshwater ecosystems refer to all inland water bodies whether fresh or saline, including rivers, lakes, wetlands, subsurface waters and estuaries. Inland waters are a resource under threat in South Africa.

All the rivers within the municipal jurisdiction area have been identified as national priorities for conserving South Africa's freshwater ecosystems and supporting sustainable use of water resources. These priorities are known as Freshwater Ecosystem Priority Areas or FEPAs and they were identified for each Water Management Area in the country based on a range of criteria dealing with the maintenance of key ecological processes and the conservation of ecosystem types and species associated with rivers, wetlands and estuaries¹.

The Mzimkhulu River is classified as a "free-flowing flagship river" which means it flows undisturbed from its source to the confluence with a larger river or to the sea. It is identified as one of the 19 national flagship rivers and should receive top priority for retaining their free-flowing character. The shading of the sub-quaternary catchment indicates that the surrounding land and smaller stream network need to be managed in a way that maintains the good condition of the river reach.

The Mhlabatshane River is classified as a "free-flowing river" – a river without dams and which flows undisturbed from its source to the confluence with a larger river or to the sea. The shading of the sub-quaternary catchment denoting "upstream management area" indicates that human activities need to be managed to prevent degradation of downstream river FEPAs and Fish Support Areas.

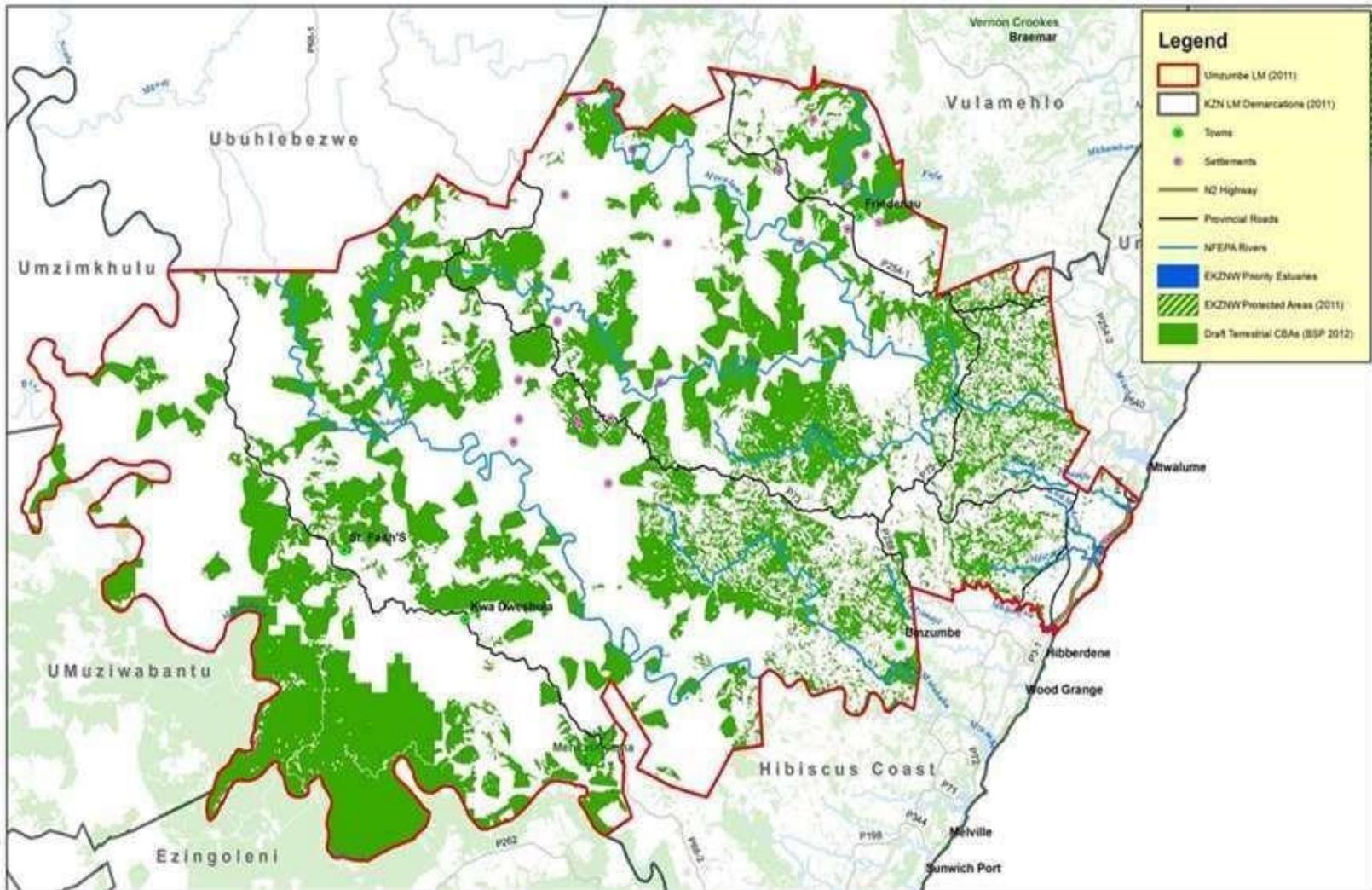
The other rivers in the area are "non-free flowing rivers". Although natural water flow has been influenced in these rivers, the darker green shading of the sub-quaternary catchment indicates that the surrounding land need to be managed to avoid further disruption of ecological functioning which may have serious knock-on effects for the downstream river reaches and users.

There are four estuaries that depend directly on the primary drainage systems, and which have been identified as priority estuaries in KZN. These estuaries are:

- Mnamfu;
- KwaMakosi;
- Mfazazana; and
- Mhlungwa.

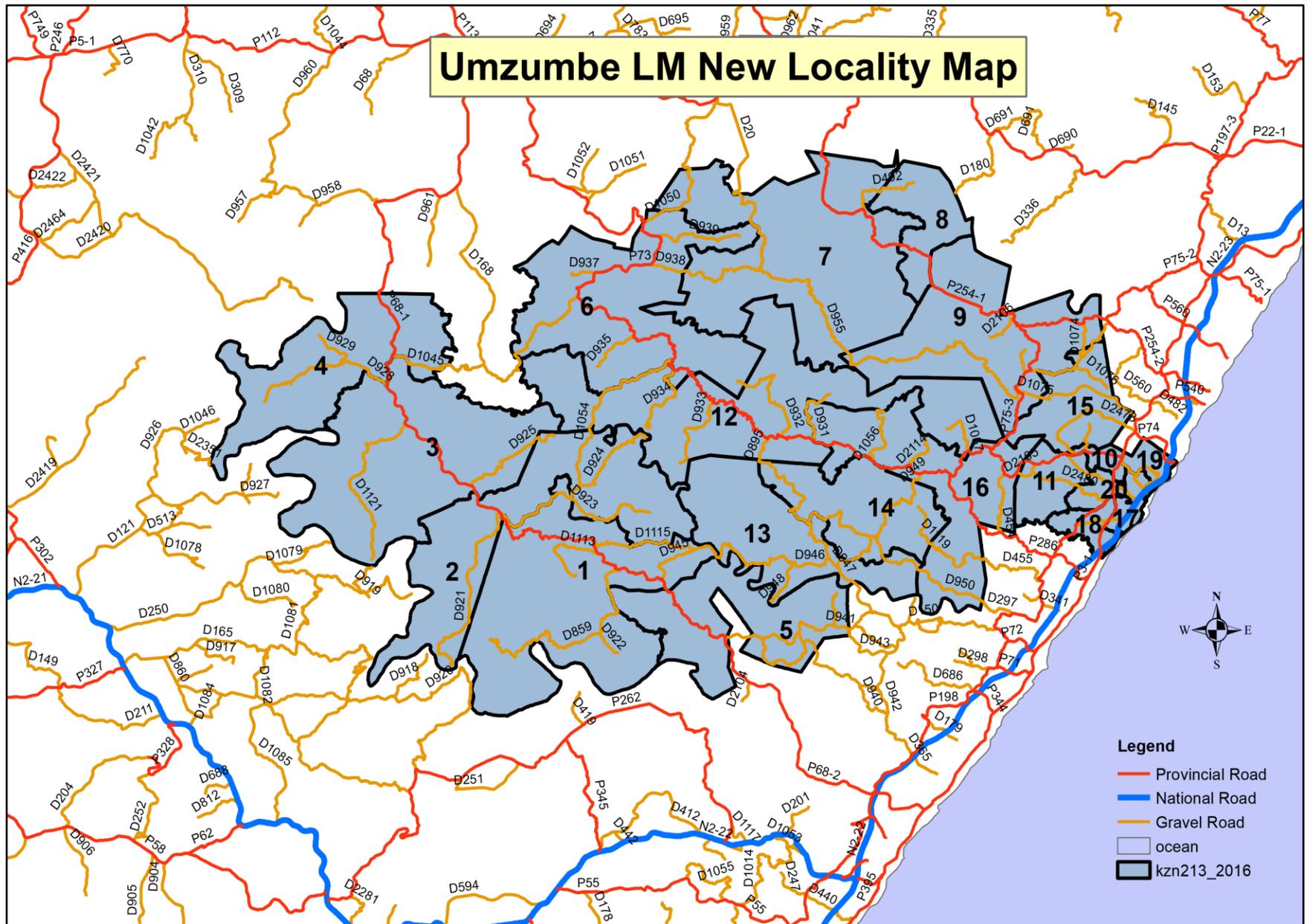
Land use activities in the catchments must therefore be carefully managed to maintain the water requirements of these downstream ecosystems.

Wetlands are associated with low-lying and higher rainfall areas. These same areas are generally preferred for development. However, wetlands and their ecological linkages must be protected from adverse impacts and a "no-net loss policy" applies in KwaZulu-Natal. In other words, all wetlands must be protected from development to safeguard the functions they provide in terms of water supply, water quality and biodiversity habitat.

