

UMHLABUYALINGANA LOCAL MUNICIPALITY



**FINAL DRAFT
IDP 2010/11**

SECTION A. EXECUTIVE SUMMARY

The Municipal Systems Act (Municipal Systems Act, No. 32 of 2000) requires Municipalities to annually prepare, review and adopt its Integrated Development Plan.

An IDP is one of the key mechanisms for Local Government to cope with its new developmental role. Furthermore it seeks to facilitate strategic decisions on issues of Municipal importance, such as Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act, which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to reassess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain the inputs from communities in respect of their needs. Apart from specifying the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds and a plan to achieve it.

1. Situational analysis

The Umhlabuyalingana municipality is situated in the North Eastern part of KwaZulu-Natal. The Municipality has an area of 3621 km² and a population of approximately 163 694 people, with an average household size of 6 people per household, according to the Statistics South Africa 2007 Community survey. The municipality is one of five

municipalities that constitute the Umkhanyakude district Municipality.

The Municipality has a rural character with 99% of the municipality classified as rural, and consists of 13 wards. Nearly 60 % of the municipal area falls under traditional authority ownership, with the remaining 40% consisting of commercial farms and conservation areas.

1.1 Population Profile

The Umhlabuyalingana municipality consists of a predominantly African population (99%+), with the White, Coloured and Indian/Asian population contributing less than 1% of the Umhlabuyalingana population.

Only 3% of the economically active population within the Municipality earns more than R 1600 per month. The alarming fact is that 47% of the economically active population (out of a total of 52%) receives either no income, or less than R1 600 per month.

Out of the total population, 18% has had no formal education, 57% did not complete grade 12, and only 8% obtained a grade 12 or higher education. Of the 8% with grade 12 or higher, 2% of the municipality's population obtained a tertiary education.

The Umhlabuyalingana municipality's economic base depends largely on tertiary services, with community services accounting for about 70% of the municipality's GDP.

Agricultural production contributes about 20%, while the secondary sector consisting of manufacturing,

electricity/gas/water supply contributes 10% to the GDP of the Municipality

1.2 Access to Physical infrastructure

There has been a significant increase in the supply of RDP standard water to households within the municipality. The supply of piped water has increased from 30.06% in 2001, to 48.30% in 2007, an increase of over 18%.

Following the increase in water supply, there has been a 34.9% reduction in sanitation backlogs compared to 2001 statistics.

It is evident that no significant inroads were made with the supply of electrification in the municipality, as more than 80% of the population is dependent on candles and wood for lighting and cooking purposes.

The Umhlabuyalingana municipality has a total of 346 km of roads, and with exception of the road from Mbazwana to Manguzi, the road network is poor to very poor condition, and in dire need of upgrade.

Less than 1% of the Umhlabuyalingana municipal households have access to fixed line telecommunication. In contrast with the above, 70% of households in the municipality has access to cellular telecommunication. Nearly 30% of household within the municipality have no access to neither fixed line, nor cellular telecommunication.

Nearly 50% of all residents reside in traditional dwellings, and a housing plan study indicates that the backlog for housing is estimated at 8806 housing units.

1.3 Socio economic conditions

The impact of HIV/AIDS has severe consequences on the socio economic development of the Municipality, as can be seen from the life expectancy and potential years of economic productivity.

Life expectancy in the province is low at 43.1 years, with female life expectancy marginally higher at 44.5 years. It is estimated that the population growth rate for KwaZulu Natal up to and including 2015, will be 0.3% per year.

When access to schools and health facilities are analyzed, it becomes apparent that there has been a concerted effort from these Departments to provide services within the municipality. 91.6% of municipal households have access to health facilities, and 72 % of the municipal population has access to schools.

1.4 Municipal structures and functions

The Municipality is well capacitated and structured to perform its legislative mandate, with all functions in the municipality delegated to the municipal manager and five departments to assist him in the execution of duties.

The municipality is mandated to perform the functions allocated to it by section 84 of the Municipal Systems Act.

2. Development strategies

The Umhlabuyalingana municipality has during the past IDP's embarked on a SWOT analysis in order to identify key issues and strategies for the municipality within the context of their powers and functions. From the SWOT analysis, a vision and mission statement was developed for the municipality.

The vision of the municipality is as follows:

We want to see ourselves as the most democratic and developmental municipality in South Africa that will enhance socio-economic growth for all people.

The mission of the municipality is as follows:

To create an enabling environment and sustainable development which promotes equity and freedom, poverty reduction and quality of life for our communities.

The municipal strategic program is aligned to the five local government key performance areas, as well as to the municipal mission and vision.

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
Municipal Transformation and Organizational Development	Empower and capacitate institutional structures, promotion of cooperative transparent governance
Basic Service Delivery	Infrastructure, Development and planning
Local Economic Development	Promotion of Economic Growth
Municipal Financial Viability and Management	Increase in municipal income and build effective and Financial Systems
Good Governance and Public participation	Gender issues, Illiteracy, HIV & AIDS awareness, Sports & Recreation and Access in Community Facilities

3. Spatial Development

The Umhlabuyalingana municipality completed the first spatial development framework for the municipality in 2004. As this framework and the subsequent frameworks that followed are all relevant, they together with the Umkhanyakude Spatial development framework form the basis for the Umhlabuyalingana spatial framework. With the permission of the Umkhanyakude district municipality, certain relevant sections were extracted and included in the document.

During and 2010/2011 the municipal aim is to further develop the framework to include spatial representation of all projects, as well as a Land Use Management System (LUMS) for the Municipality.

The preparation of a Spatial Development Framework for the Umhlabuyalingana

Municipality is to provide the framework to guide the overall spatial distribution of current and desirable (future) land uses within the municipality

4. Sector involvement

The municipality has for a number of years tried to engage with service providers regarding project alignment and implementation, with limited success.

The Department of Local Government and Traditional Affairs have assisted municipalities in obtaining the strategic programmes for certain departments, which is included in the document.

5. Strategic Implementation Plan

The Municipality will identify a number of actions that relate to the Key performance areas and strategies that will be set for the municipality.

These actions will be broken down into three years, and need to be completed in order for the municipality to achieve the objectives and strategies that will be set as part of the strategic plan.

The municipality will include these actions in their one year operational plan, to ensure that budgets and resources are allocated for the implementation of these actions.

6. Projects

The projects to be listed in the document, are those that have been derived from the strategic implementation plan, as well as from community needs identified through community planning structures.

7. Organisational Performance Management

The Municipality will utilize the municipal performance sheet as an indication of success in the implementation of its strategic plan, and endeavors to improve on the drafting and implementation of this document on an annual basis.

SECTION B

1. INTRODUCTION

Review of IDP of Umhlabuyalingana Municipality is in terms of Section 34 of the Municipal Systems Act, Act 32 of 2000. Umhlabuyalingana Municipality consists of 13 Wards; the 13th ward was established after the 2005 Delimitation of Wards process. The 13 municipal wards were then grouped into four Development Clusters i.e.

Cluster	Wards
Mashabane	6, 7, 13
KwaNdaba	8, 9
Kwangwanase	1, 4, 10, 11, 12
Mbazwana / Mseleni	2, 3, 5

1.1 Purpose of IDP Review:

The IDP has to be reviewed every financial year in order to:
Ensure its relevance as the municipality's strategic plan,

Inform other components of the municipal business process, including institutional and financial planning and budgeting,
Accommodate new information and changed circumstances,
Assess the municipality's performance against organizational objectives as well as implementation of the IDP
And attend to the MEC's comments on the current IDP
Accommodate sectoral plans that have been updated and / or developed as part of the IDP Review Process.

The Municipal Systems Act (Municipal Systems Act, No. 32 of 2000) requires Municipalities to annually prepare, review and adopt its Integrated Development Plan.

An IDP is one of the key mechanisms for Local Government to cope with its new developmental role. Furthermore it seeks to facilitate strategic decisions on issues of Municipal importance, such as Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act, which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to reassess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain the inputs from communities in respect of their needs. Apart from specifying the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds and a plan to achieve it.

1.2 Legislative and Policy Framework

The Umhlabuyalingana IDP is a product of various pieces of National, Provincial and Municipal legislation, policies and strategies to ensure sustainable, coordinated development within the municipality.

1.3 Legislation

In the year 2000 the Municipal Systems Act, Act 32 of 2000 (MSA) came into operation. The MSA is the principal legislation pertaining to Municipal Integrated Development Plans. According to Section 25 of the Act each Municipal Council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. In terms of Section 26 of the MSA, some of the core components that an integrated development plan must reflect are:

The municipal council's vision for the long term development of the municipality.

An assessment of the existing level of development in the municipality which must include an identification of communities which do not have access to basic municipal services.

The council's development priorities and objectives, including its local economic development aims and its internal transformation needs.

The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.

A Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality.

Key performance indicators and targets determined through an organizational performance system based on the priorities identified in the IDP.

Chapter 5 of the same Act prescribes that each Municipal Council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;

Aligns the resources and capacity of the municipality with the implementation of the plan;

Forms the policy framework and general basis on which annual budgets must be based,

Is compatible with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation.

Other key pieces of legislation which are in various degrees applicable to integrated development planning are:

The Constitution of the Republic of South Africa 108 of 1996;
Reconstruction and Development Programme (RDP);
White Paper on Local Government of 1998;
Municipal Finance Management Act 56 of 2003,
National Water Act 36 of 1997;
Disaster Management Act, 52 of 2002;
Development Facilitation Act 67 of 1995;
National Environmental Management Act 107 of 1998;
National Land Transportation Transition Act 22 of 2000,
Ingonyama Trust Act,

Kwazulu Natal Planning and Development Act, 1998 (Act No. 5 of 1998)

Kwazulu Land Affairs Act,

Municipal Structures Act 117 of 1998.

1.4 Policies and Guidelines

The National and Provincial Government in partnership with certain key National Departments, has been the driving force behind key policies regarding developmental policies and guidelines, of which the most applicable are the National Spatial Development Perspective (NSDP) and the Provincial Growth and Development Strategy (PGDS).

The National Spatial Development Perspective (NSDP) sets out to ensure that development takes place in a coordinated and spatially orientated manner, targeting specific strategic and spatial areas in terms of resource allocation. The principles of the NSDP are as follows:

To address the imbalances of the past so that current social Inequalities should focus on the people not on the places.

To channel future development into activity corridors and nodes that are adjacent to or link to main growth centres

Contribute to the broader growth and development policy objectives of government

Ascertain the spatial dimension of social exclusion and inequality

Lift the burden of unequal and inefficient spatial arrangements placed on the state e.g. High transportation subsidies;

communities who incur huge cost by commuting large distances to and from work

Promote government investment in localities of economic growth in order to gear up private sector investment; stimulate sustainable economic activities and to create long term employment opportunities.

Applying the NSDP principles within the Umhlabuyalingana Municipality will positively influence the impact of investment within the Municipality, as well as improve development coordination between the private sector, National and Provincial Departments and the Municipality itself.

The second policy aimed at development coordination, job creation and sustainable development is the Provincial Growth and Development Strategy (PGDS)

The PGDS facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out mandates in conflict with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and local municipalities)

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

1.5 The 2010/2011 Umhlabuyalingana IDP review

The 2010/2011 IDP review is part of the second 5 year cycle IDP's, which is referred to by the Municipality as the Vision 2011 Plan. Since the inception of integrated development plans, the Municipality has constantly striven to produce a document that is representative of the municipal needs, is implementable, and complies with National and Provincial legislation and policies.

The Municipal structure and capacity is such that it can adequately manage and implement the IDP within its area. It must however be emphasized that the Municipality acknowledges the fact that the IDP is a dynamic document, largely dependent on financial resources as well as support from government departments, especially with regards to the completion of sector plans.

The structure of the document will be based on the revised framework document for IDP's compiled by the Department of Local Government and Traditional Affairs.

1.6 Outline of the Process

The Umhlabuyalingana Process plan was drafted to outline the process that will be followed in the 2010/2011 IDP process, with particular focus on the role players, content of the review and critical timeframes within the process. The process plan was drafted within the framework for completion of the district family of IDP's, and adopted by the Umhlabuyalingana Council.

1.6.1 Municipal roles and responsibilities

During the 2010/2011 Umhlabuyalingana IDP review, and subsequent reviews, the institutional roles and responsibilities must be clearly defined to ensure the successful completion of

the IDP. The roles and responsibilities of all structures are outlined below.

The Umhlabuyalingana Municipal Council is responsible for the following:

- Adoption of the IDP Process Plan
- Adoption and approval of the reviewed IDP,
- Amendment of the in accordance with the comments by sector departments and MEC,
- Approval of the various review phases,
- Ensuring that the IDP is linked to the PMS and Municipal Budget

The Executive Committee has the following responsibilities:

- Recommend to Council the adoption of the IDP Process Plan and reviewed IDP.
- Overall management of the IDP Review process,
- Monitoring the IDP review process

The IDP Manager is assigned the following responsibilities:

- Management and Co-ordination of the IDP process
- Ensure that there's vertical and horizontal alignment,
- Ensuring all stakeholders are informed of the process and their involvement,
- Create a conducive environment for public participation,

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding,
- Support the IDP Manager in the management and co-ordination of the IDP,
- Discussion of input and information for the IDP review,
- Ensuring the monitoring and evaluation of the gathered information,
- Attending to MEC's comments

The IDP Representative Forum is assigned the following responsibilities:

- Recommend reports for approval / adoption,
- Representing interests of the constituents,
- Present a forum for communication and participation for all stakeholders,
- Monitoring the IDP review process.

Umkhanyakude District planner's forum

The Umkhanyakude District Municipality forms a district-wide planners forum for the purpose of alignment with all the local municipalities within the district:

The municipal officials are responsible for the implementation of the IDP and in the process gather information on any changes in the circumstances. They have to provide budgetary information and any information on the performance evaluation. They provide technical expertise during the planning process. Municipal Officials also interact with the Ward Councilors and

Ward Committees and provide guidance and advice that is crucial during the IDP process.

The Ward Committees have a crucial role of identifying the needs and service delivery challenges in the community and report these to the Ward Councillor.

The Sector Departments have the following responsibilities:

- Assist in the IDP formulation and review process,
- Provide budget information and sector plans,
- Provide data and information,
- Ensure programme and project alignment between the municipality and province,
- Ensure budgetary alignment between provincial programmes and projects and the municipality's IDP.

Ward Councilors are an important link between the municipality and its constituents. They are the first to know of any community needs or service delivery challenges. The Councilors will be responsible for forwarding this information to the municipal officials. They are also responsible for organizing community meetings and ensuring maximum participation of residents in the IDP review process.

The Traditional Councils serves as the link between the community and Ward Councilors and matters of service delivery and needs of the people. Assist in giving information with regard to land rights and possible available areas for future development.

1.6.2 Mechanisms for consultation and public participation

Chapter 4 of the Municipal Systems Act stipulates that a municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its Integrated Development Plan. In this context, the municipality has committed to a participatory process of IDP review whereby the community will play a meaningful role.

The following mechanisms for consultation and public participation during the 2010/2011 review were identified:

IDP Representative Forum

This forum should represent all stakeholders and be as inclusive as possible and it must meet as the action programme.

Media

Local newspapers circulating within the municipal area of jurisdiction will be used to inform on progress and issuing public notices on the IDP and Budget processes. The local / community Radio Stations should also be utilised for publicity purposes.

Ward Committees and Community Development Workers

As formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councilors will be used as a link between the municipality and communities, to obtain information on any other information on progress on the IDP and Budget implementation.

Municipal Notice Boards

The municipal notice boards will be used to inform stakeholders of crucial meetings.

2.1.3 Alignment

The Umhlabuyalingana Municipality does not exist in isolation, and is spatially located within a District, Provincial, National and International framework wherein it operates. Strategic and spatial alignment within this framework is crucial to the effective implementation of the Umhlabuyalingana IDP.

The following levels of alignment have been identified, and in most of the cases successful mechanisms to achieve alignment, have been established:

Alignment with National Government

Umhlabuyalingana Municipality will endeavour to align the IDP and Budget review process with relevant national legislation, policies, programmes (ASGISA, ISRDIP, Urban Renewal Programme, etc.) and financial plans (e.g. MTEF, MTEP)

Alignment with Provincial and Local Government

Alignment between the province and the municipality is occurring at the IDP Representative Forum. The forum allows for the integration of plans, programmes and budgets of the Provincial Sector Departments into the Municipal IDP.

Alignment with District and Local Municipality

Alignment at district and local level is co-ordinated at the Umkhanyakude District Municipality's IDP Steering Committee. The main function of the Committee is to monitor progress in

the various review processes and to ensure agreement between the district and the local municipality in terms of the framework plan.

Alignment at Local Municipal Level

The Municipal Manager / IDP Manager with the support of the IDP Steering Committee ensure that all the role-players are performing their duties. Performance in terms of delegated roles and responsibilities are monitored at Steering Committee meetings and corrective measures taken if necessary.

Alignment with international boundaries

Umhlabuyalingana Municipality shares its northern border with Mozambique, and it is therefore crucial to identify common competitive advantages between the municipality and the adjoining Mozambique municipality.

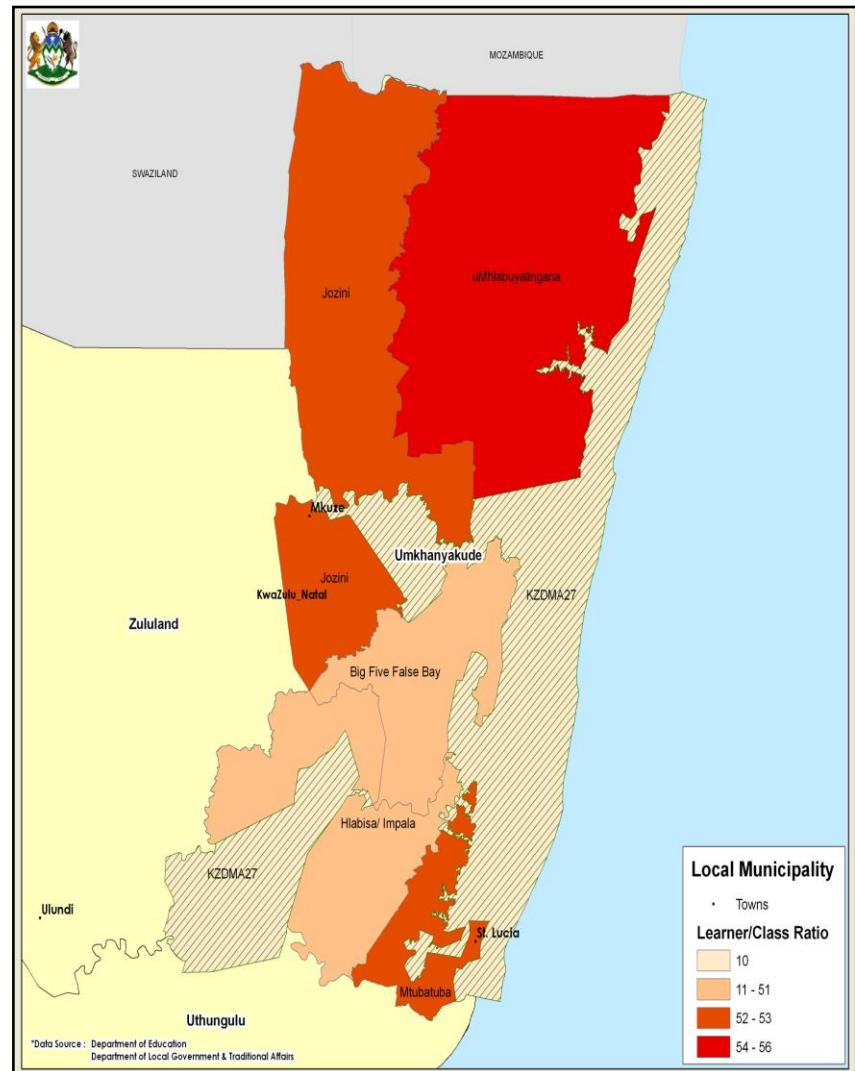
There are no current mechanisms for alignment in place, and it is suggested that National and Provincial government play a significant part in establishing alignment structure.