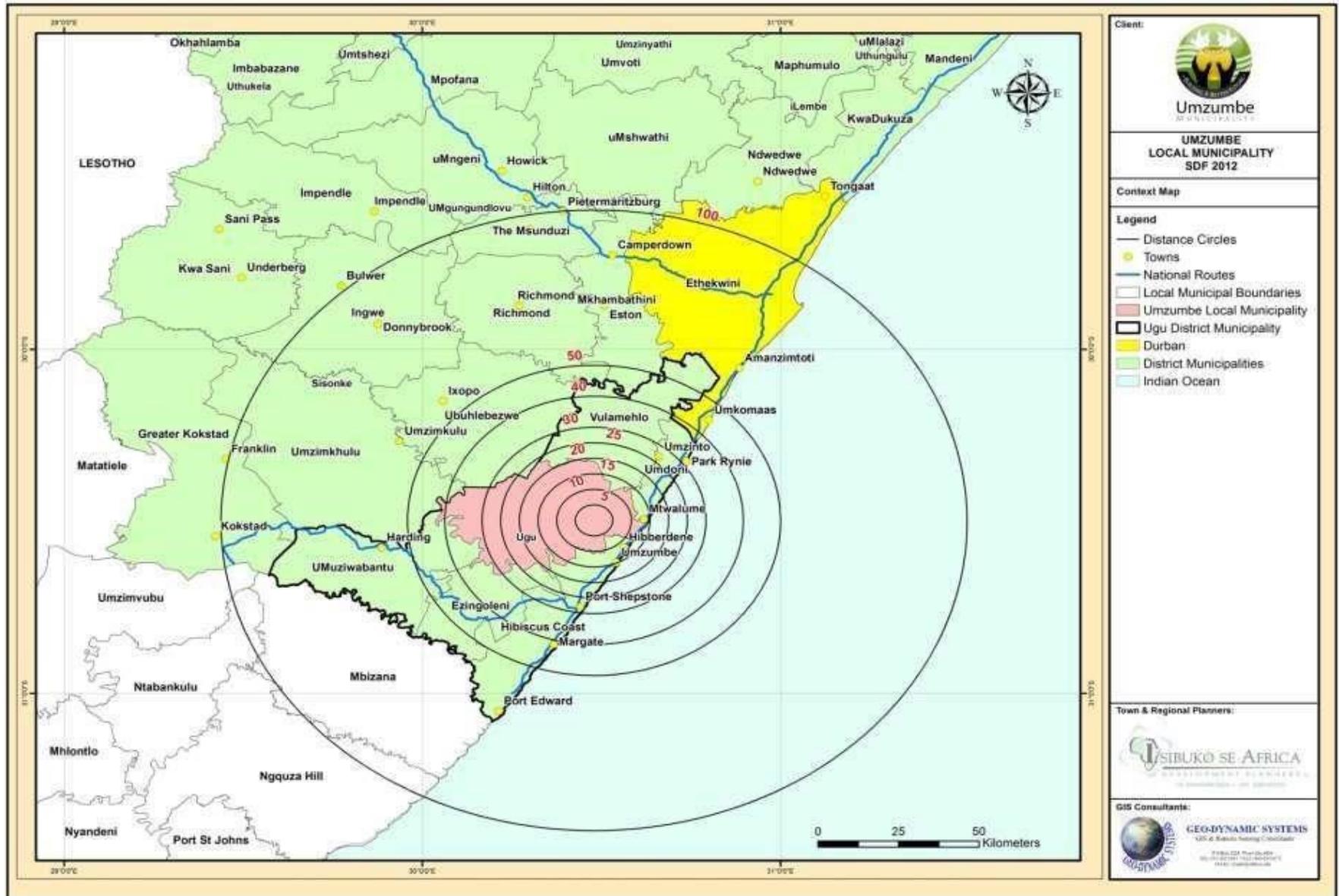


Map2: Terrestrial biodiversity priority areas

Source: Umzumbe SDF, 2012



Map: Umzumbe Context map

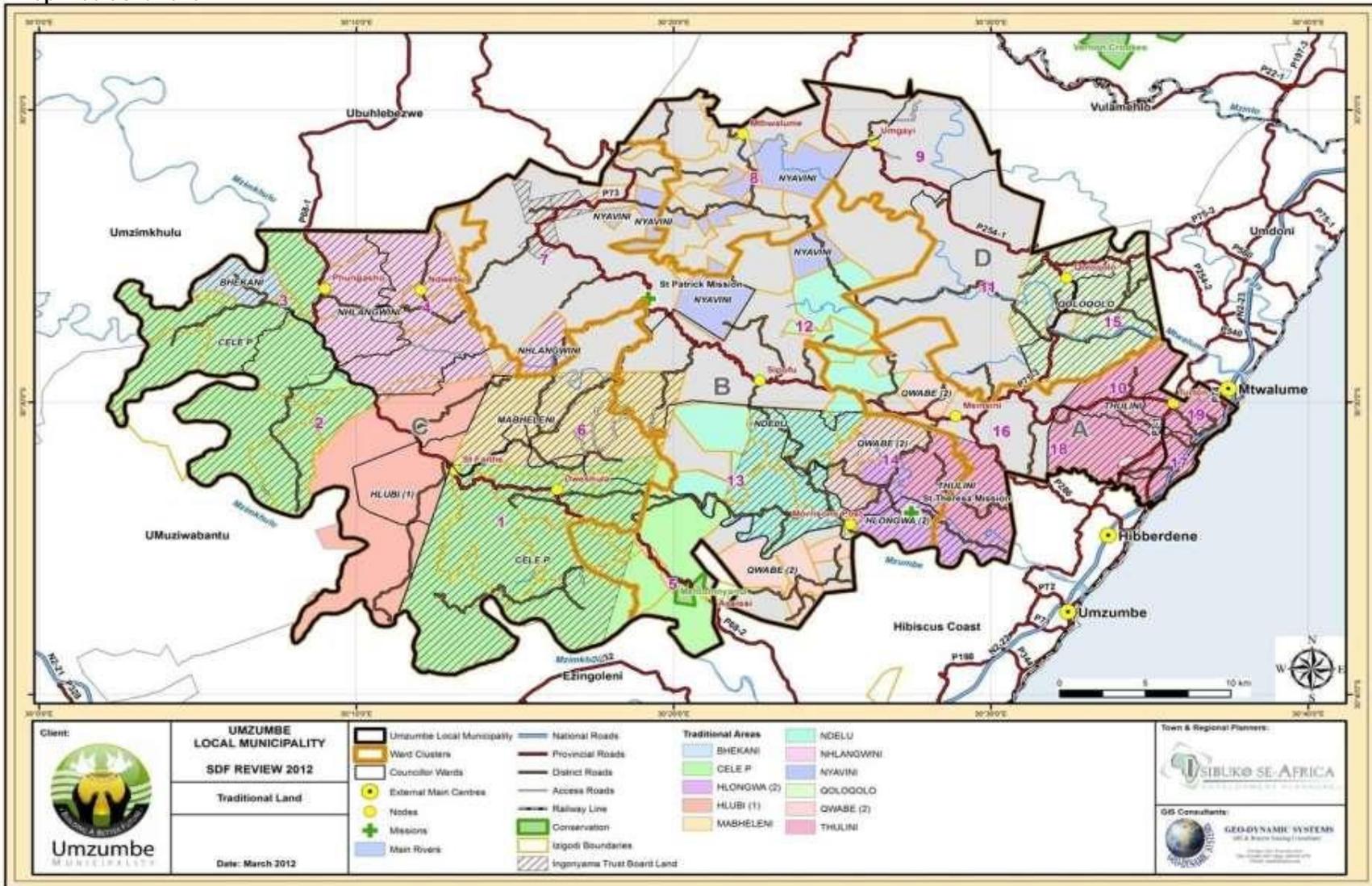


Administrative Entities

Umzumbe municipality is covered predominantly by Ingonyama Trust Land occupied by members of 16 traditional authorities (refer to Traditional Land map below), however Nhlanguwini T/A according to the new demarcations will now be lost to Ubuhlebezwe LM. The traditional authorities are as follows:

- Bhekani Traditional Authority which accounts for 898.27ha of the municipal area.
- Cele P Traditional Authority which accounts for 26910.78 ha of the municipal area.
- Hlongwa Traditional Authority which accounts for 2306.61 ha of the municipal area.
- Hlubi Traditional Authority which accounts for 7800.56 ha of the municipal area.
- Mabheleni Traditional Authority which accounts for 5770.58 ha of the municipal area.
- Ndelu Traditional Authority which accounts for 8653.95ha of the municipal area.
- *Nhlanguwini Traditional Authority which accounts for 8140.30 ha of the municipal area.*
- Nyavini Traditional Authority which accounts for 4366.12ha of the municipal area.
- Qoloqolo Traditional Authority which accounts for 5327.50ha of the municipal area.
- Qwabe Traditional Authority which accounts for 3893.48ha of the municipal area.
- Thulini Traditional Authority which accounts for 8104.45ha of the municipal area.
- Dunge Traditional Authority
- Nyavini Traditional Authority
- Bombo Traditional Authority
- Cele K Traditional Council
- Dungeni Traditional Authority

Map: Traditional land



Existing Nodes and Corridors

The municipality has a predominant rural nature with no formal established towns. The Mtwalume/Turton area, located along the coastal strip, has a high concentration of settlements.

It presents the largest settlement agglomeration / cluster within the Umzumbe spatial landscape.

This area is located in the eastern border of the municipality, and not centrally located as to provide easy access to surrounding communities. Funding has been received from the Department of Co-operative Government and Traditional Affairs (COGTA) to formalize and develop this node.

Corridor-type development is characterized by intense bands of high density development and settlements, which tends to concentrate at points of high accessibility and along public transportation routes, where residential, commercial, institutional and recreational activities occur in close proximity. Corridor development is associated with a system of transport facilities on key routes that work together as an integrated system to facilitate ease of movement.

Each route tends to exhibit a different function, with some routes combining route functionality in terms of accessibility and mobility. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation.

This approach will improve access to opportunities, and integrate communities with service provision, while also fulfilling a range of economic and social needs.

Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centers, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first.

Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner

Major Development Corridors around Umzumbe is the N2 which is a national/provincial road forming a link between KwaZulu-Natal right through to the Eastern Cape as identified in the PGDS and the NDP. At a provincial level, the corridor is largely a movement corridor between the dominant urban cores of Durban and Port Shepstone. It brings limited development prospects into the municipal area due to its character as a limited access road, its length (2km) and location (along the eastern boundary), except in Umthwalume and Hibberdene where it joins with the regional routes.

Development along the N2 Development Corridor is subject to the rules and regulations of the South African National Roads Agency (SANRAL). The N2 is a national limited access and high speed public transport route. As such, direct access onto this road is limited to the existing interchanges. In view of the short distance between the two, it is not highly unlikely nor is it desirable to introduce a new interchange in Umzumbe. Nevertheless, the strip of land along the N2 provides an opportunity for mixed land use development with access obtained from the regional roads. A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that encroach onto the buffer areas.

The R102 is a provincial tourism corridor that runs along the N2 in a north-south direction. It is the main tourism route in the south coast and links various small tourism towns. The short strip that runs through

Umzumbe provides an opportunity to integrate Umzumbe into this tourism route with Turton serving as a gateway into rural parts of Umzumbe. As such, tourism related developments should be promoted along this corridor.

The nature of development along this corridor should provide for the road to serve as an alternative mobility route to the N2, and a coastal tourism route. As such, where ribbon development occurs, a service road should also be provided with direct access off the road provided only at key intervals of at least 300m. R102 is one of the two major roads that run through MaThulini Traditional Council Area. Settlement densities are higher where it intersects with P73 thus making it one of the major structuring element at this level. Turton node is also located at this point.

P68 runs along the southern and western part of Umzumbe, and serves as the main access to settlements located within Bhekani, Nhlanguwini, Cele P, Hlubi and Mabheleni traditional council areas. It serves the largest number of communities, and is identified in the PDGS as a tertiary development corridor, and a link road between Ixopo and Port Shepstone. P68 will assume the character of a development corridor with high (by rural standards) density settlements occurring along the road and the associated service centres in strategic locations. These include Phungashe, St Faiths, Dweshula and Assisi. The road has been upgraded and tarred. This infrastructure investment has augmented the potential of this corridor and is expected to unlock economic opportunities.

P73 runs in an south-east to north-west direction from Turton in the south-east up to Nyavini Traditional Council area in the north. It runs through Msinsini, Sipofu and St Patricks Mission and serves as the major arterial road providing access to traditional council areas such Ndelu, Qwabe, Thulini and Nyavini. A significant portion of the road runs through privately owned sugar cane and forestry plantations thus establishing this as a largely agricultural corridor. It plays a major role in terms of the movement of produce from these plantations to their market. The road also runs through the deep and remote picturesque parts of Umzumbe. The upgrading and tarring of this road has improved access to the remote parts of Umzumbe and will unlock economic opportunities in the inland. It will facilitate the realisation of the potential of this road as a development corridor. The P73 is also partially identified as a mixed use activity corridor in Turton area, where greater densities and land use intensities are experienced.

P254 secondary corridor runs along the eastern part of Umzumbe in a south-north direction. It provides access to traditional council areas such as Nyavini and Qoloqolo. Umgayi and Qoloqolo Development Nodes are all located along this road. It also provides access to some remote parts of Umzumbe. It shares a number of features with P73 Corridor with relatively dense settlement occurring in Qoloqolo area and lesser densities as you move towards the northern parts of the municipality. The road plays an important role in terms of facilitating access to the agricultural areas in the north and linkages with the markets.

Tertiary corridors link development nodes with development nodes, local settlements to development nodes, and provide access to public and commercial facilities at a community level. A number of these are distributed throughout the municipal area and serve to knit together villages at a local level. Some of these roads are also in a substandard condition and require substantial upgrading. The key tertiary corridors include the following:

- D1054 – this road directly connects the nodes of St Faiths and St Patricks and also directly connects the P68 and P73 corridors.

- D1045 / D168 – these roads combine to link the P68 with the P73 and connect Phungashe with areas in Nyavini Traditional Council.
- D1115 / D946 / D949 – these roads combine to link Dweshula with Morrison’s Post and Msinsini
- D947 / D895 – these roads combine to link Siphofu and Morrison’s Post.
- D950 – this road links St Theresa mission with settlements on the southern parts of the municipality.
- D938 / D20 – the D938 road branches off from the P73 and links with the D20 to extend towards Mthwalume and beyond.

Nodal Developments

Umzumbe will facilitate and promote the clustering of a range of social services and economic opportunities. Activity nodes serve as points in the spatial system where potential access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement ties at central locations as means to improve access and restructure the existing spatial pattern and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system.

Turton is identified as a centre for the coordination of development within Umzumbe Municipality. It is located at the intersection of R102 and P73 corridors within Thulini Traditional Council area. It is developed with a range of public facilities including municipal offices, taxi rank, clinic, etc. In view of its location along a tourism corridor, Turton has potential to double up as a tourism node from which to explore one of the most scenic parts of deep rural KZN. It forms part of the district spatial systems and is identified in the district SDF as a secondary node or main economic hub. This is despite Turton not featuring in the provincial hierarchy of nodes. This node has administrative, social, and economic potential and is characterised by the concentration of different activities and services.

Phungashe is located along P68 in Nhangwini Traditional Council area. In addition to P68, at least four local access roads converge in Phungashe, emphasizing the centrality of this node. It is approximately 24km south of Highflats and is developed with a range of public and community facilities. These include a magistrate court, post office, government offices, etc. Its catchment area includes Nhangwini, Bhekani and Cele P Traditional Council areas and also areas within Ubuhlebezwe Municipality. Phungashe is already developed with a range of public facilities and attracts a large number of people from a wide catchment. Phungashe will be developed as a rural service centre for the western part of Umzumbe. Medium to higher order commercial, public and social facilities should be promoted in this area.

St Faiths is located along P68 approximately 40km south of Phungashe. Development in the area comprises of a police station, community hall, some rental accommodation, postal office, clinic, and local convenient shops. Its catchment area includes Hlubi, Mabheleni, and Cele P Traditional Council areas. Topography poses a major constraint to the future development of this node. However, this could be minimized through careful planning. Development of this area as a service centre will reinforce the role of P68 as a development corridor.

Qoloqolo is located in ward 9 within cluster D. It is located along the P254 secondary development corridor. The node should be developed as a service centre for the settlements that form part of Qoloqolo Traditional Council area. This includes the location of higher order services and public facilities

KwaDweshula is located along P68, approximately 35km north-west of Port Shepstone within Cele P traditional council area. It is located at the intersection of D1115. The node is located at a very winding part of P68 Corridor on steep slopes which limits the potential expansion of this node. There exists a bridge over the river right before the central node, which allows one vehicle to pass at a time.

The area is level around the central node (this is the area with the clinic, soccer field, schools). Steep slopes occur again towards the north. KwaDweshula is located within an area with generally low densities and has a small threshold. It is located between two nodes in the form of St Faiths and Assisi. KwaDweshula should be kept as a low order node with tertiary public facilities targeting the surrounding communities.

Assisi is located on the southern boundary of Umzumbe, along P68 approximately 20km North West of Port Shepstone. Although, the node is located in a sparsely settled area, it is identified as a potential node in recognition of its tourism potential. It has a rich heritage. The convent in the area was established in 1922, and has since been declared as a heritage site thus making Assisi one of the potential tourism nodes within Umzumbe. The mission was named in the honour of St. Francis from Italy.

Siphofu Node is located along P73 corridor in ward 12 within cluster B. The node is surrounded by small scattered and sparsely populated settlements, which limit the threshold for this node. As such, Siphofu should be developed as a tertiary node with low order services targeting the surrounding communities.

Mthwalume node is located on the northwestern tip of Umzumbe Municipality in ward 7 and cluster D. While Siphofu will serve the other part of cluster D, Mthwalume should be developed as a local service centre for the surrounding communities within Nyavini Traditional Council.

Umgayi node is located in ward 8 along P254 corridor. This node should be developed as a local service centre for the surrounding settlements most of which are located on privately owned land. It should also be able to service the surrounding agricultural activities. Realization of this ideal is dependent on the proposed upgrading of P254.

Msinsini is located within ward 16 in Cluster A. It is located along the P73 corridor, between Siphofu and Turton. The node features the Msinsini Police Station as one of the three police stations within the municipality. The node should develop as a local service centre providing a range of public and other facilities, targeting the immediate surrounding communities.

Land Cover and Broad Land Uses

Umzumbe covers approximately 1,221km² of land with approximately 1% only being semi-urban. It is predominantly a rural area with settlements patterns that are widely distributed in the landscape where most people make a subsistence living.

Socio-economic activities in the area are limited to commercial and emerging sugarcane farmers (7850ha), plantations (approximately 5496ha) and permanent orchards (banana and citrus,

approximately 46ha). Only 34% of the land area is transformed. The map below illustrate that most of the surface cover of the land remains in a natural state.

The terrain, soils and climate features combined, indicate land capability, which can be defined as “*the most intensive long-term use of land for rain-fed agriculture taking into account continuing limitations or hazards*”. This is illustrated in Ma

Different land uses affect the condition of the land and the functioning of associated ecosystems. There is a distinct pattern of land use activities concentrated in specific areas:

- Built up dense settlement primarily occurs on the coastal strip;
- Low density settlement is scattered across the landscape while the majority of the population congregates towards the coast;
- Commercial sugarcane and emerging farmers prevail in the east;
- Plantation in the north-east; and
- Natural open space dispersed in between the above land uses.

Changes in land use transform and degrade natural systems and impact directly on biodiversity through habitat loss. Associated human activities generate other pressures that should be maintained within limits, for example:

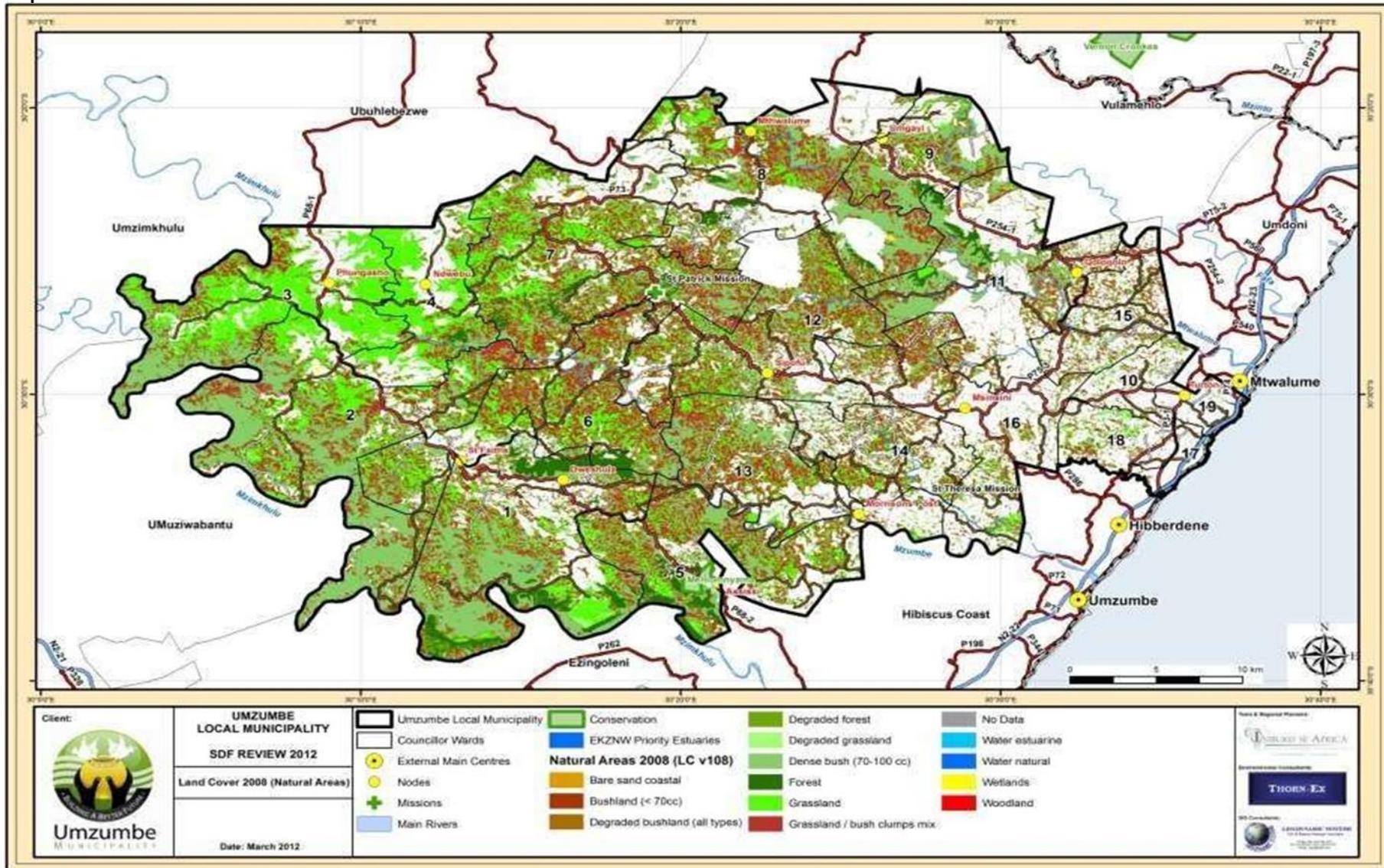
- Most settlements are associated with low-lying areas, which are also high rainfall areas. It exposes them to flood risks;
- The dense settlements on the coastal strip (Turton area) falls within the “KZN High Water Yield Zone”, placing pressures on downstream freshwater ecosystems (estuaries);
- Livestock and grazing practices degrades vegetation, accelerate soil erosion, influence sediment yields in the catchment and affect water quality;
- Subsistence lifestyles on marginal land place fragile ecosystems under pressure, and increase runoff due to vegetation clearing and soil compaction; and
- Inadequate access to sanitation infrastructure affects water quality.

Map displays existing agriculture with land capability. It is evident that the inhabitants of the area have optimized the capability of the land.

- Plantation forestry occurs on arable land (Class III). This area also falls within a high precipitation zone. This land use places pressure on stream flow and catchment yields.
- Commercial sugarcane fields are associated with low-lying areas, on non-arable land (Class VI) which is generally unsuited to cultivation. This area also yields high rainfall, which may explain its location in the landscape but it is likely that fertilizer inputs are high, and there will be pressures on downstream water quality. Most of the wetlands in the area are found in the sugarcane areas and they place pressures on riparian zones.
- Emerging sugarcane farmers are also associated with non-arable land adjacent to the main commercial sugarcane farmers.

- The arable land area that falls within Class III in the northwestern section of Umzumbe seems to be used for built-up dense settlements and low density settlements. These areas are likely to be under severe pressure.

Map: Land Cover



Agriculture

- **Land occupied by existing commercial agricultural practices is limited to certain areas in the eastern part of the municipality. Approximately 11% of land use in Umzumbe is existing commercial agriculture, while potential commercial agriculture represents 35%.**
- **Existing commercial agricultural practices in Umzumbe take on the form of timber plantations, cultivated, and irrigated commercial agricultural practices. Timber plantations cover approximately 5496ha of the land in Umzumbe, and is located northwest of the Umgayi area and to the south of Mthwalume.**
- **Cultivated and irrigated commercial agriculture cover an area of approximately 12 445ha and stretches from Qoloqolo in the north to the Msinsini area in the south. This mainly consists of sugar cane cultivation and bananas. Mainly private individuals or private companies own commercial agriculture practices.**

Land Ownership (to confirm with land claim)

The land ownership pattern reflects that the largest proportion of land is by traditional authorities. Other important landowners are private landowners and state owned land. Approximately 10% (12 652ha) of land ownership is unknown. A thorough land audit is in progress and will thus benefit the municipality. The main allocation per category of landownership is reflected as follows and is reflected in map:

- Traditional authorities – 75.4% (96 295ha), of which 47.5% is owned by the Ingonyama Trust.
- Land owned by the State accounts for 4.2% (5 374ha).
- Privately owned land accounts for 7.7% (9 870ha).
- Commercial - 2.1% (2 656ha).

LAND REFORM

LAND RESTITUTION

There are five land restitution claims lodged in Umzumbe, of which four have been approved. Land restitution claims in Umzumbe municipality are indicated below:

- The Shozi land claim of 1650ha was claimed on the Farm Lot 31 No. 26628, which belonged to Illovo Sugar Ltd. The claim has been approved.
- The Qoloqolo Community lodged a claim in 1998 against 38 farm portions with an extent of 1850ha. The claim has been approved.
- The Msani community lodged the Mgai Land Claim, which included 9 farms in extent of 1260ha. The claim has been approved.

- The Mathulini Land claim has been lodged by the Mathulini Claimant Community. The claim includes 205 farms in extent of 7141ha and has been approved.
- The St Dominic land claim was lodged by the Mr. Hlengwa. The extent of the claim is 225ha, but the claim has not yet been approved.

The Regional Land Claims Commission (RLCC) is currently finalizing these claims. The municipality will monitor this process closely and ensure that the final outcome of this process is developmental and in line with the IDP and the SDF.

LAND REDISTRIBUTION

The following information was supplied by DRDLR:

- Msikazi redistribution project – Siyathemba CPA
- Mgayi redistribution project – Amadunga CPA.

Some of the communities are concerned about the level of overcrowding, and have identified state owned land as suitable land for decongestion.

LAND TENURE REFORM

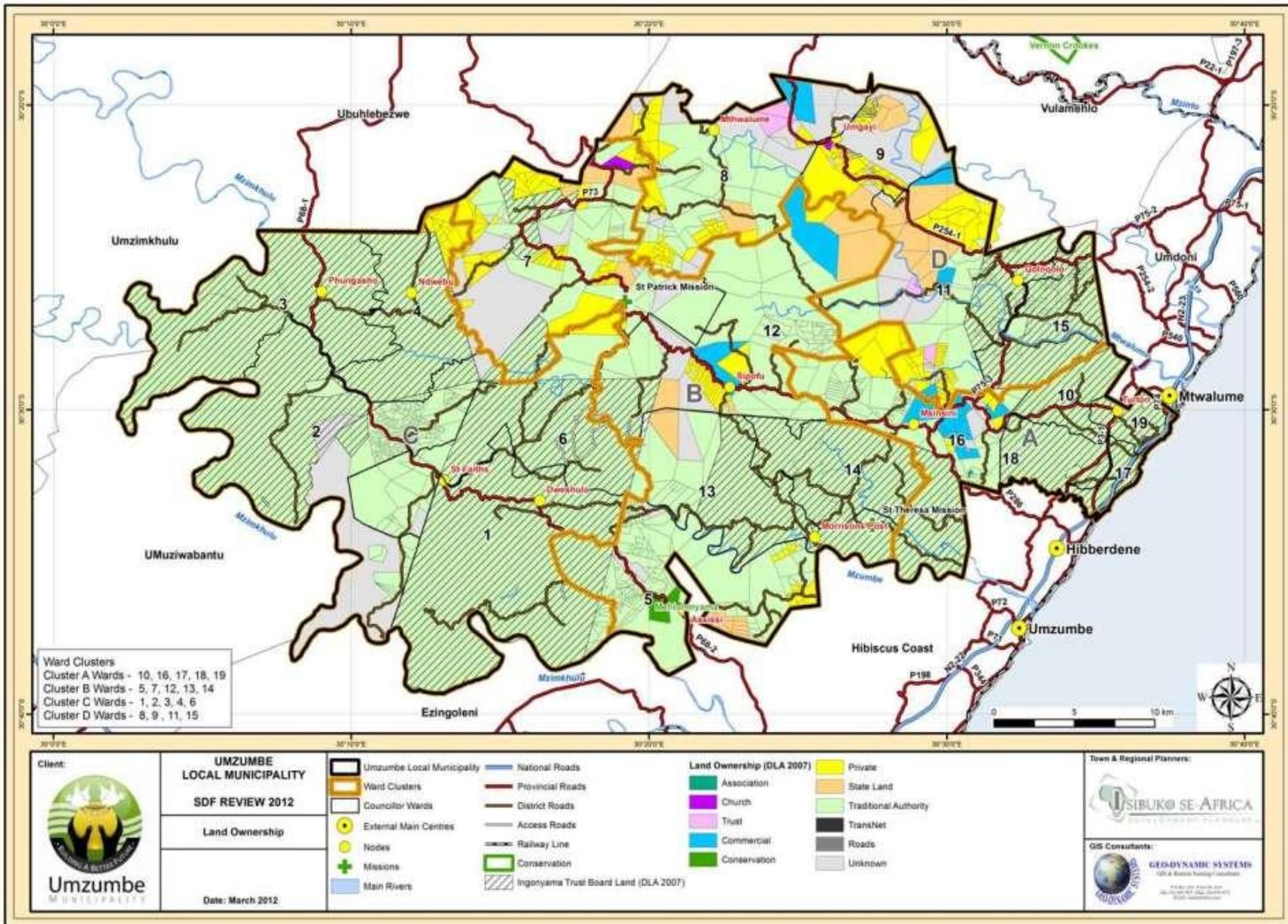
A large number of people occupy privately owned land (with or without the concern of the owners) as if they own the land. As such, they have acquired beneficial occupation rights which are protected in terms of the Extension of Security of tenure Act. These land tenure rights should be confirmed as part of a process towards the development of these areas into sustainable human settlements. This practice is common mainly in the areas around Umgayi in Emadungeni Traditional Council area.

LAND CAPABILITY

The greater part of the land area falls within Class VI. This is non-arable land, which is generally unsuited to cultivation and mostly suited to grazing. Land use options are limited to wildlife, forestry, light grazing and moderate grazing.

Land in Class VI has severe limitations that make it generally unsuited to cultivation and limit its use largely to pasture and range, woodland or wildlife food and cover; continuing limitations that cannot be corrected include steep slope, severe erosion hazard, effects of past erosion, stoniness, shallow rooting zone, excessive wetness or flooding, low water-holding capacity; salinity or sodicity and severe climate change.

Map: Land ownership



Towards the northern section of Umzumbe, there are vast land areas that fall within Class IV. This is arable land, which requires very careful management. Land use options include wildlife, forestry, light grazing, moderate grazing, intensive grazing and poorly adapted cultivation.

Land in Class IV has very severe limitations that restrict the choice of plants, require very careful management, or both; it may be used for cultivated crops, but more careful management is required than for Class III and conservation practices are more difficult to apply and maintain; restrictions to land use are greater than those in Class III and the choice of plants is more limited.

In the north-eastern section, east of the Mhlabatshane River there is a land area that falls within Class III. This is arable land, which requires special conservation practices. Land use options include wildlife, forestry, light grazing, moderate grazing, intensive grazing, poorly adapted cultivation and moderately well adapted cultivation.