SECTION C: SITUATIONAL ANALYSIS.

1.LOCATION

Umhlabuyalingana Municipality is one of the five municipalities in the jurisdiction of Umkhanyakude District Municipality in the province of Kwazulu-Natal, it is situated in the northern-eastern part of Kwazulu-Natal Province. The Municipality is one of the poorest municipalities in the country to extent that it was declared one as a Presidential Node, because it is poverty-stricken.

Umhlabuyalingana Municipality was also proclaimed as one of the World's Heritage Sites, with some patches of environmental protected areas.



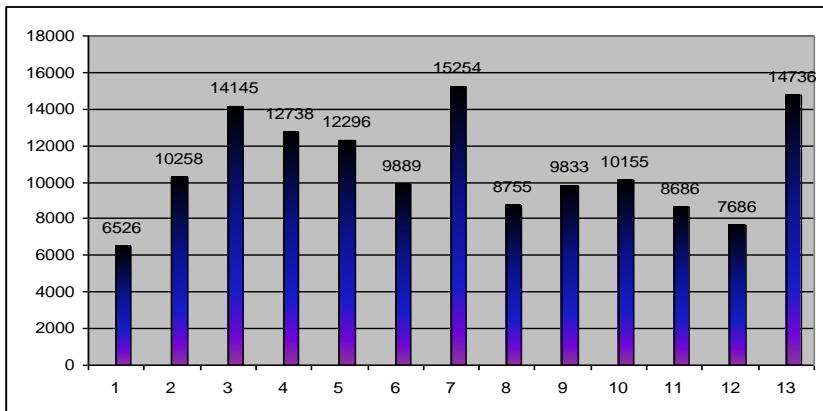
2 KEY FEATURES OF UMHLABUYALINGANA

3. DEMOGRAPHICS

According to the results of the 2001 Census, Umhlabuyalingana Local Municipality now has an estimated population of 140 963 in 2001. The population is dominantly from rural, tribal and farming communities and there's no formal town.

3.1 Population Profile

The total population of Umhlabuyalingana in 2001 was 140 962 and increased to 163 692 by 2007. In 2001 the population was spread unevenly among the 13 municipal wards. Wards 7, 13 and 3 are the most populated and ward 1 had the least population



- The Umhlabuyalingana municipality consists of a predominantly African population of approximately 99%, with the White, Coloured and Indian/Asian population contributing less than 1% of the Umhlabuyalingana population

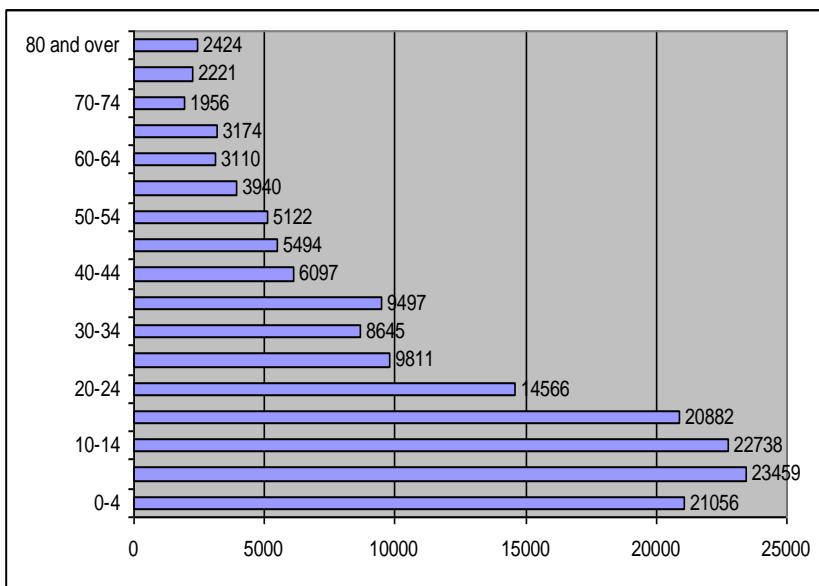
- Number of Households: In 2001 there were a total of 26 674 households within the municipality. This increased to 27 006 in 2007 (Isibuko seAfrica 2008).
- Household size: In 2001 the average household size was 5.28 persons and it increased to 6.06 in 2007. It is noted however that in 2001 approximately 41.14% of households in the municipal area comprise 6 persons or more
- Labour Force: In 2001 of a total labour force of 23 038 persons (16.34% of the total population), 7 094 were employed and 15 944 were unemployed. 49 220 people were not economically active. The level of unemployment is an important indicator of the relative poverty and social well-being of a community. The census data indicates a relatively high level of unemployment within Umhlabuyalingana. However, the most worrying factor is an even higher representation of people who are not economically active.

3.2 Age Groups:

Age Category (Years)	Total Population (2001)	% (2001)
0 – 4	19 267	13.7
5 – 14	42 332	30.0
15 – 34	47 387	33.6
35 – 64	24 353	17.3
Over 65	7 623	5.4
Total	140 962	100

Source: 2001 Census

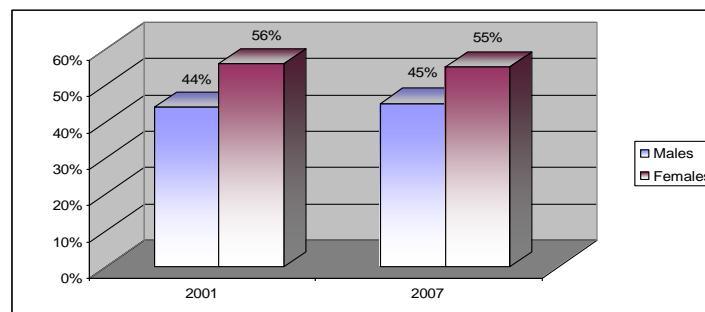
- Age Groups:



Source: 2007 Community Survey

In terms of age, the population is generally balanced with the people below 14 years of age being estimated at being 43% in 2001 and 41% in 2007 of the total population. The labour force group, i.e., people falling within the working age cohort, accounted for 50% (2001) and 53% (2007) of the total population. Persons in the 65 years old and above category accounted for 7% (2001) and 6 % (2007) of the total population.

3.3 Gender:

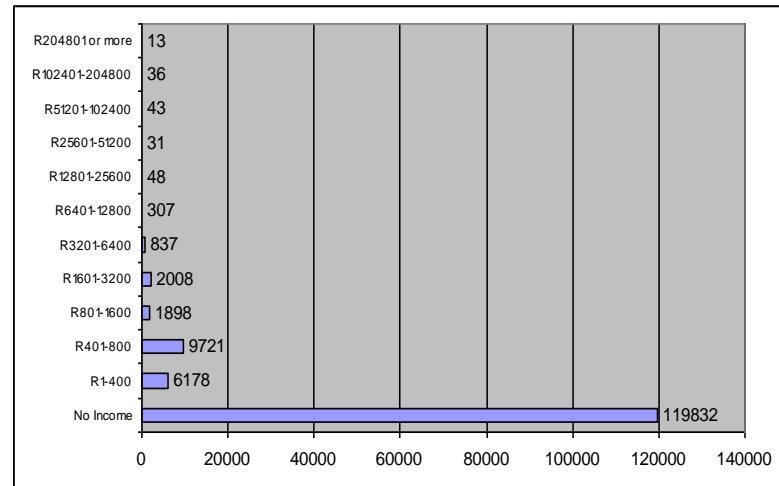


Source: 2001 & 2007 Statssa

4. ECONOMIC PERSPECTIVES

4.1 LEVELS OF ECONOMIC ACTIVITY

- Individual Monthly Income:



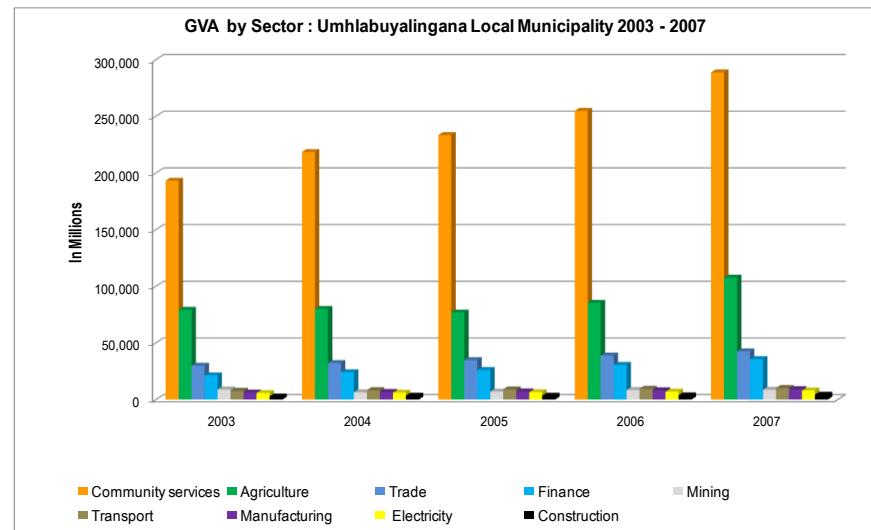
Source: 2001 Census

In 2001 99% of individuals in the municipal area (139 637 people) have an income of less than R 3 200 per month – with the majority of these stating that they had no income at all (119 832 people or 81.54%). It can thus be deduced that the municipal area is characterized by high levels of poverty.

An economy is usually analyzed in terms of its component parts i.e. its sectors. Economists distinguish between three main sectors. They are the primary, secondary and tertiary sectors. In this context, the primary sector is made up of activities which are directly related to natural resources e.g. agriculture, forestry, fishing, mining and quarrying. Primary industry tends to dominate the economies of developing nations, but as secondary industries and tertiary services develop, the share of primary sector economic output tends to decrease. Secondary sectors include goods that are produced or manufactured. Tertiary sector activities are service based such as banking, finance, insurance, retail, education, transport, information and communications (ICT) services.

The Municipal Economic structure is dominated by tertiary services which include government services, wholesale and trade, finance and business and manufacturing.

The important primary sectors are within the uMhlabuyalingana Municipality are Agriculture and Mining. The sector specific contributions to GDP need to be understood in the context of the overall local sector contributions which are ranked from 1- 9 addressing the primary, secondary and tertiary sectors. The sequence is Com Services, Agriculture Trade, Finance, Transport, Mining, Manufacturing, Electricity and Construction,



The Umhlabuyalingana municipality's economic base depends largely on tertiary services, with community services accounting for about 70% of the municipality's GDP.

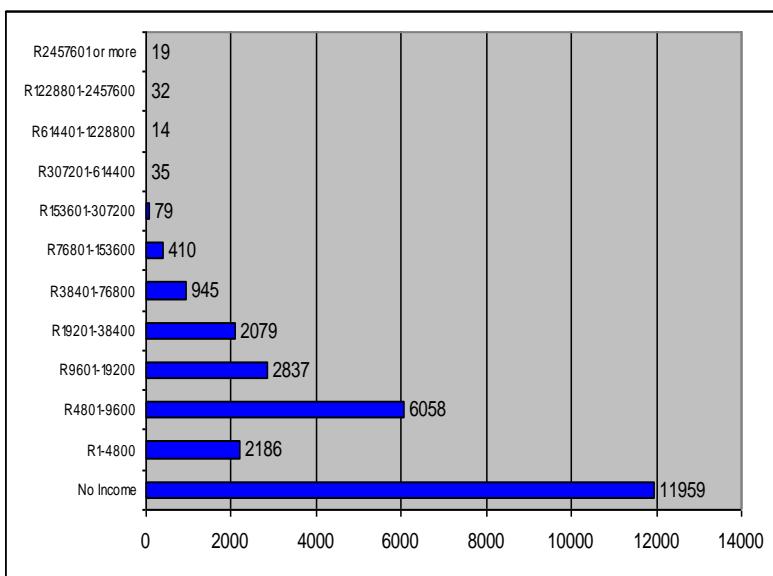
Agricultural production contributes about 20%, while the secondary sector consisting of manufacturing, electricity/gas/water supply contributes 10% to the GDP of the Municipality

Only 3% of the economically active population within the Municipality earns more than R 1600 per month. The alarming fact is that 47% of the economically active population (out of a total of 52%) receives either no income, or less than R1 600 per month.

Out of the total population, 18% has had no formal education, 57% did not complete grade 12, and only 8% obtained a grade 12 or higher education. Of the 8% with grade 12 or higher, 2% of the municipality's population obtained a tertiary education.

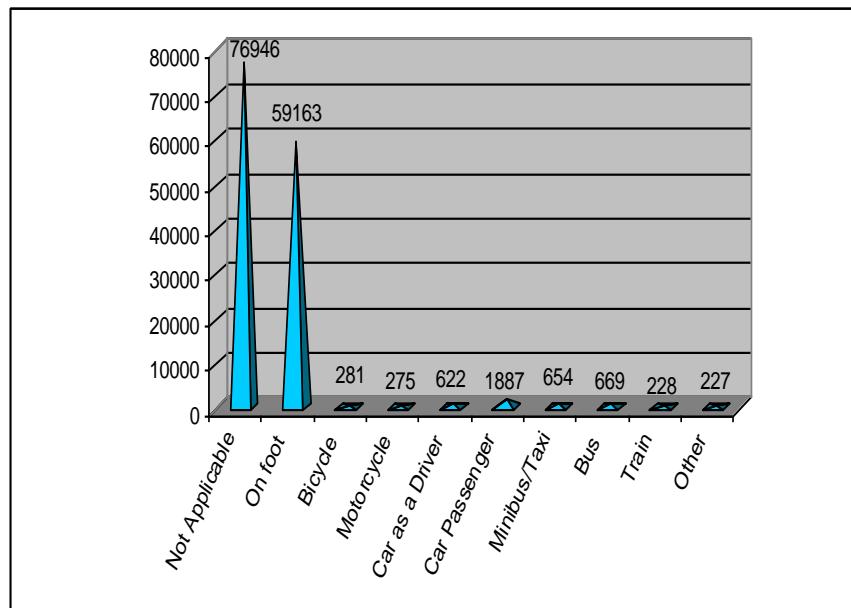
4.2 Annual Household Income:

In 2001 25 119 or 94.17% of households within Umhlabuyalingana have an annual household income of R 38 400 or less. 11 959 of these households (44.83%) recorded no income at all. This again highlights the high poverty rate citizens are living in.



Source: 2001 Census

Mode of travel for Work or School:



Source: 2001 Census

The majority of people travel to work or school by foot (59 163 people). Others travel by bus (669 people); car passenger (1887 people); minibus/taxi (654 people); car driver (622 people); bicycle (281 people); motorcycle (275 people) and “other” (227 people).

4.3 Disabilities:

Description	Number
No disability	155 519
Sight	336
Hearing	555
Communication	67
Physical	2 628
Intellectual	123
Emotional	2958
Multiple	200

Source: 2007 Community Survey

A total of 6 867 persons within the municipal area have some form of disability (i.e. 4.19% of the total population).

Dwelling Type: In 2007 it was estimated that 13 489 households reside in traditional dwellings, 12 284 in formal houses, 597 in block of flats, 66 in town/cluster/semi-detached house, 49 in house/flat/room in back yard, 256 in room/flat let on a shared property and 63 in a hostel.

Number of rooms: In 2001 68.26% of households (18 208 households) in the municipal area have a dwelling comprising four rooms or less.

In 2001 99,69% of people (140 170 people) in the municipal area are South African citizens.

- The average household size is a fairly low 6.06 persons.

- 16.34% of the labour force is employed – this has serious implications for the sustainability of housing projects in the future and the ability of household heads to pay for municipal rates and services.
- There are an extremely high proportion of individuals in the municipal area who have low-income levels (99% of individuals). This, coupled with the high proportion of households who fall into the low-income bracket (i.e. 94.17% of households), again highlights the inability of households to afford municipal services.
- The majority of people travel by foot to school and work. This has implications for the delivery of future housing – which should be located in close proximity to existing work opportunities and education facilities.
- A fair proportion of persons in the municipal area have some form of disability (4.91%).
- A high proportion of households in the municipal area reside in traditional houses i.e. 13 489(2007). The housing development focus should therefore be on improving the conditions of these rural households.
- Almost all residents of the area (99, 69%) are South African citizens – one of the criteria for qualifying for a housing subsidy.

5. SPATIAL PERSPECTIVE

Umhlabuyalingana is one of the five local municipalities located in the Umkhanyakude District Municipality (DC27) and is approximately 3 693 km². It has Mozambique along its northern boundary, the Indian

Ocean to the east and the local municipalities of Jozini to the west and The Big 5 False Bay and KZDMA27 to the south. The urban areas include towns such as Mbazwana, Sodwana Bay and KwaNgwanase (Manguzi). Ingonyama Trust land which members of the Tembe, Mashabane, Mabaso and Zikhali traditional councils dominates the area of jurisdiction of the municipal area. The Spatial Development Framework of the Umhlabuyalingana Municipality identifies three levels of investment points. These are:

- Primary Investment Points: Manguzi and Mbazwana
- Secondary Investment Points: Mseleni, Sikhemelele and Mboza
- Tertiary Investment Points: Phelandaba, Manaba and Mozi

The main road structure is made up of the N2 which traverses the district in the southwest. To the east of the N2 is a main road which runs from the N2 through to Jozini and Manguzi into which the SDI road (MR 439) links from Hluhluwe and the N2 thus forming a circular route.