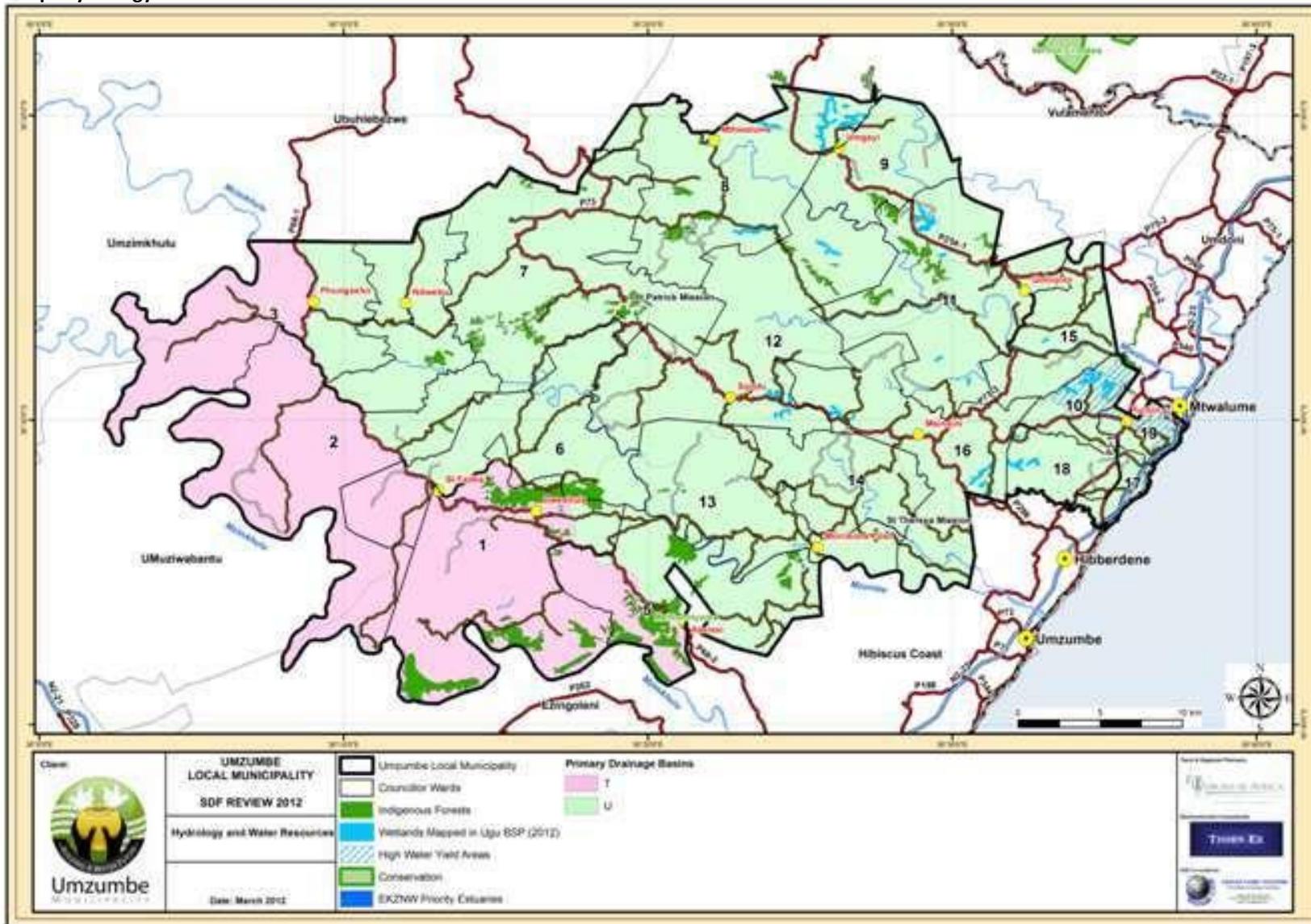
Land in Class III has severe limitations that reduce the choice of plants or require special conservation practices, or both; it may be used for cultivated crops, but has more restrictions than Class II; when used for cultivated crops, the conservation practices are usually more difficult to apply and to maintain; the number of practical alternatives for average farmers is less than that for soils in Class II. It is evident that the inherent potential of the area is low and the risk of land damage is high.

PRIVATE SECTOR DEVELOPMENTS

The municipality is predominantly rural and has no existing planning scheme. As a result of the municipality being rural very few developments take place within the local space, to date the municipality has only received Four.

A number of applications is experienced and more is expected in the upcoming years due to the PDA awareness campaign that are scheduled to be an ongoing process, and with more housing developments going through the PDA process. Private development applications will also increase when the municipality has fully developed a wall to wall scheme, which will also be including areas falling under Ingonyama ownership.

Map: Hydrology and Water Resources



CHANGING SETTLEMENT PATTERN

One of the main spatial trends in Umzumbe is the changing settlement pattern. Umzumbe is characterized and highly influenced by rural settlement dynamics, which have developed contrary to orthodox spatial planning paradigms. These rural settlements did not necessarily develop according to predetermined systems and procedures.

The majority developed and emerged in the context of social identity and livelihood strategies. Settlements have however, undergone change and are highly influenced by factors of accessibility and proximity to public transport routes. Settlements tend to develop or concentrate along ridgelines and create a complex web. This is usually where transport routes run, which provides people with easy access to public transport that links them to areas that provide a range of services and public facilities.

In addition, access to basic services and public facilities (schools, clinics, etc.) are emerging as critical factors in the growth and expansion of rural settlements. People thus tend to locate closer to areas where basic services are available and where a range of public facilities can be accessed. Basic services tend to be concentrated only in some areas of the municipality and bulk infrastructure tends to be located along main roads.

One such example is in the Phungashe area, which is located on the P68-2 that makes the area easily accessible. Phungashe offers a range of public facilities and has relatively good access to basic services like electricity and water. As a result, people move closer to the road and locate along the ridgeline and in close proximity to public facilities.

Settlements are grouped into spatially defined izigodi, which are the traditional wards that existed over time. These are demarcated using ridgelines, rivers and other natural features. The boundaries of izigodi are not demarcated, but common knowledge among locals.

Each isigodi has its own Induna and his/her assistants, who provide leadership on behalf of the senior traditional leader (Inkosi). Induna, with the assistance of Ibandla, is entrusted with the responsibility to allocate sites for different land uses. This includes land allocation to new community members or households, public facilities, crop production and 'commercial uses'. The process is complete when land allocation is ratified at a traditional council meeting.

The assistants (Amaphoyisa Enkosi), among other things, ensure that community members respect and obey community rules. These include rules pertaining to access and use of land (e.g. restricted communal access to crop production fields).

Traditional settlements (imizi / family based village or homestead) occur as discrete isolated parts of izigodi and are monitored by an elderly person isibonda (KZN Development & Planning Commission, 2010). Spatial logic is established in terms of access to sufficient land to meet a household's livelihood needs and the level of access to common resources. However, they are highly inefficient and expensive in terms of the delivery of services such as access roads, piped water and grid electricity.

Public facilities such as schools, clinics and community halls are often positioned strategically to promote access from different settlements. As such, they serve as integrators, structuring elements and catalysts for development. This includes increase in the number of households within good access to a facility, and improved road access.

The major spatial planning challenge is at a settlement (Indawo) level. Land is allocated to each household and there is very weak if any connection with the surrounding allocations. As such, the primary focus is not the development of a settlement, but meeting land need of a household that has expressed land need. Development issues are secondary. This gives rise to unequal site sizes, lack of uniformity in the shape of sites, lack of space reserved for services and road access, and general lack of spatial structure.

EMERGING SMALL CENTRES

There are emerging small centres in Umzumbe, which are, basically, areas that are accessible to the local community and close to major transportation routes. These centres are usually characterized by a central informal taxi rank or public transport area and other localized services that develop as a result of the accessibility to public transport. These emerging small centres usually lead to the concentration of permanent and mobile services, commercial activities and investment.

One such area is the Thutwini / Turton area, which is a rather large settlement area and consists of a high-density concentration of settlement located along the coast. The Ugu SDF describes the area as a dense informal area and identifies it as a convenience node, which requires improvement. The area along the R102 and the T-junction leading to the municipal buildings is of particular importance, as this is a public transport spot where other activities are attracted to.

DEMAND FOR LAND ALONG THE COAST

The coastline of Umzumbe is a very short stretch of land. This area has been subject to development pressure and an increasing demand for land. Several factors give rise to this increase in demand for land along the coast, including the following:

- This coastal area falls within the Thulini Traditional area and are Ingonyama Trust land. As a result, the land is relatively cheap and there are no rates attached to the land.
- The area is provided with infrastructure, such as water, electricity and road infrastructure.
- Umzumbe only has a very short stretch of coastline, which increase the demand for land in this area and provides opportunities for an untapped tourism market.
- The area is easily accessible with the N2 providing easy access to major economic areas along the coastline. This area houses a range of facilities, such as the municipal offices, health, educational and public transport facilities. The area is relatively flat and suitable for development. Densities in this area are relatively low and range between 127 – 176 homesteads per km², which translates into rather large site sizes of 5680m²-7880m².

The growth of this area and increasing demand for land makes it a critical focus area for spatial planning and environmental management. It would seem that development issues and access to infrastructure and services are fast becoming more important than cultural factors, which kept people in the rural areas of Umzumbe

DECLINE IN AGRICULTURAL ACTIVITY

Traditional land use practices include subsistence farming, which usually takes place in close proximity to the homestead where vegetable gardens are grown and some dry-land cropping undertaken. This promotes food security and sustains livelihoods. However, due to changing settlement patterns, out-migration of young people and consequent changes in household structures, the agricultural activity in Umzumbe is declining.

The changing settlement pattern is confirmed by the increasing concentration of settlement along public transport routes and the tendency that transport routes move people out of the area to larger urban centres where a variety of services and employment opportunities are on offer. It is further strengthened by the changing household structure, which has left many of the households with less youth to farm their parents/grandparents fields productively.

This also results in a decline in agricultural activity. Households require less land in close proximity to their dwelling, as children move out of the area in search of employment opportunities and the household becomes smaller. As a result, the need to cultivate crops decline, since there are fewer people in the household to sustain, or the land area required has become smaller.

Further to the above, the decline of agricultural activity can also be attributed to the dependency of people on social grants to sustain their livelihoods. People who still farm, farm because they want to or because they have been so accustomed to farming that it has become a way of life, but not because they depend on subsistence farming as a livelihood strategy. The importance of agriculture for communities has thus diminished.

Increasing Need For Commercial Land

The increasing need for commercial land revolves around the ever increasing transportation costs, which has an impact on travelling to larger centres for certain services. As a result, there is a tendency toward the localization of smaller commercial centres and developers are more interested in developing small commercial centres that can service the local community. Although these types of developments bring investment to an area, it usually only creates a small amount of employment opportunities and it can negatively affect smaller business operators in an area.

The Thutwini / Turton area, which is experiencing development pressure due to its accessible location and access to basic services and public facilities, is an area where the need to identify commercial land for development is critical. Despite the services and facilities offered in this area, it still lacks other important commercial services, such as supermarkets or shopping centres, banks, ATMs and petrol filling stations.

OUTMIGRATION OF YOUNG PEOPLE

There is a tendency of young people to migrate out of Umzumbe to larger towns and cities in search of better education or seeking employment opportunities. This outmigration has a number of socioeconomic consequences, including the following:

Changes in the structure of the population: The majority of young people leaving the area are the economic active section of the population. They leave behind the older generation, as well as their children, which becomes the responsibility of the grandparents. As such, emphasis on early childhood development is critical, as well as a focus on services for the elderly.

Educational facilities: The decrease in the young population influences the need for tertiary educational facilities in Umzumbe. Since young people seek tertiary education in larger centres, there is less need to plan for tertiary education facilities within the municipality.

Decline in agricultural activity: As discussed in section 3.4, the decline in agricultural activity can partially be contributed to young people that leave the area, resulting in changing household structure, less young people to productively use the land and fewer dependents on subsistence farming.

Economy of the municipality: the loss of the economic active portion of the population has certain consequences for the municipality. Economic productivity is effected and the future growth of the area is questionable, since it is unclear if these young people will return to Umzumbe, or if they will return to retire on their ancestral land.

Although there is no statistical evidence to confirm the outmigration of young people, this tendency was confirmed during interviews with Amakhosi and it was an observation of interviewers during their visits to the area.

Traditional Land Use Practices

One of the traditional land uses associated with the homestead are traditional burial practices that takes place on-site. This is an important cultural tradition, which affects spatial planning in rural areas of Umzumbe. Burial is a very sensitive cultural issue, and care should be taken when allocating land for cemetery purposes. In addition, the identification of land for cemeteries will require extensive public participation and specialist investigations.

Landscape and Settlement

Landscapes are composed of different elements. It includes landforms such as valleys, ridges, mountains or plains and vegetation, as well as land-use or activities such as agriculture or settlement. A landscape can thus be described as what the viewer perceives when standing in a particular place and is driven by the character of the landscape.

In Umzumbe, the landscape character consists of low-density settlements located or concentrated along ridgelines and transport routes.

The setting is of a rural nature and due to the vastness and availability of space; development is easily absorbed in the rural areas of Umzumbe. However, different landscapes within Umzumbe have different capacities to absorb development. For example, steeper areas (which have unspoilt landscapes) are more sensitive to development as opposed to flatter areas.

This requires the direction of development into areas where it is most appropriate, through the identification of landscapes that are more sensitive to development. Landscape should spatially guide development and should protect the intrinsic character of sensitive and valuable landscapes. Planning

in the western portion of the Umzumbe municipality, which exhibits more sensitive areas, should thus be carefully guided.

Drivers of Change

Drivers of change refer to internal or external factors or circumstances that have influence changes that takes place over a period of time. In the context of Umzumbe, there are certain factors that contribute to changes and patterns discussed above. Such factors include; Climate change and disaster risk, Delivery of Services, Leadership, Access and Mobility and Access to Public Facilities.

Areas experiencing the greatest Development Pressures (Mapped)

Development Applications Mapped, influences and advantages for those areas experiencing development pressure, pull factors

- Improved audit opinion and overall financial management in the municipality through developing and implementing appropriate financial management policies, procedures and systems.