6.5 ENVIRONMENTAL PERSPECTIVE

Umhlabuyalingana is generally environmentally sensitive and dominated by protected areas with national and international significance. These include the Isimangaliso Wetlands Park, Tembe Elephant Park, Coastal Forestry Reserve, etc. It also forms part of the proposed Transfrontier Conservation Area

being established between Swaziland, South Africa and Mozambique. A number of community based conservation initiatives have been or are in the process of being established and integrated into the existing conservation areas and tourism development opportunities.

Apart from the Isimangaliso Wetland Park on the eastern periphery of Umhlabuyalingana, there are a number of other environmental sensitive areas (both protected and unprotected) in the Umhlabuyalingana Local Municipality. They include the area surrounding Lake Sibaya, the Tembe Elephant Park, Sand Forest Zone and the Pongola River Floodplain

7 INFRASTRUCTURE PERSPECTIVE

There has been a significant increase in the supply of RDP standard water to households within the municipality. The supply of piped water has increased from 30.06% in 2001, to 48.30% in 2007, an increase of over 18%.

Following the increase in water supply in 2007, there has been a 34.9% reduction in sanitation backlogs compared to 2001 statistics.

It is evident that no significant inroads were made with the supply of electrification in the municipality, as more than 80% of the population is dependent on candles and wood for lighting and cooking purposes.

The Umhlabuyalingana municipality has a total of 346 km of roads, and with exception of the road from Mbazwana to Manguzi, the road network is poor to very poor condition, and in dire need of upgrade.

Less than 1% of the Umhlabuyalingana municipal households have access to fixed line telecommunication. In contrast with the above, 70% of households in the municipality has access to cellular telecommunication. Nearly 30% of household within the municipality have no access to neither fixed line, nor cellular telecommunication.

Nearly 50% of all residents reside in traditional dwellings, and a housing plan study indicates that the backlog for housing is estimated at 8806 housing units. The 2007 Community Survey results are provided below:

Economic performance of an area is a function of a number of variables combining in a systemic manner to create opportunities for economic advancement. One of the key variables is the availability of infrastructure particularly water, electricity and roads.

7.1 Water:

The table below illustrates the main supply of water to households:

Water Source	2001	2007
Piped water inside dwelling	462	2723
Piped water inside yard	3265	5147
Piped water on community stand: less than 200m from dwelling	986	-
Piped water on community stand: greater than 200m from dwelling	3957	-
Piped water from access point outside	-	5159

the yard		
Borehole	5553	6620
Spring	2726	1906
Rain water tank	697	579
Dam/pool/stagnant water	2445	1115
River/stream	6069	2909
Water vendor	1084	623
Other	139	225

Source: 2001 & 2007 Stats SA

The table above indicates that there has been an increase in the number of households that have access to piped water, the majority of households still rely on natural resources for their water supply. Only 10% of households have access to piped water inside their dwellings.

7.1.1 Water backlog

Umhlabuyalingana Local Municipality

Service level % of population

Local Municipality	No of Communities	No of People	Water Need	% Water Need	Sanitation Need	% Sanitation Need
Umhlabuyalingana	444.00	135,780.00	51,420.00	37.87%	98,546.00	72.58%
Jozini	529.00	138,136.00	87,943.00	63.66%	101,057.00	73.16%
The Big Five False Bay	43.00	21,458.00	17,013.00	79.29%	21,098.00	98.32%
Hlabisa	447.00	165,807.00	83,757.00	50.51%	143,909.00	86.79%
Mtubatuba	14.00	21,582.00	13,996.00	64.85%	14,728.00	68.24%
St Lucia Park	74.00	11,368.00	7,802.00	68.63%	9,557.00	84.07%
Total	1,551.00	494,131.00	261,931.00	53.01%	388,895.00	78.70%

Schemes associated with raw water supply from Lake Sibaya are Mseleni hospital and surrounds and the Mbazwane / Sodwana nodes. These schemes were tabled under “unreliable source” due to the urgent need to re-assess the available yield of the lake, considering a drastic increase in demand for the sub-region in recent years. Lake Sibaya is very important from an ecological perspective which in turn requires responsible decision making on its utilization.

7.2 Sanitation

The table below illustrates the type of sanitation facility utilized by households:

Sanitation Facilities	2001	2007
Flush toilet (connected to sewerage system)	1122	547
Flush toilet (with septic tank)	417	631
Chemical toilet	1839	658
Pit latrine with ventilation	2297	11 617
Pit latrine without ventilation	2439	2585
Bucket latrine	225	0
Dry toilet facility	-	1594
None	18335	9373

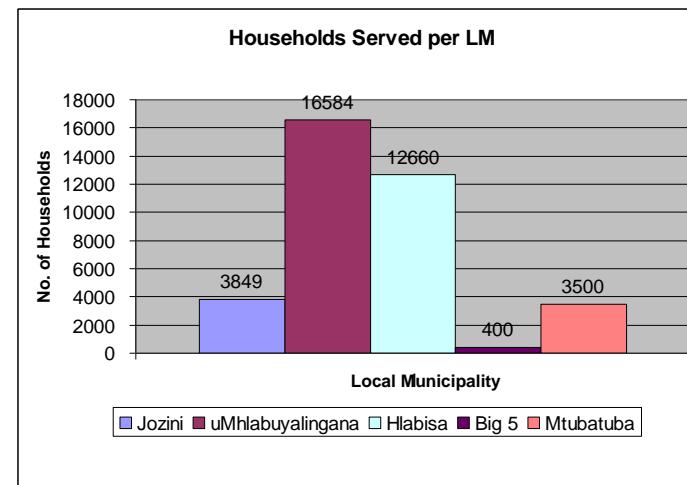
Source: 2001 & 2007 Stats SA

There are very few households which have access to the flush toilet sewer (including flush septic tank). A positive trend

between 2001 and 2007 has been the decrease in the number of individuals who do not have access to any form of sanitation facility.

7.2.1 Sanitation backlog

Graph Showing the Number of Households Served with Sanitation Services Per Local Municipality



The backlog in terms of sanitation and water provision within the municipality is estimated at being 85.4% and 44.7% respectively (WSDP, 2007). An average of the two figures provides a percentage of 65.05% and based on this percentage the backlog is estimated at being approximately 8806 housing units

7.3 Electricity:

The tables below illustrate the energy source used by households for cooking and lighting purposes:

Energy Source	2001	2007
Electricity	1709	2480
Gas	2027	1692
Paraffin	337	188
Wood	22161	22 483
Coal	80	0
Animal Dung	137	58
Solar	67	39
Other	155	66

Energy Source	2001	2007
Electricity	1887	3474
Gas	109	0
Paraffin	176	57
Candles	24008	21 535
Solar	189	1368
Other	306	572

Source: 2001 & 2007 Stats SA

It is estimated that only 2480 and 3474 households have a supply of electricity for cooking and lighting purposes respectively. Umhlabuyalingana has an electrification backlog of about 87%. This is attributed mainly to the previous neglect of the area and the settlement pattern which renders electrification costs high. The area is sparsely settled and, in some instances, the terrain is very difficult. The limited spare capacity of the existing network has also been a factor in this regard. The nodal areas, particularly Manguzi and Mbazwana, are the most affected by power shortages due to a relatively high demand for energy in these areas. Overall, there is a general perception that the quality of

supply is unreliable and too intermittent to create investor confidence

7.4 ROADS AND STORM WATER MANAGEMENT

The regional roads that pass through the area and major district arterials provide a relatively good access at a regional scale. The towns such as Mbazwana and Manguzi are located along these routes and enjoy a relatively good level of accessibility. However, the situation is completely different with regard to local access roads. The road infrastructure is poorly developed with some of the areas almost completely inaccessible by road. These include some potential tourist destinations. Lack of proper road network at this level is a serious weakness. It paralyses initiatives intended to turn comparative advantages to competitive advantages. Internal roads within the nodal areas also require substantial upgrading and formalization into business services roads.

According to the Department of Transport's assessment of municipal road network report completed in 2007, the Umhlabuyalingana municipality has a total of 346 km of roads. This figure was determined by estimating the road lengths using a figure of 382 inhabitants per kilometer of paved and gravel road, and assuming that 8% of all roads can be classified as tracks.

By applying the above assumptions, it is estimated that the Umhlabuyalingana municipality has 152 km of paved roads, 169km gravel roads and 26km of tracks. With exception of the road from Mbazwana to Manguzi, the road network is poor to very poor condition, and in dire need of upgrade.

7.5 WASTE MANAGEMENT

The table below indicate the method of refuse disposal for households within the Umhlabuyalingana municipality. From the table it is evident that most of the households in Umhlabuyalingana (87.6%) dispose of their own waste. This figure is an increase of 16.2% from the 2001 sensus statistics. Only 10.8% of households do not have any access to solid waste disposal facilities, as opposed to 25.5% in 2001, an improvement of 14.7% over a six year period.

The increase of 16.2% in own refuse dumps is alarming from an environmental point of view, as the placement of these dumps often contribute to the pollution of natural water sources, and the accepted practice of burning refuse contributes to air pollution and fires.

Table

Method of refuse disposal	No. of households	% of Households
Removed by local authority/private company at least once a week	246	0.9%
Removed by local authority/private company less often	156	0.6%
Communal refuse dump	50	0.2%
Own refuse dump	23645	87.6%
No rubbish disposal	2910	10.8%
Other	0	0.0%

Source: Statistics South Africa 2007 Community Survey data

According to the Umkhanyakude waste management plan the Umhlabuyalingana municipality generates 266 cubic meters of waste per month, of which 110 cubic meters are recycled. Below is an assessment of the current solid waste sites within the municipality, their expected lifespan, and proposed action to be taken to ensure sustainability of these sites.

Table

Town	Dimension	Estimated Lifespan	Estimated Airspace	Proposed action
Ingwavuma	60m x 45m	5.77 years	1350	Rehabilitate and close by 2007
Ndumo	50mx 50m	27.32 years	5000	Private. Insist on being upgraded and permitted by 2009
Manguzi	50m x 40m	10.26 years	4000	Upgrade and permit by 2004
Mbazwana	60m x 80m	18.46 years	5760	Upgrade and permit by 2009
Sodwana	1 ha	187.5 years	18000	Private. Insist on being upgraded and permitted by 2009

Source: The Zululand Centre for Sustainable Development (ZCSD) and Millennium Waste Management (Pty) Ltd – Integrated Solid Waste Management Plan for the Umkhanyakude District Municipality

8 HOUSING

According to the Stats SA 2007 Community survey, nearly 50% of all households live in traditional dwellings. In the period from 2001 to 2007, there has been an increase of nearly 28% in the number of

households living in brick structures on a separate stand or yard. The distribution is shown below.

Table 1.10

Type of main dwelling	No. of households	% of households
House or brick structure on a separate stand or yard	12284	45.5%
Traditional dwelling/hut/structure made of traditional materials	13489	49.9%
Flat in block of flats	597	2.2%
Town/cluster/semi-detached house (simplex: duplex: triplex)	66	0.2%
House/flat/room in back yard	49	0.2%
Informal dwelling/shack in back yard	175	0.6%
Informal dwelling/shack NOT in back yard	27	0.1%
Room/flat let not in back yard but on a shared property	256	0.9%
Caravan or tent	0	0.0%
Private ship/boat	0	0.0%
Workers' hostel(bed/room)	63	0.2%
Other	0	0.0%

Source: Statistics South Africa 2007 Community Survey data

Umhlabuyalingana Housing Demand

According to the draft Umhlabuyalingana housing plan, the best method for determining housing backlog is a housing waiting list, of which the municipality has none.

By using the backlog figures for water and sanitation supply, it is estimated that the backlog is 8806 housing units. The following areas for future housing development have been identified:

- Site 1: Madonela and Welcome
- Site 2: Mbangweni
- Site 3: Bhekabantu
- Site 4: Hangaza
- Site 5: Zama Zama
- Site 6: Olakeni
- Site 7: Kwa Sonto

Land for medium density housing should be located at the primary investment points of Manguzi and Mbazwana

MUNICIPAL PRIORITIES	BACKLOGS
WATER	44%
SANITATION	85%
ELECTRICITY	87%
HOUSING	8806 UNITS
ROADS	*****
WASTE MANAGEMENT	*****

** Roads and waste management backlog to be determined through sector infrastructure studies.

9. SOCIAL SERVICES

Access to social services within the municipality gives a perspective on the severe socio-economic conditions that households have to deal with on a daily basis. Access to schools and hospitals has a severe impact on health and level of education in the municipal area.

9.1 HEALTH

Life expectancy in the province is low at 43.1 years, with female life expectancy marginally higher at 44.5 years. It is estimated that the population growth rate for KwaZulu Natal up to and including 2015, will be 0.3% per year.

The municipality is served by two hospitals and 17 clinics. The hospitals are located in Nseleni and Kwangwanase, while the clinics are strategically placed in areas with greater population densities.

By applying the same principle as above, with radii of 10km and 50km for clinics and hospitals respectively, it appears that 91.6% of municipal households have access to health facilities.

The impact of HIV/AIDS has severe consequences on the socio economic development of the Municipality. The uMhlabuyalingana Municipal area HIV + infection rates were estimated to be 15,21 % of the population in 2007. Relative to the provincial figure is 6.64% of the population, of this is high as it is double the average provincial rate of infection and 4.4% higher than the national infection rate.

UMKANYAKUDE DISTRICT HIV + and AIDS Profile RELATIVE TO LOCAL MUNICIPAL, PROVINCIAL AND NATIONAL 2007			
Locality	HIV % within area	HIV + % of Province HIV + 2007	HIV % of SA HIV + 2007
South Africa	11.60		
Province	6.64		12.02
District Municipality	15.07	13.48	1.62
uMhlabuyalingana Local Municipality	15.21	3.39	0.41
Jozini Local Municipality	14.64	4.33	0.52
The Big Five False Bay Local Municipality (Umzineni)	15.11	0.76	0.09
Hlabisa Local Municipality	14.54	3.67	0.44
Mtubatuba Local Municipality	18.48	1.15	0.14
St Lucia Park District Management Area	16.93	0.17	0.02
Locality	AIDS % within area	AIDS % of Province AIDS 2007	AIDS % of SA 2007
South Africa	0.91		
Province	0.49		11.30
District Municipality	1.26	15.37	1.74
uMhlabuyalingana Local Municipality	1.28	3.89	0.44
Jozini Local Municipality	1.23	4.95	0.56
The Big Five False Bay Local Municipality (Umzineni)	1.24	0.85	0.10
Hlabisa Local Municipality	1.21	4.17	0.47
Mtubatuba Local Municipality	1.54	1.31	0.15
St Lucia Park District Management Area	1.45	0.20	0.02

9.2 EDUCATION

The level of education within a population is related to the prevailing socio-economic conditions within the population. In the case of the Umhlabuyalingana municipality, the direct correlation between level of income and level of education is clearly visible. Table 3 below give an indication of the overall level of education, which in this case is very low. Out of the total population, 18% has had no formal education, 57% did not complete grade 12, and only 8% obtained a grade 12 or higher education. Of the 8% with grade 12 or higher, 2% of the municipality's population obtained a tertiary education.

Table1. 3

Level of education	No. of people
Grade 0	2694
Grade 1/sub A (completed or in process)	6535
Grade 2/sub B	9599
Grade 3/standard 1	7654
Grade 4/standard 2	7315
Grade 5/standard 3	7492
Grade 6/standard 4	7194
Grade 7/standard 5	8985
Grade 8/standard 6/form 1	8834
Grade 9/standard 7/form 2	7830
Grade 10/standard 8/form 3/NTC I	8780
Grade 11/standard 9/form 4/NTC II	8247
Attained grade 12; out of class but not completed grade 12	2776
Grade 12/Std 10/NTC III (without university exemption)	4136
Grade 12/Std 10 (with university exemption)	2110
Certificate with less than grade 12	2082
Diploma with less than grade 12	353
Certificate with grade 12	1812
Diploma with grade 12	1438
Bachelor's degree	521
BTech	131
Post graduate diploma	109
Honour's degree	103
Higher degree (masters/PhD)	341
No schooling	30943

Source: Statistics South Africa 2007 Community Survey data

10 FINANCIAL PERSPECTIVE

KEY FINANCIAL ISSUES

Due to the fact that the entire municipality has no formal or proclaimed town it becomes very difficult to generate revenue. For the above reason the majority of the municipality's capital projects are funded from intergovernmental grants from National, Provincial as well as Umkhanyakude District Municipality.

A revenue strategy should be develop in order to have precise means of generating income / revenue for the municipality.

4. FINANCIAL MANAGEMENT (EXPECTED OUTCOME)												
4.1	Revenue enhancement strategies	Current sources of revenue Private sector not confident that municipality has required competence to manage financial affairs.	98% of income is from equitable share and grants Due to the irregularities of the previous year (misappropriation of conditional grants including over expenditure, all activities (votes have been placed under monotorium until June 2010	Grant dependency revenue decreased by 5%	Develop revenue enhancement strategy	Revenue enhancement strategy	1 MAY 2010	July 2010	Appointme nt letter of the service provider	CFO		
					Appoint the service provider to compile billing addresses . Implementation of the MPRA	MPRA implementation plan KZN CoGTA to provide technical and financial assistance				CFO		
4.2	Debtors management	Council to determine	At present the municipality have got no Debtors since there is no billing or charges made by the municipality		review of Debt collection policy	Provincial treasury	May 2010	June 2010	Resolution adopting review of Debt Collection	CFO	None/Internal	
4.3	Cash flow management	Council to determine Municipality slow in expenditure of grant funding.	There is improvement in grant spending	Municipality must be in a position that is incompliance with the Division of Revenue Act(in terms of grant spending)	Develop or ensure implementation of a plan which will address conditional grant spending Creation of separate bank accounts to avoid irregularities in a form of conditional							

					grant funding Introduce a procedure which will cater Value for money in this Municipality to avoid wasteful expenditure								
4.4	Repairs and maintenance provision	Council to determine	No repairs and maintenance made in a form of service delivery		Put plan in place address repair and maintenance to public benefit assets e.g. municipal access roads and community halls								
4.5	Capital expenditure	Council to determine											
4.6	Clean Audit	Four disclaimers and one adverse AG report in recent past.	No clean audit but we have unqualified audit report with matters	No clean audit report as a result of lot of issue that have not been cleared e.g. not all grants will be cash backed by 30 June 2010	Ensure that policies and procedures together with applicable legislation are followed accordingly to achieve clean audit by 2010/2011				Clean audit	CFO			
4.7	Submission of Annual Financial Statements	Council to determine			Ensure submission of AFS before the prescribed legislated date		August 2010	August 2010	Submission of AFS before 31 August 2010	CFO			
4.8	% MIG expenditure	Council to determine	68%	Not less than 50% of MIG expenditure	Stick to project plan Stick to cash flow projection		July 2010	June 2011	Project plan and cash flow projections in line with MIG Projects				
4.9	Asset management	Council to determine	Asset policies and asset register in place and they are GRAP compliant		Implementation of proper system to safe guarding of municipal assets Standardization of		July 2010 Aug 2010	June 2011 June 2011	Functional system in place Standardization	CFO			