3.7.5 Cross Cutting Interventions: Swot Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> • Location along the coast. • Settlements located largely along the main roads. • Relatively good regional road network. • Social stratification of settlements into traditional council areas, izigodi, etc. • Ward boundaries and the associated ward committees. • Good working relationship between the councilors and traditional leaders. • Rich biodiversity. • Turton, St Faiths, Phungashe • Availability of agricultural land. • Environmental Management Personnel • Solid waste management work force • Two Fire fighting vehicles 	<ul style="list-style-type: none"> • Provincial development corridors that runs through Umzumbe. • South coast tourism region and the significance of coastal tourism in the province and the district. • Ugu district development and service delivery programme. • Coastal management programme. • Catchment management programme. • Densification policy of the Provincial Government. • Planning and Development Act that introduces wall-to-wall land use management scheme. • National and provincial rural development programs.
Weaknesses	Threats
<ul style="list-style-type: none"> • Rugged terrain. • Soil erosion and environmental degradation. • Scattered settlement pattern. • Poor quality of access roads. • Poor north-south linkages in the inland part of Umzumbe. • Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land. • Illegal dumping of solid waste 	<ul style="list-style-type: none"> • Peripheral location in relation to the provincial economy. • Impact of climate change. • Poor regional integration into the regional road network. • Lack of catchment management programs. • Municipal boundaries and structure. • Environmental degradation

- Lack of spatial structure with no central point that serves as a centre for the whole area.
- Lack of employment opportunities.
- Lack of natural resource management programs.
- Waste management
- Illegal developments and enforcement under chapter 4 of the PDA
- Participation of Traditional leader in Land Development process

3.7.6 Challenges

Land use system: incomplete land use system makes it extremely difficult to handle land use applications. There is a need to develop land use management system in line with the Planning Development Act and Spatial Planning and Land Use Management Act (scheme, LUMS, By-laws, and SDF). The Spatial Development Framework (SDF) has been developed and adopted by Council, however there is a need to review and align it with the Spatial Planning and Land Use Management Act (Act No 16) of 2013. The development of wall-to-wall scheme is in progress and in this will go a long way in assisting the municipality to execute its responsibility of land use management.

- The indigenous/traditional methods of land use allocation is not compatible with the current legislative requirements/approaches.
- Lack of Environmental and sector plans (e.g. coastal, flood lines, biodiversity).
- Lack of capacity to deal with environmental Issues.
- Ineffective public awareness on planning matters.
- The review of disaster management plan.
- Limited GIS data to map out disaster risk areas.
- The need to frequently update our GIS data.
- The municipality is completely rural with no town and very little economic activity.
- The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership and government department.
- Attracting investment is a challenge but it can be unlocked through proper settlement planning, zoning of areas to assist in land management as well as environmental conservation.
- Illegal Development: is continuously experienced within the area of Umzumbe, this results from limited knowledge of proper development legislation and related procedures.
- The topographical nature of some areas of Umzumbe and tribal location of households to reside, has delayed the process of service delivery and has a high cost implication.
- No capacity for SPLUMA implementation (Building Inspector, Peace Officer, Tribunal members)
- Various areas within Umzumbe municipality, experience recurring incidents of natural disasters (flooding, runaway fires) together with household fires from candles.
- Rapid Increase in Tavern and Liquor applications.
- Illegal developments and enforcement under chapter 4 of the Planning Development Act.
- Internal departments not planning according to municipal strategic areas.

What are we going to do to unlock and address our key challenges?

- Review and implementation of spatial development framework.
- Procure GPS and GIS training for better map production
- Completion of land use audit and scheme development.
- Fast track land transfer process between Municipality and Department of Rural Development & Land Reform
- Conduct SPLUMA Awareness campaigns to municipal officials.
- Appointment of building inspector and establishment of municipal police service
- Develop and review sector plans (environmental management plan, disaster management plan, housing sector plan and energy master plan).
- Implement tariff policy for Development Applications
- Thorough investigations on development applications to reduce conflicting use and to adhere to planning norms and standards

What could you expect from us, in terms of outputs, outcomes and deliverables, over the next five years?

- Functional, compact rural spatial system where people and nature co-exist in harmony.
- Improved strategic planning through the development and implementation of credible IDP.
- Well organized spatial planning and land use management.
- Improved the documentation of spatial information (GIS).
- Improved audit opinion and overall financial management in the municipality through developing and implementing appropriate financial management policies, procedures and systems.

3.8 COMBINED SWOT ANALYSIS

Strengths	Opportunities
<ul style="list-style-type: none"> • Location along the coast. • Settlements located largely along the main roads. • Relatively good regional road network. • Social stratification of settlements into traditional council areas, izigodi, etc. • Ward boundaries and the associated ward committees. • Good working relationship between the councilors and traditional leaders. • Rich biodiversity. • Turton and other small service centres. • Availability of agricultural land. • High level involvement and participation by local municipality departments/section • Political leadership and management showing interest and responding to disaster issues • Across spectrum officials ever prepared to learn new ideas and skills. • All critical posts have been filled • Timeous sitting of meetings (council, portfolio meetings etc.) • Constant review of municipal policies • Sound fleet management • Proper planning • Dedicated man power • Steady spending on MIG funds • Received unqualified audit reports for the past 3 • Sound financial position and management • Good complaints and reporting • Dedicated personal strong internal control processes 	<ul style="list-style-type: none"> • Provincial development corridors that runs through Umzumbe. • South coast tourism region and the significance of coastal tourism in the province and the district. • Shared service centre as a means to create capacity for spatial planning. • Ugu district development and service delivery programme. • Coastal management programme. • Catchment management programme. • Densification policy of the Provincial Government. • Planning and Development Act that introduces wall-to-wall land use management scheme. • National and provincial rural development programs. • More training for staff officials • More training for communities • Further participation and involvement of traditional leaders and other stake holders. • Possibilities for two satellite setups within local municipality • Recognition and complementing of indigenous knowledge with academic • Previously disadvantage contractors are given opportunities • Growing IT department • E-filling of municipal documents

Weaknesses	Threats
<ul style="list-style-type: none"> • Rugged terrain. • Soil erosion and environmental degradation. • Scattered settlement pattern. • Poor quality of access roads. • Poor north-south linkages in the inland part of Umzumbe. • Settlements located on land with good to high agricultural potential resulting in the loss of agricultural land. • Lack of spatial structure with no central point that serves as a centre for the whole area. • Lack of employment opportunities. • Lack of natural resource management programs. • Limited revenue base • Shortage of resources relevant to disaster issues • Lack of local municipality owned disaster managements centre • Existing shared centre, discharge poor services • Poor terrain. • Network is an issue due to non-availability of ADSL (IT) • High costs of maintenance of fleet due to nature of municipality most roads are gravel • Limited Budget and human resources • Insufficient budget in the appointment of engineers based on level 4 of construction monitoring • Limited budget for maintenance as well as man power • Lack of human resource Capacity • Lack of expert on accounting information systems • Revenue Enhancement • Property rates collection • Experienced skilled labour force • Plant Breakdown 	<ul style="list-style-type: none"> • Peripheral location in relation to the provincial economy. • Impact of climate change. • Poor regional integration into the regional road network. • Lack of catchment management programs. • Municipal boundaries and structure. • Limited budget • Staff migration • Climate change • Topography • Retarded attendants to shared service centre • Municipal geographic area is too big thus there is limited budget therefor increasing backlogs • Gravel roads need maintenance regularly therefore weather conditions • Limited maintenance budget resources and man power • High Staff turn over • Limited office space • Outdated filling system and limited storage capacity • Predominantly grant dependent • Limited revenue generation • Loss of skilled staff

3.9 Key Challenges

Internal Challenges	
Financial constraints	The municipality is predominantly rural with high level of unemployment and poverty, and as a result it makes it difficult to generate own venue. It depends on government grants as it does not have any revenue base. About 60% of the budget is focused on basic service delivery and infrastructure key performance area and leaving other areas to a share of 40% of the budget.
Limited office space:	The municipal offices are not adequate for the staff component that is currently employed space is an issue.
Technological infrastructure	Information management system poses a challenge as it unexpectedly shuts down at times. This leads to low productivity levels of employees, as some of the critical tools that employees use do not function satisfactorily e.g. computers. This particular challenge could be rated as the key one.
Inability to own land	The municipality owns no land, close to 40% of the land falls under Ingonyama trust and about 35% is under private ownership. The municipality has no authority to use the land and as a result is unable to develop it.

Poor communication	There is poor communication both internally and externally. The existing communication strategy is not effectively implemented for an example a scheduled date for municipal events at times clash and reflects on weak communication channels in the municipality and with other external stakeholders
External Challenges	
High rate of unemployment	This is a challenge to the municipality as it has a negative impact on most families. This constrains the municipality to direct some of the resources to wards supplementing its communities with food parcels, burial support, indigent services e.g. distribution of gel etc.
Lack of private sector investments	Private sector investments initiatives do not exist currently, but has been identified as one area that needs more attention, in order to economically develop Umzumbe. Strategic programmes aimed at unlocking economic potential of Umzumbe will have to be developed. This needs an integrated approach that would include the community, public and private sector partnerships.
High levels of poverty	High levels of dependency and unemployment rates of communities result in abject poverty. More municipality's initiatives should be encouraged to ensure job creation and that economic development programmes are sustainable so as to lift the affected communities out of poverty.

<p>Lack of infrastructure</p>	<p>Lack of maintained roads, water, and electricity are some of the critical services that communities continuously complain about. Limited funding is one of the causes to this particular challenge and this causes service delivery programme to always not be up to date.</p>
<p>Social issues e.g. teenage pregnancy, HIV/AIDS, crime and substance abuse</p>	<p>Umzumbe municipality is negatively affected by the HIV/AIDS epidemic. Even though awareness and education and poverty alleviation programmes are in place, the rate at which</p>
	<p>HIV/AIDS incidents are decreased is low. According to statistical information from Department of Health, it shows that the teenage pregnancy challenge affects mostly girls that are between 10 and 14 years of age. These on the other hand increase sexually transmitted diseases amongst the youth. Youth also are involved in crime and substance abuse.</p>

4 Chapter 4: Municipal Vision, Goals and Objectives

4.1 Vision

Umzumbe Municipality conducted a strategic planning session, which was convened by all councillors, officials and officials from sector departments to develop five year IDP in terms of the provisions of Municipal Systems Act. During the gathering, the following vision statements were put forward and left open for further discussion and final adoption by council:

- By 2030 Umzumbe will be economically viable through infrastructural development enjoying tourism, heritage, and agricultural benefits.
- By 2030 Umzumbe Municipality will provide proper basic services and economically viable, enjoying tourism, heritage and agricultural benefits
- By 2030 Umzumbe will be economically viable enjoying local economic development through infrastructural investment.
- By 2030 Umzumbe will be infrastructural developed, people sheltered and basic services benefit.
- By 2030 Umzumbe will be economically viable, enjoying tourism, heritage and agricultural benefits.
- Striving towards empowerment of Umzumbe community: Educationally, Economically, Socially and enjoying fruits of heritage, tourism and agriculture by 2040.

4.2 Proposed Mission

The Municipality is dedicated to promote people-centered development, acceleration of service delivery and sustainable local economic development.

4.3 Goals and Objectives

Six (6) goals were set in line with the key performance areas namely

1. Improved organizational cohesion and effectiveness.
2. Improved overall financial management and systems
3. Efficient and integrated infrastructure and basic services
4. Vibrant and Inclusive Rural Economy
5. Clean Governance, Comprehensive Public Participation and Accountability
6. Spatial Equity and Environmental Sustainability

The following objectives and strategies were devised to address the issues raised in the situational analysis and ensuring alignment with policy guidelines from international right through to the district level (refer to Chapter 2).

KPA: MUNICIPAL TRANSFORMATION AND INTITUTIONAL DEVELOPMENT		
Goal	Objective	Strategies
1. Improved organizational cohesion and effectiveness.	1.1. Effective and Efficient Human Resource	a) Review of Human Resource Policy b) Staff Recruitment and Selection (filling of Vacant Posts) c) Review of the Organogram d) Capacity Building and Training of Workforce e) Capacity Building and Training of Councillors
	1.2. Improved Information and Communication Technology	a) Policy Development and Review b) Acquisition and Renewal of Licenses
	1.3. Administration and Fleet Management	a) Acquisition Computer Equipment b) Office Maintenance
	1.4. Batho Pele Implementation	c) Acquisition of Fleet d) Corporate Branding
	1.5. Legal Compliance and Risk Management	e) Batho Pele Campaigns and Material f) Legal compliance and management
	1.6. Effective Performance Management System	g) Compilation and Update of Risk Register h) Review Performance Management Policy Framework i) Monitor and Evaluate Municipal Performance j) Compile Statutory Performance Reports (APR, MPR, AR)

KPA: ,MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
Goal	Objective	Strategies
2. Improved overall financial management and systems	2.1. Budget, Treasury and Revenue Management	<ul style="list-style-type: none"> a) Preparation of Annual Budget b) Budget Adjustment and Mid-Year Review c) Preparation of GRAP Compliant Annual Financial Statement d) Development of Audit Outcome Action Plan e) Transactions Recording
	2.2. Sound Supply Chain Management	<ul style="list-style-type: none"> a) Preparation of MIG expenditure Reports b) Review and Implementation of Supply Chain Management Policy
	2.3. Effective Expenditure and Assets Management	<ul style="list-style-type: none"> a) Maintenance and Review of Valuation Roll b) Debts Collection Reports c) Compilation and Maintenance of GRAP Compliant Asset Register

KPA: BASIC SERVICES AND INFRASTRUCTURE		
Goal	Objective	Strategies
3. Efficient and integrated infrastructure and basic services	3.1. Universal Access to Basic Services	<ul style="list-style-type: none"> a) Review of sector Plans and Policies b) Construct and maintain community access roads c) Construction and maintenance of community facilities (Halls, Libraries, Cemeteries etc.) d) Construction and maintenance of sport facilities e) Electrification of households f) Provision of Free Basic Electricity g) Solid/Refuse Waste removal h) Facilitation of project management of rural housing i) Facilitate the delivery of Water and Sanitation services

KPA: LOCAL ECONOMIC DEVELOPMENT		
Goal	Objective	Strategies
4. Vibrant and Inclusive Rural Economy	4.1. Restore and preserve local history and cultural development (Tourism, Art and Craft)	a) Identification and development of Tourism sites Implementation of poverty alleviation programmes
	4.2 Create an environment that promotes the development of local economy	a) Development and Support of Art and Craft b) Development and Support of SMMEs c) Development and Support of Cooperatives d) Support and regulation of Informal Traders e) NGO Incubation & Support
	4.3 Create employment opportunities	a) Support Agricultural Initiatives b) Facilitate Job creation initiatives