					Municipal assets in terms of level of management			document				
4.10	Credibility, and transparency of Supply Chain Management	Council to determine	No system in place to address transparency		Full implement the SCM policy and procedures Implementation of SCM module that will automatically rotate the suppliers on the database	Treasury (SCM Unit)	July 2010		CFO			
4.11	Capacity Building	Oversight on financial and SCM processes.	Yes we do have finance portfolio to look at financial matter but at a reporting point of view not very deep in a form of looking at whether the procedure were followed according to policies and relevant act applicable.		Capacitate Finance portfolio to perform such procedures. Alternatively audit committee can perform these duties To develop terms of reference to this committee		July 2010 July 2010					

11. INSTITUTIONAL PERSPECTIVE ORGANIZATIONAL RESTRUCTURING BRIEF

Umhlabuyalingana Municipal Organogram

Umhlabuyalingana Municipality has this plans in place

Employment Equity plan

HR plan/strategy

WSP

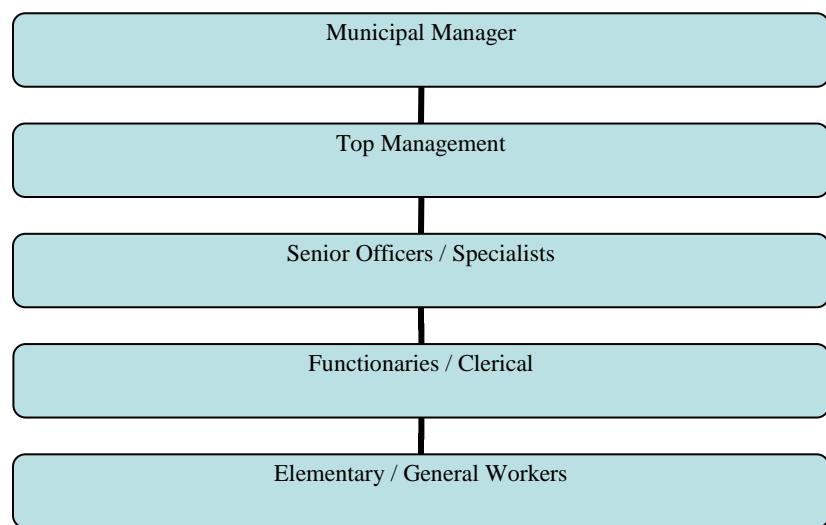
That :

- Addresses the key functions of the municipality
- That enhances the effectiveness of the administration
- Ensures cohesion and avoid redundancy of activities between different departments
- Align the structure with the new GFS classifications for the budget to be in line with the GAMAP/GRAP format
- Identifies different clusters in line with similar responsibilities between different offices and
- Provide a framework for the next steps of Job Description, Skills Audit and Workplace Skills plan
- All offices are attached to specific IDP developmental objectives

The table for the levels, responsibilities and skills is as follows

LEVEL		
Municipal	Strategic alignment of	Advanced management

Manager	all departments	skills
Top Management	Achievement of performance objectives assigned to the department	Professional and management skills
Senior Officers	Actual performance of all activities	Professional skills
Functionaries/ Clerical	Assist Senior officers in the performance of activities	Technical skills



2. PUBLIC PARTICIPATION(EXPECTED OUTCOME)

Broader public participation policies and plans (Implemented framework)	Council to determine	Ward Committee policy in place approved by Council Council was workshopped on Cogta public participation framework and adopted the framework	Public participation policy developed and adopted	Develop a public participation policy Workshop public participation policy with council Council to adopt the policy Implement policy	CoGTA KZN to provide guidance on customization	June 2010	October 2010	Public participation policy Council resolution	HOD Community Services	HR Vote (internal)		
Public Communication strategy	Yes. Annual Plan of Action publicized, ward committee meetings and road shows held.	Communication Strategy in place however not Implemented	This will be linked to the Public Participation as an annexure The Public Communication Strategy will be reviewed as part of Public Participation policy (see item 2.1 above)	See item 2.1	See item 2.1							
Complaints management system and Front desk interface.	No. Community satisfaction survey conducted	There is a complaint register but there is no formal complaints management system	Investigate formal complaints management system (including feedback to complainants)	Consult with uMkhanyakude District regarding possible shared service on the formal complaints management system In the interim complaints to be processed and feedback to be provided to complainants within 7 days of receiving the complaint Arrange training Receptionist attend training	uMkhanyakude District to consider shared service on formal complaints management system KWANALOGA and LGSETA to provide training	15 May 2010	30 June 2010	Correspondence to DC27 Register of feedback provided	HOD Community Services	Internal		
		Front desk interface to be improved No community satisfaction survey conducted	Receptionist trained on front desk interface Community satisfaction survey conducted			July 2010	August 2010	Attendance Certificate	HOD Corporate Services	Internal training budget		

				The survey will not be conducted due to financial constraints and will be conducted after the 2011 Local Government elections								
Municipal Year Planner.	Council to determine.	No year planner in place	Incorporate Municipal year planner into public participation policy (see item 2.1 above)									
Budget framework.	Council to determine.	No budget framework	Ward Committee budget policy reviewed	Review policy Workshop Council on policy Council to adopt Implement policy	KZN COGTA to provide guidance and advice on the budget policy	May 2010	June 2010	Policy document Council resolution	HOD Community Services	Internal		
Ratio of CDWs to wards Performance Management of CDWs	All wards do not have CDWs. CDWs not well received by Traditional Leadership	13 wards but only 6 of 7 allocated CDWs are in place. However there are no tools of trade provided by the Municipality, therefore CDWs are not functioning properly	Improved the communication strategy with Municipality and CDW including performance management of CDWs	Workplan of CDWs Discussion with CDWs on their terms of reference	KZN COGTA to provide guidance and advice in respect of the communication strategy KZN COGTA to provide terms of reference for CDW to the Council and to workshop Council	May 2010	July 2010	Communication strategy Council resolution	HOD Community Services	Internal		
Functionality of Ward Committees. 1. A Policy must be in place. 2. There must be a Ward Committee Database. 3. There must	Insufficient human and financial support. No feedback system of council resolutions to ward committees Ward committee structures	There is a policy in place for Ward Committees Training of Ward Committees was conducted Ward Committee database in place, but need to be updated	Ward Committee policy to be reviewed to incorporate new legislative amendments, revised database, skills audit, ward planning, meetings, strategic agenda setting and establishment of	Review policy. Workshop policy with Council Council to adopt policy Implement policy Council must design activity Programme for ward committees Programme to be implemented BY WARD Councilors	None	May 2010	July 2010	HOD Community Services Ward Councillors	Reviewed policy Council resolution Ward committee Programme			

<p>be a skills audit for ward committees. Members must be trained.</p> <p>4. Ward Committee plans must be developed for each ward and must be aligned to the IDP process. (IDP process plans must be implemented).</p> <p>5. Ward Committee meetings must be taking place with the minimal of 4 meetings a year.</p> <p>6. There must be a Strategic Agendas, Minutes of meetings and must be recordings of meetings taking place.</p> <p>7. The existence of sub structure ward committees. Monitoring and evaluation mechanisms in place: The Dept has a tool</p>	<p>are politicized</p>		<p>ward committee substructure, and M&E</p>								
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that measures functionality. From the tool you see the functionality indicators.											
Progress on implementation of framework incorporated in the annual report.	Council to determine.	Will be dealt with under items 2.1 and 2.7 above									
3. GOVERNANCE (EXPECTED OUTCOME)											
Political Management and Oversight											
Stability of Council	Opposition parties feel sidelined and are unable to fully debate. View of minority parties is that all municipal functions are extremely politicized.	The current status is improving in the relation of Councilors	Council fully compliant with reviewed standing rules and on the good governance principles	Review standing rules to provide for equitable allocation of speaking time for councilors in meetings Workshop councilors on reviewed standing rule, Council to adopt reviewed rules Translate and Publish standing rules as a by -law in the Provincial gazette All Councilors to comply with standing rules	COGTA to assist with quality assurance of the reviewed standing rules	June 2010	September 2010	Review standing rules and Council resolution Provincial notice	HOD Corporate Services	R 50.000	
Delegation of functions between political and administration	Adopted written delegations in place.	Delegations were adopted but outdated. There are draft delegations to be	Adopted written delegations and roles and responsibilities in place	Workshop and table written delegations and roles and responsibilities to	N/A	May 2010	June 2010	Review delegation and roles and responsible	HOD Corporate		

		tabled to Council for adoption in June 2010		Council Council to adopt and implement				document Council resolution				
Training of Councillors	Council to determine	PMS workshop was conducted October 2009	No trainings will be undertaken until after the elections	No further action								
Councillor Oversight Framework (functioning scopa)	No formal Oversight Framework adopted. Systems and procedures in place for reporting.	Oversight framework adopted in August 2009	Council train on how to play an oversight role Establish the Municipal SCOPA Monthly SCOPA report submitted to the Speaker and tabled to Council	Workshop ALL Councilors on oversight Establish SCOPA and approved terms of reference Schedules monthly SCOPA Meetings Monthly report from the Administration and EXCO submitted to SCOPA SCOPA submit monthly report to the Speaker for tabling to Council	GOCTA to workshop Councilors on oversight	01 May 2010	30 May 2010	Approved the terms of reference for SCOPA Council resolution Monthly reports from EXCO Administration and SCOPA Minutes of Council meetings	HOD Corporate Services			
Feedback to communities (Ward councillor to ward committee and vice versa)	In form of Annual Action Plan, ward committees and road shows.	There were izimbizo during the last financial year as means of feedback	Dealt with under items 2.1, 2.2 and 2.7 above									
Administration												
HR Policies availability, adoption and implementation	Policies in place	There are 42 HR policies adopted, some of them are outdated. The challenge is the implementation of policies	15 policies be reviewed and implemented	Update and review the policies that need to be reviewed Workshop the Council Council to adopt Implement the policies	None	01 May 2010	31 December 2010	Council resolutions Reviewed policies	Corporate Services			
Vacancies		3 Vacant	Appointed MM	Finalise the	None	1	30	Council	Acting MM	CFO		