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Goal	Objective	Strategies
5. Clean Governance, Comprehensive Public Participation and Accountability	5.1. Deepens Public Participation in all sectors of the Society	a) Implementation of Communication Programmes
	5.2. Support and protect the rights of vulnerable groups in the society	a) Implementation of Youth Development Programmes b) Roll out Disability programmes c) Roll out HIV/AIDS Programmes d) Implementing Gender Programmes e) Implementing Senior Citizens Programmes f) Children Programmes
	5.3. Well established mechanisms to enhance public participation	a) Support of indigent families b) Support Ward Committee structures c) Hosting Public participation events
	5.4. Intensify governance mechanisms	a) Appointment of Audit Committee b) Implementation of Internal Audit Plans and Charters c) Strengthen functionality of Council and Council Committee's d) Development and Implementation of IGR Policy e) Implementation of Spatial Planning and Land Use Management Act
	5.5. Social Crime prevention	f) Establishment of Municipal police and traffic services

KPA: CROSS CUTTING INTERVENTIONS		
Goal	Objective	Strategies
6. Spatial Equity and Environmental Sustainability	6.1. Strategic Planning	a) Development of comprehensive and Credible Strategic Plan
	6.2. Spatial Planning	a) Review of Spatial Development Framework
	6.3. Land Use Planning	a) Development and Review of Local Area and Precinct Plans b) Implementation and Review of Land Use Scheme c) Implementation and Review of SPLUMA By-Laws
	6.4. Geographic Information Systems	a) Land Assessment and Acquisition
	6.5. Environmental Sustainability	a) Update of GIS Equipment
	6.6. Disaster Management & Fire Fighting	a) Review and Implementation of Integrated Waste Management Policy b) Review of DMP c) Implementation of DMP d) Establishment of Fire Fighting Services

5 Chapter 5: Strategic Mapping

5.1 Spatial Development Framework

As indicated below, the Spatial Development Strategy has been formulated in response to a number of objectives, which include the development of an efficient and well-structured spatial system and the meeting of needs for land for settlement, as well as for different social and economic purposes, in a sustainable manner.

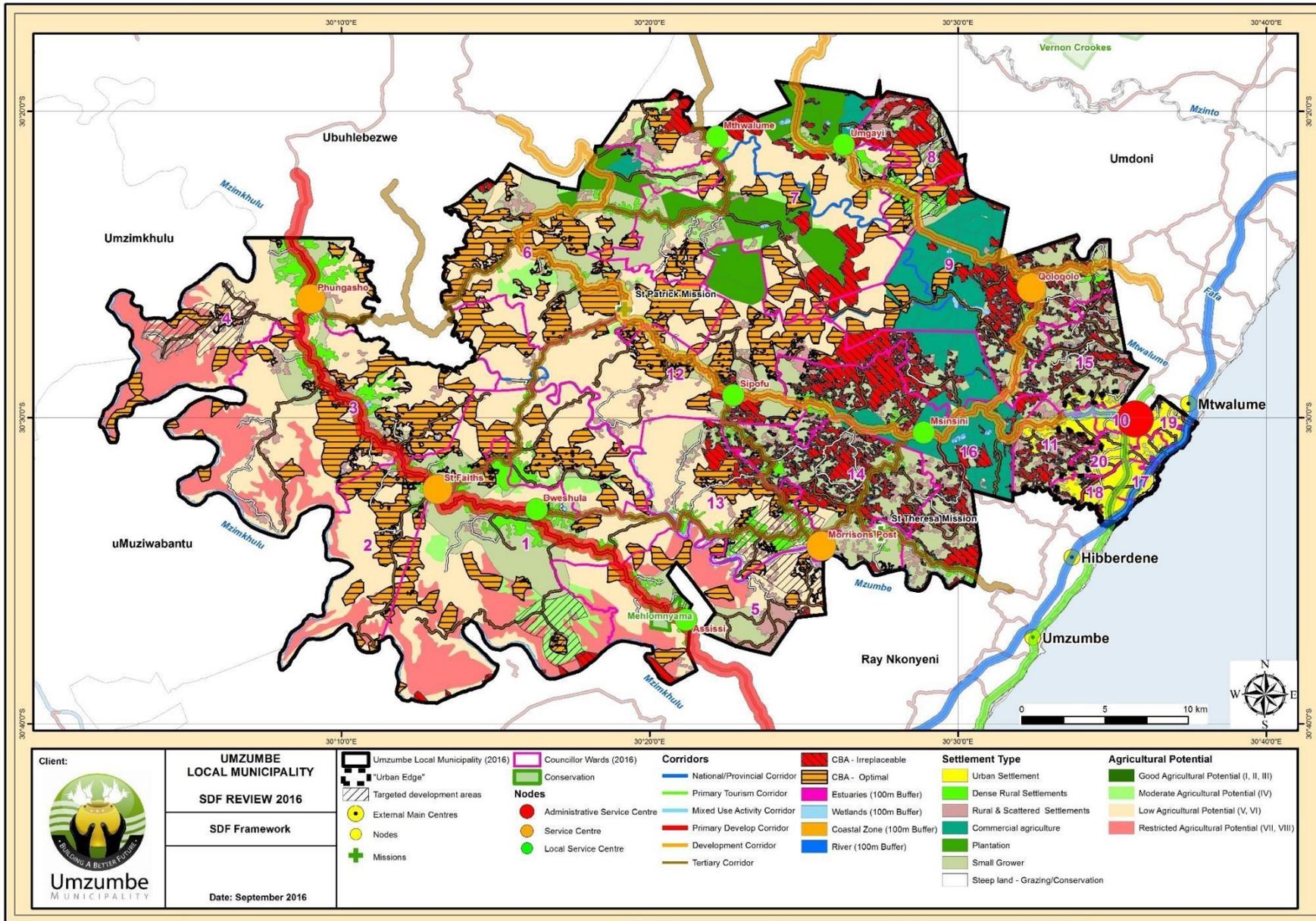
These objectives relate directly to the core concerns of creating sustainable human settlements and the proposed framework is seen to contribute positively towards the creation and management of a built and natural environment within which the needs of the most disadvantaged members of Umzumbe Municipality residents may in future be met.

In this regard, the Spatial Development Framework seeks to facilitate the development over time of a spatial system within which levels of access to upgraded infrastructure, social facilities and supportive institutions for marginalized residents, those afflicted with disabilities, and illness is improved in both urban and rural environments.

Within the overall conceptual framework described above, certain local areas and roads of potential (or existing) developmental importance have been identified and assigned broad land use categorizations (refer to map overleaf):

Land use management guidelines and other spatial planning tools required for the realization of the spatial vision as presented in this SDF are included in the implementation framework.

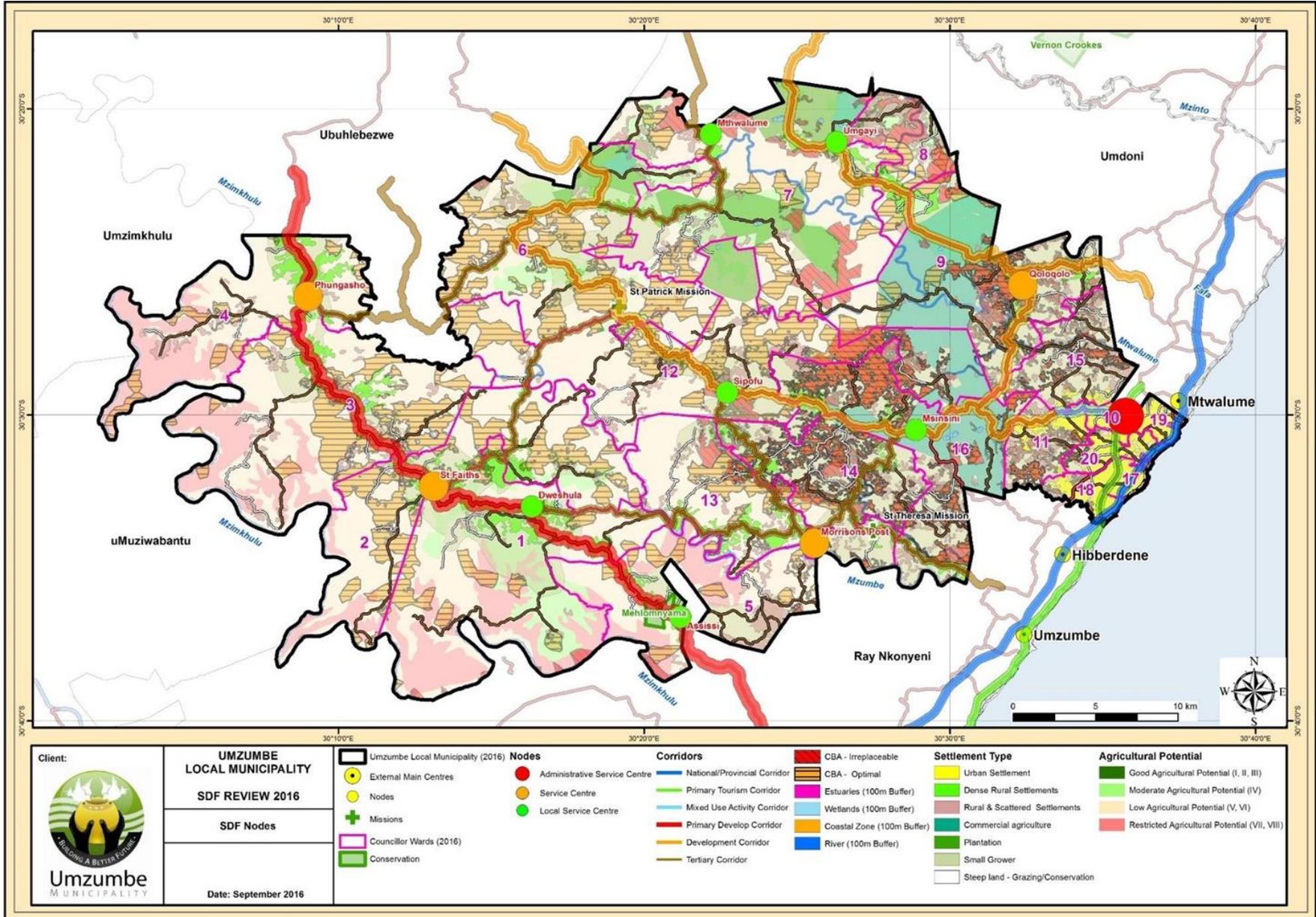
Umzumbe LM SDF Map (2017) .

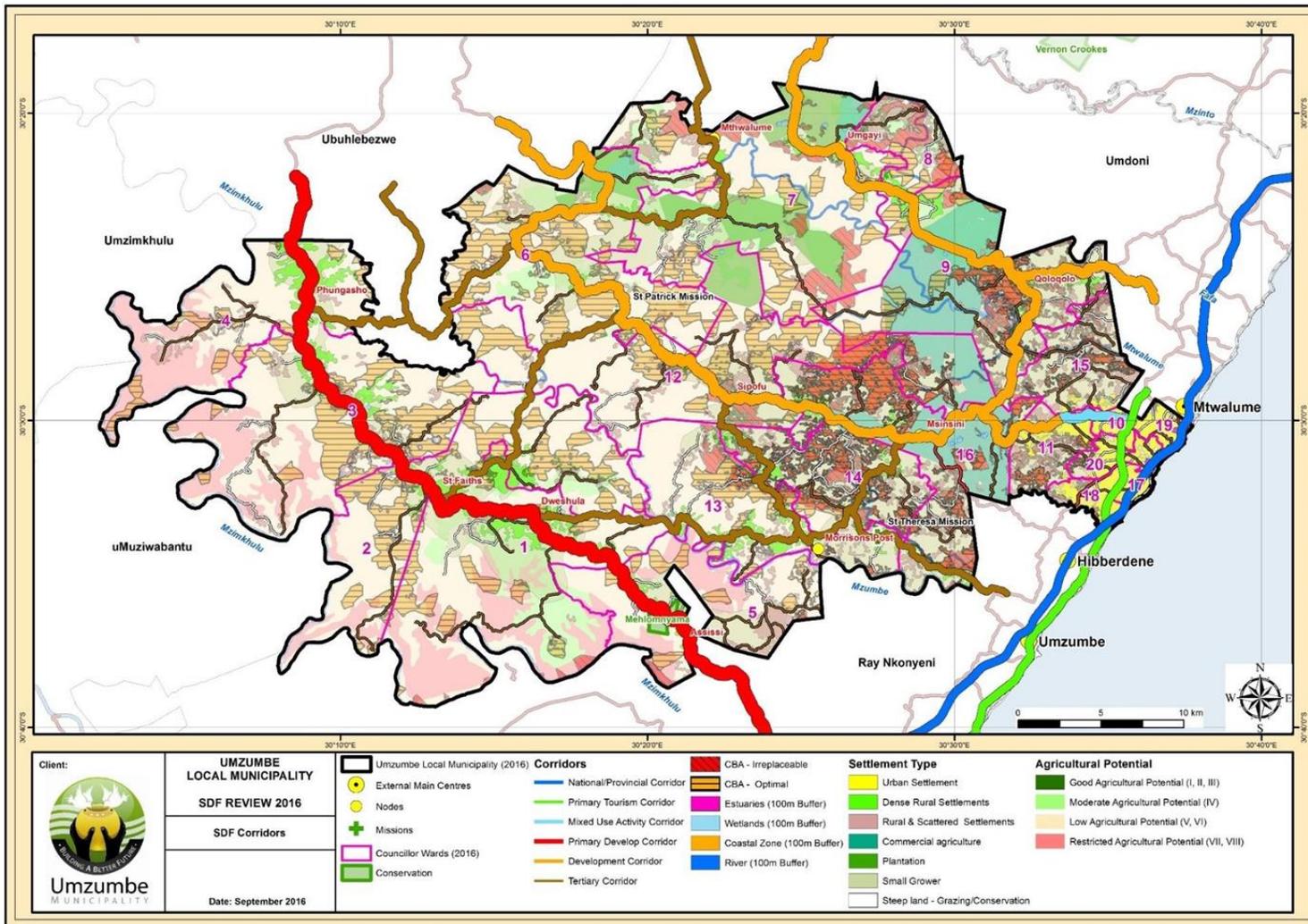


Client:
UMZUMBE LOCAL MUNICIPALITY
SDF REVIEW 2016
SDF Framework
 Date: September 2016

Legend	Corridors	Nodes	Settlement Type	Agricultural Potential
<ul style="list-style-type: none"> Umzumbe Local Municipality (2016) "Urban Edge" Targeted development areas External Main Centres Nodes Missions 	<ul style="list-style-type: none"> National/Provincial Corridor Primary Tourism Corridor Mixed Use Activity Corridor Primary Develop Corridor Development Corridor Tertiary Corridor 	<ul style="list-style-type: none"> Administrative Service Centre Service Centre Local Service Centre 	<ul style="list-style-type: none"> Urban Settlement Dense Rural Settlements Rural & Scattered Settlements Commercial agriculture Plantation Small Grower Steep land - Grazing/Conservation 	<ul style="list-style-type: none"> Good Agricultural Potential (I, II, III) Moderate Agricultural Potential (IV) Low Agricultural Potential (V, VI) Restricted Agricultural Potential (VII, VIII)

Umzumbe LM Nodes 2017



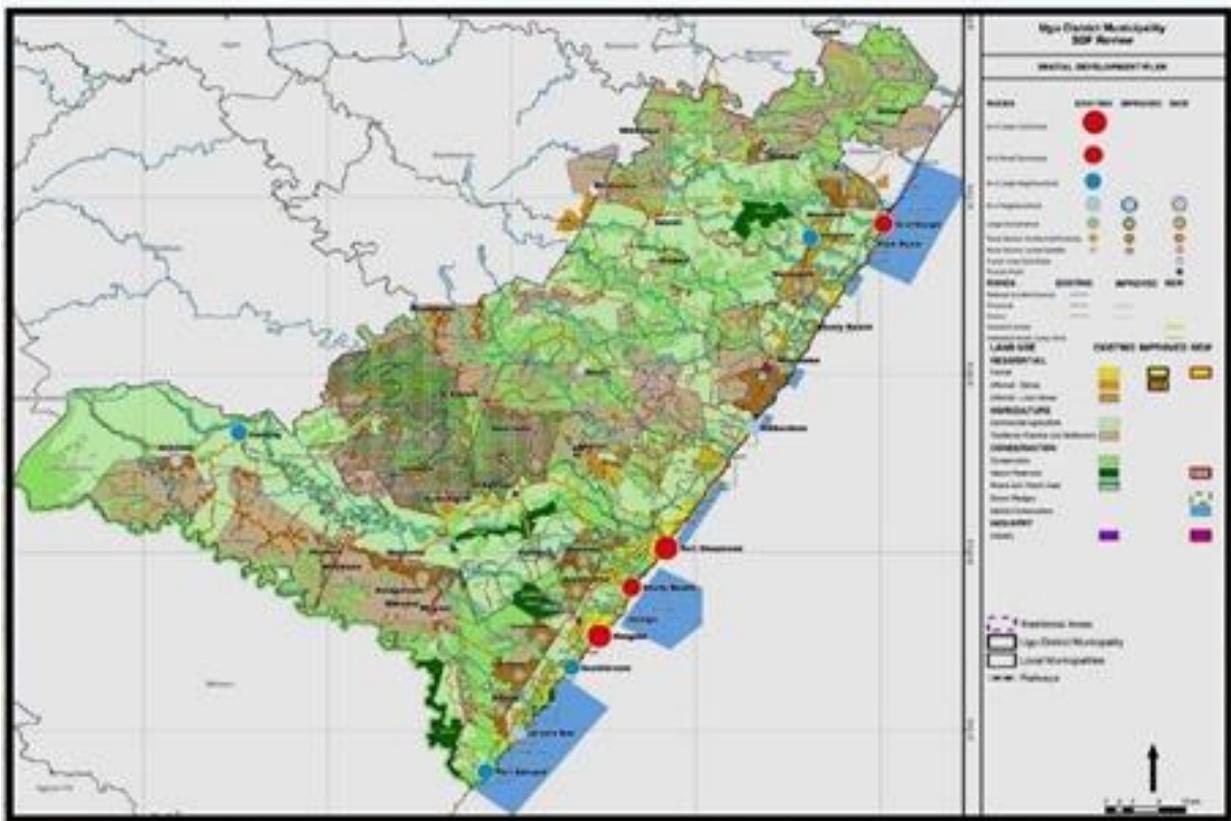


Umzumbe Corridors, 2017

5.1.1 Alignment with Neighbouring Municipalities

Umzumbe forms part of a larger system of local governance and regional economy and is influenced and also influences development in the neighbouring areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint working potential. This section is thus intended to ensure that there is no disharmony between proposals that are suggested by the Umzumbe SDF and its neighbouring municipalities.

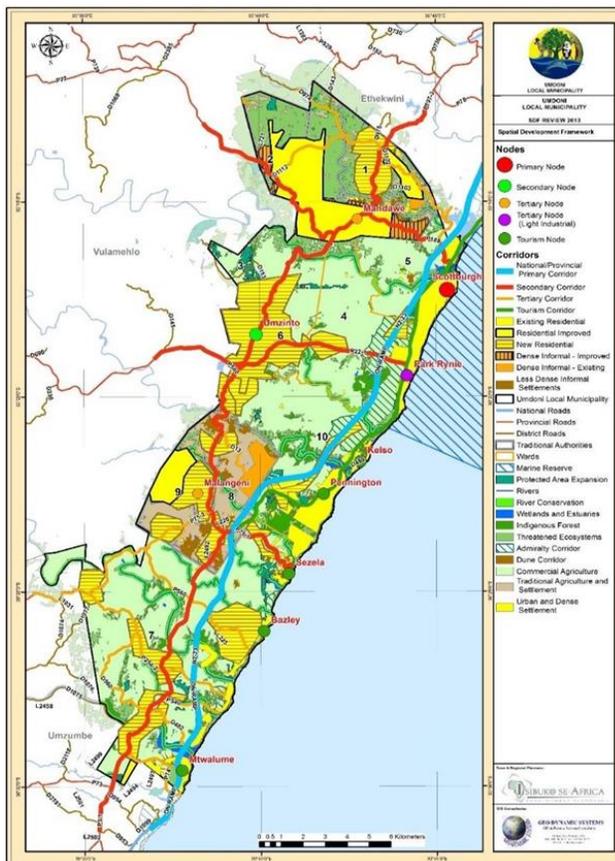
Umzumbe borders onto Umzimkhulu and Ubuhlebezwe local municipalities in the north, Umuziwabantu LM borders is to the west, Ray Nkonyeni LM to the south and south-east, Umdoni LM to the north-east.



5.1.2 UMDONI SDF

Umdoni is located along the coastline and to the north-east of Umzumbe. Cross-boundary planning issues between the two municipalities include the following:

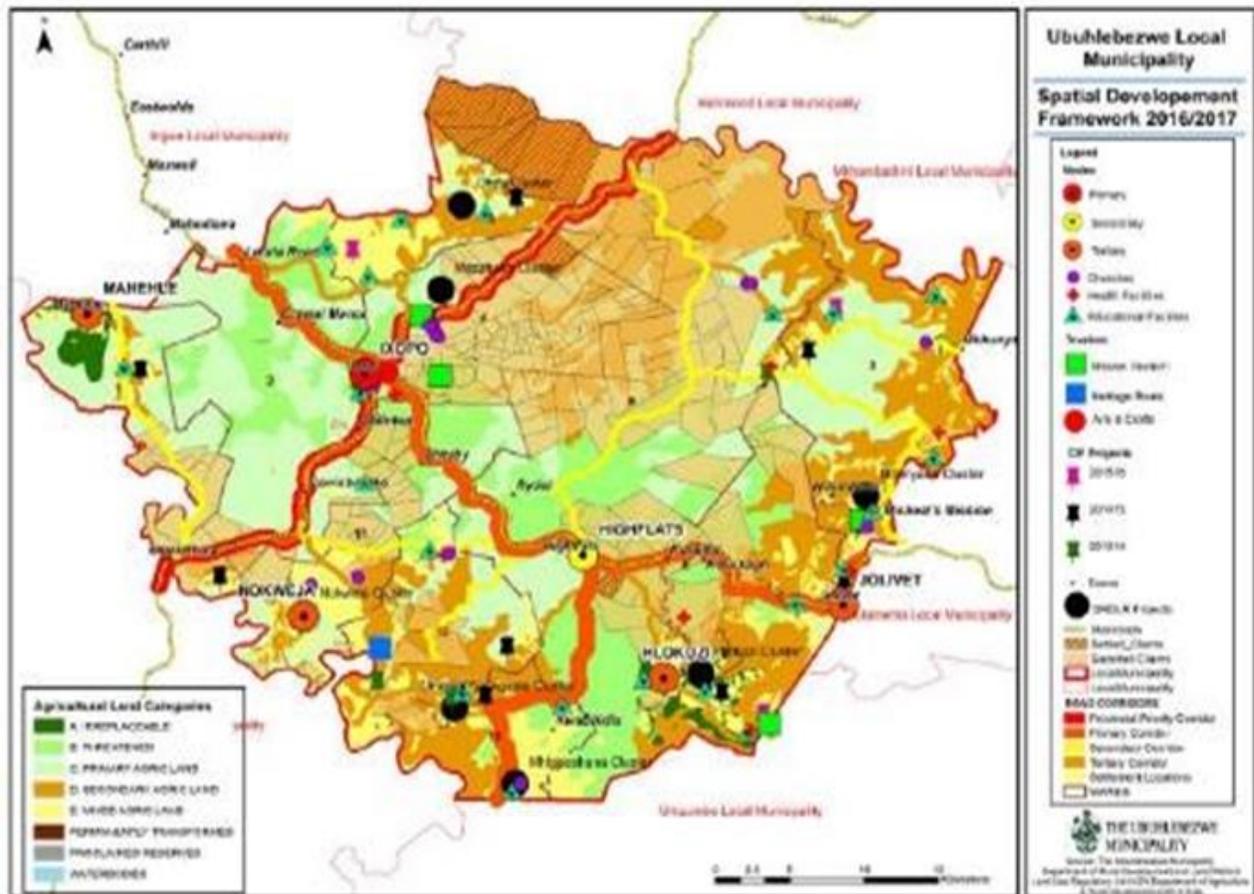
- Both SDF's identify the N2 as a National/provincial corridor, which is an important link to major economic areas.
- Opportunities exist to locate mixed use developments at key road intersections along the N2.
- Both municipalities are located along the coast which is bio-diversity corridor, and are thus subject of common coastal management initiatives managed at a district level.
- There are massive opportunities to extend the coastal tourism from the Umdoni area through Umzumbe down to the HCM with beach related activities being the major products and services.
- Specific attention required by agricultural land, which mostly comprise of sugarcane and the integration of disadvantaged areas and traditional council areas into this industry.
- A belt of sugar-cane land that straddles both municipalities and forms the core for the supply of sugar-cane to the mill in Sezela.



5.1.3 UBUHLEBEZWE SDF

Ubuhebezwe is located to the north of Umzumbe. Issues of cross-border planning between these two areas include the following:

- Both SDF's identifies the P68 as a primary corridor. This road is one of the primary linkage roads in Umzumbe that connects to Port Shepstone in the south and Highflats in the north. This is also identified as a Secondary Provincial Corridor in the PGDS.
- The P73, which continues from Ubuhebezwe into Umzumbe, is identified as a tertiary corridor, continues through Umzumbe and runs through Sipofu and Msinsini to Turton.
- Phungashe, located in the north-west of Umzumbe, is located closer to Highflats (secondary node in Ubuhebezwe SDF) in Ubuhebezwe and thus relates more to and has more functional linkages to Ubuhebezwe than Umzumbe. Movement from this area is generally towards Highflats thus establishing strong functional linkages between the two areas.

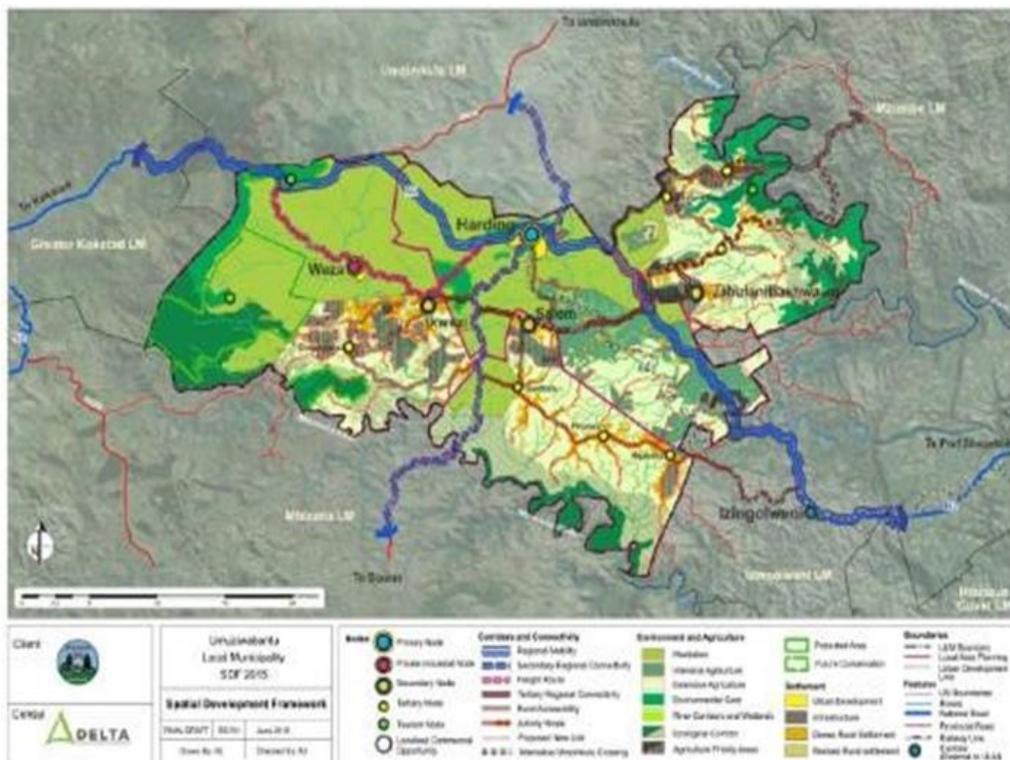


Ubuhebezwe SDF Map

5.1.4 UMUZIWABANTU SDF

Umuziwabantu LM is located to the west of Umzumbe and shares the Mzimkhulu River as a boundary. Some issues between these two areas include the following:

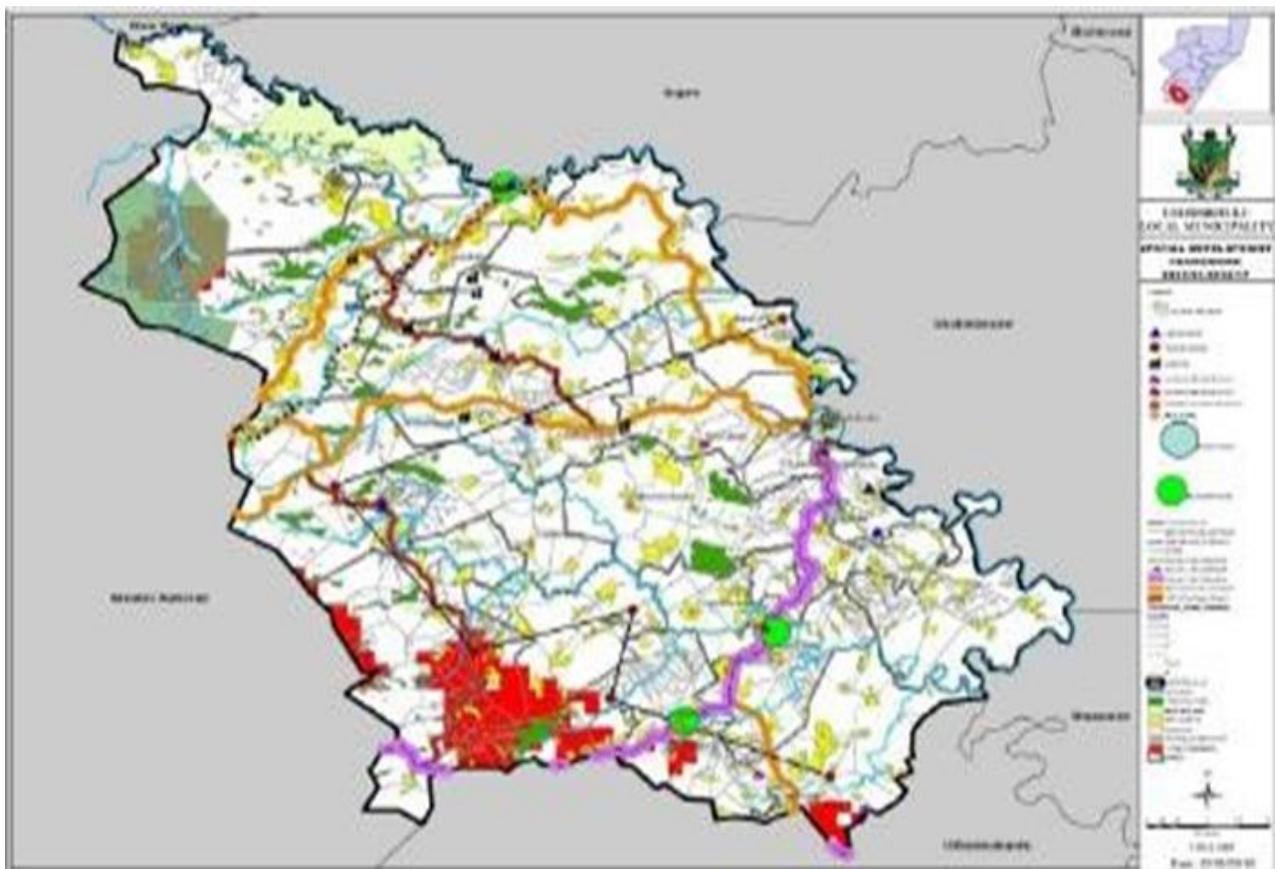
- There exists no direct cross-boundary road linkages between Umzumbe and Umuziwabantu Municipality. This is attributed to the existence of Mzimkhulu River as a boundary between the two municipalities and also the rugged terrain and undulating topography prevailing where the municipalities share boundaries. The D1121 and D928 (tertiary corridors), which branch from the P68, serve as potential direct links across Mzimkhulu River to Umuziwabantu Municipality. However, the feasibility and cost implications of this would have to be assessed.
- A proposed game reserve is located on both sides of the Mzimkhulu River, which can provide opportunities for eco-tourism and game farming. This area is characterised by rugged terrain, which complicates development and linkages across the river and between the two municipalities. This proposed development will require coordinated management between the two municipalities



5.1.5 UMZIMKHULU SDF

Umzimkhulu is located to the northwest of Umzumbe and the SDF identifies Umzimkhulu town as the primary node. Important cross-boundary issues are as follows:

- There are limited linkages between Umzimkhulu and Umzumbe, save the connection via district roads.
- The R56 is the main transport route passing through the Umzimkhulu Municipal area linking the municipal area with KwaZulu Natal to the North and Eastern Cape Local Municipalities to the south.
- The Umzimkhulu River partially forms the municipal boundary of both Umzimkhulu and Umzumbe. Both SDFs recognise the significance of this river and include policy statements to facilitate its protection



Umzimkhulu SDF

5.1.6 Ray Nkonyeni SDF

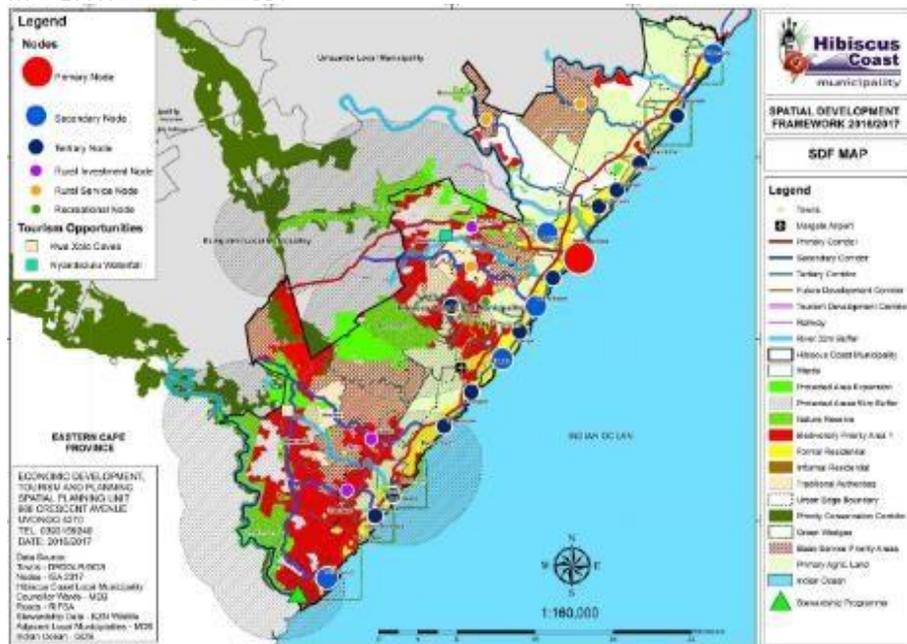
Ray Nkonyeni municipality is located to the south and southeast of Umzumbe. The primary node of the Ray Nkonyeni is Port Shepstone, which is also a secondary provincial node. Issues of importance between these two areas include the following:

- Umzumbe is a sub- economic area of the greater Port Shepstone area.
- The two municipalities are connected via the N2 National road, which joins the settlements of Hibberdene and Port Shepstone to Turton in the north (Umzumbe).
- Primary east-west corridors link the coast to St Faiths in Umzumbe Local Municipality. This takes on the form of the P68, which connects St Faiths, Dweshula and Assisi in Umzumbe, to Port Shepstone. In addition, the P286 (which forms an important route through the central part of Umzumbe to the north) connects Msinsini in Umzumbe to Hibberdene in Hibiscus Coast.

Specific attention should be drawn to the proper management of the coastal strip and associated development along the coast. The linkage and coordination of tourism activities along the coastal tourism is also a matter of importance.

5.1.7 HIBISCUS COAST (RAY NKONYENI) LOCAL MUNICIPALITY

MAP 17: HIBISCUS COAST SDF

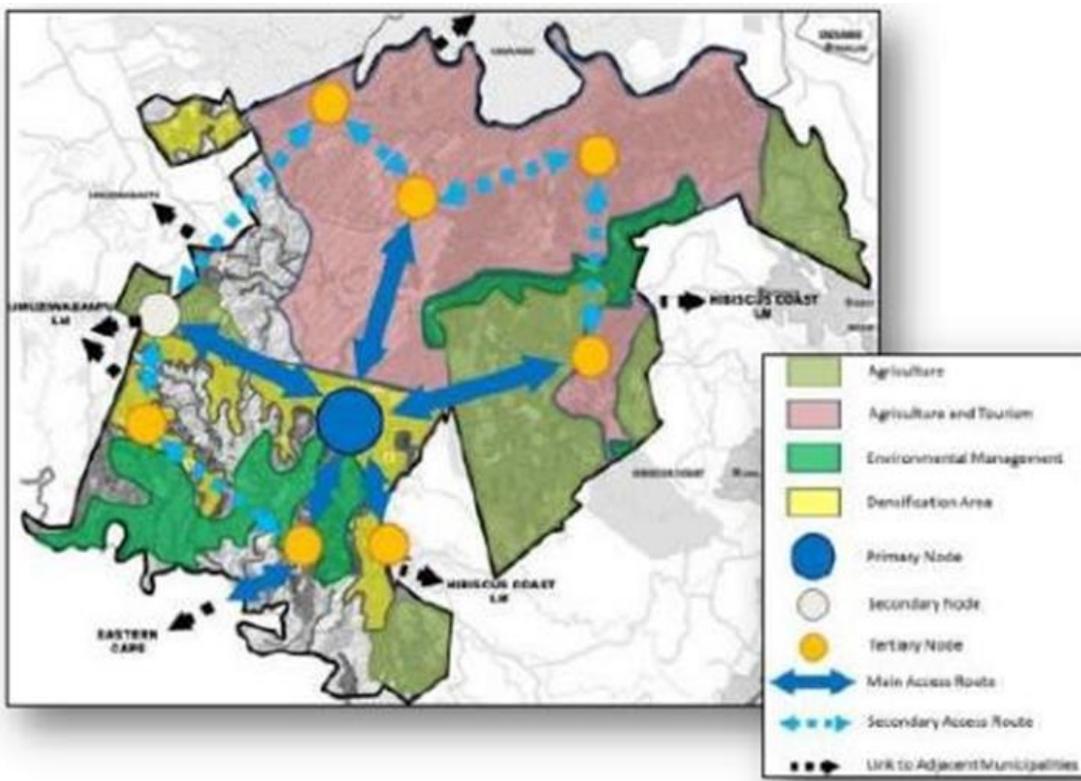


Hibiscus Coast (Ray Nkonyeni) SDF Map

5.1.7 Ezingqoleni (Ray Nkonyeni) Local Municipality

Ezingqoleni is located to the south of Umzumbe, with the primary node located at the settlement of Ezingqoleni. Issues of importance between these two areas include the following:

- There are poor road linkages between Ezingqoleni and Umzumbe. ☑ The Mzimkhulu River serves as the border between the two municipalities, which limits road linkages due to the rugged terrain.
- The area along the river can provide opportunities for tourism and game farming.
- The joint environmental management of this area is vital for both water management as well as protecting one of the tourism attractions of Ezingqoleni.



5.2 Implementation Plan (Five CIF)

6 Chapter 6: Financial Plan

6.1 2017/2018-/2019/2020 Projected Annual Budget(Awaiting Draft Budget Confirmation)

6.2 Grants & Subsidies

Revenue Allocation per department

6.3 Function of the Financial Services Department

- *Expenditure and Assets* – The Manager: Expenditure and Assets is responsible for salaries administration, creditor’s management, all expenditure, SARS compliance, government grants administration, maintenance of assets.
- *Budget, Treasury and Revenue* – The Manager: Budget, Treasury and Revenue is responsible for ensuring that budgets are prepared, budgets are effectively utilised, reporting to National treasury and other spheres of government, financial forecasting, property rates, collection of other income, compliance with various spheres of government, maintenance of investments.
- *Supply Chain Management* – The Manager: Supply Chain Management is responsible for the implementation of the Supply Chain Management policy and ensuring that the goods and services are procured in manner which is transparent, competitive, equitable, cost effective and fair.

6.4 Disclosure of Salaries, Allowances and Benefits

6.5 Summary of Total Salaries and Allowances

7 Chapter 7: Annual Implementation Plan (Awaiting Draft Budget)

8 Performance Monitoring and Evaluation

Performance Management Systems

Section 38 of the MSA requires a municipality to (a) establish a performance management system that is

- iv) commensurate with its resources;
 - v) best suited to its circumstances; and
 - vi) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;
- d) promote a culture of performance management among its political structures, political office bearers and councillors and in its
- e) promote a culture of performance management among its political structures, political office bearers and councillors and in its
- f) administer its affairs in an economical, effective, efficient and accountable manner.

In adhering to the abovementioned, the municipality has structures in place for effective implementation of the act. These structures are the TOP MANCO, Executive Council, Municipal Public Accounts Committee, Audit Committee and Performance Assessment Committee.

After the development of Service Delivery and Budget Implementation Plan, the municipality then develops the scorecards with performance targets and budget, performance indicators, and responsible departments which becomes a tool to monitor and evaluate performance of the municipality. The following table indicates the types of reports, structures and time intervals of evaluating performance:

Reports	Structures	Interval
MFMA Section 71	Exco, MPAC, Audit Committee and Council	Monthly and Quarterly
Quarterly Reports	EXCO, Performance Audit Committee, and Council	Quarterly
Mid-Year Performance Report	EXCO, MPAC, Audit Committee and Council, Provincial and Treasury	Mid-yearly
Annual Performance Report and Annual Report, and Annual Financial Statement	Top Manco, EXCO, MPAC, Audit Committee, Council, Auditor General, COGTA, Provincial and National Treasury, Provincial Legislator. Community and Performance assessment Panel.	Annually

9 Chapter 9: Annexures

9.1 MSCOA

9.2 Energy Master Plan

9.3 Housing Sector Plan

9.4 Disaster Management Plan

9.5 Spatial Development Framework

9.6 Council Resolution