(S57) Status of filling of vacant positions	In progress	position for S57 exist Filing of posts of MM and CFO have been approved by Council . Adverts has been places in the newspaper on the paper closing date 30 April 2010	and CFO with signed employment contracts and performance agreements	appointment of the MM and CFO	None	May 2010 30 June 2010	August 2010 31 December 2010	resolution Appointments letters Signed employment contracts and performance agreement	HOD Corporate Services	to confirm		
% Vacancies in other levels Status of filling of critical vacant positions	In progress	Need to review the organogram	Reviewed organogram	Review organogram (Must be aligned to the powers and functions of the Municipality) Table the organogram at Council Council to consider and adopt Address the outcome/ implications of the organogram review Comply list of critical post for Council approval Commence with filing critical budgeted posts (approved by Council)		May 2010	August 2010	Reviewed approved organogram Council resolution List of critical posts	Administrator/Corporate Services			
S57 appointed	Done	All performance	Section 57	Facilitate the	N/A	01	30	Submission	Municipal			

with signed Performance Agreements		agreements were signed , except for HOD Technical (in respect of 2009/2010)	signed performance agreements in place as per PM Regulations, 2006 (in respect of 2010/2011)	signing of performance agreements for 2010/2011 by all S57 Managers		July 2010	July 2010	n of signed performance agreements to MEC	Manager/ Corporate Services		
Has a Skills Audit been conducted for all employees	Yes. Done	Skills audit was conducted in April 2010 for all but one (HOD Technical Services)	Report on the skills gap analysis	Table skills report to Council for approval Develop action plan to address the skills gap Develop business plan for accessing funding through MSIG Develop the existing skills and train employees on critical and scarce skills	DBSA Vulindlela academy to provide training Source funding from LGSETA and MSIG	May 2010	Sept emb er 2010	Council resolution Action plan Business plan regarding MSIG / DBSA	Corporate Services: HR		
Does the municipality have a Workplace Skills plan	Council to determine	Yes, adopted by Council June 2009	Workplace Skills Plan for 2010/2011 adopted by Council	Use the skills audit to compile the Workplace Skills Plan Finalize WSP and submit to LGSETA	N/A	01 May 2010	30 June 2010	Submitted to LGSETA	Corporate Services: HR		
Labour Relations											
Functionality of LLF	LLF does not meet regularly.	We only had 1 meeting since January 2010, all the logistics are done for preparing for the meeting and only to find that the meeting does not form the quorum	4 meetings of LLF by end of December 2010	Reconstitute the LLF Workshop LLF members on the roles and responsibilities and LLF terms of reference Schedule meetings (one every 2 months) and inform	Kwanaloga to workshop Iff MEMBERS on roles anad responsibilities ToR	01 May 2010	31 Dec emb er 2010	Bargaining council collective agreement and the terms of reference for LLF Worshop Programme fro KWANAL	HOD Corporate Services		

				members seven days before meetings Minutes of meeting to be sent to all members and EXCO/Council within two weeks after each meeting				OGA Schedule of meetings Minutes and Agenda of the Meetings				
Employment equity plan	Council to determine	There is a draft employment equity plan to be tabled to Council for adoption	Council approved EEP Submitted to Department of Labour	EEP finalised and approved by Council EEP submitted to Department of Labour	N/A	May 2010	Sept emb er 2010	EEP Council resolution Correspondence with DoL	HOD Corporate Services			

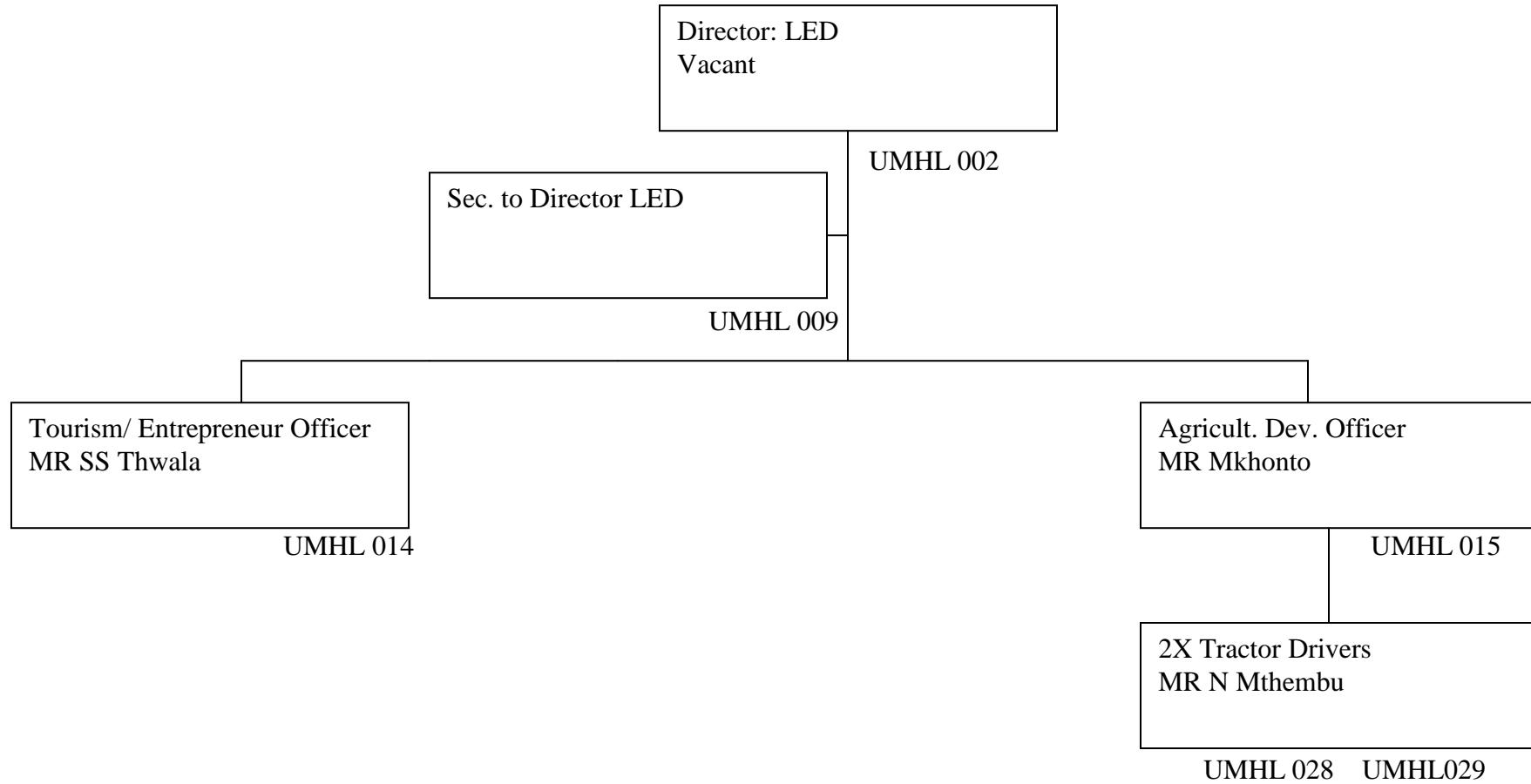
4. FINANCIAL MANAGEMENT (EXPECTED OUTCOME)

Revenue enhancement strategies	Current sources of revenue Private sector not confident that municipality has required competence to manage financial affairs.	98% of income is from equitable share and grants Due to the irregularities of the previous year (misappropriation of conditional grants including over expenditure, all activities (votes have been placed under monotorium until June 2010	Grant dependency revenue decreased by 5%	Develop revenue enhancement strategy Appoint the service provider to compile billing addresses . Implementation of the MPRA Translation of PVRs into billing system Establishment of the full complement of the road traffic administration	Revenue enhancement strategy MPRA implementation plan KZN CoGTA to provide technical and financial assistance Billing system	1 MAY 2010 30 MAY 2010	July 2010 July 2010 July 2010	Appointment letter of the service provider Appointment letter of the service provider Appointment letter of the service provider and copies	CFO CFO CFO			
				review of Debt	Provincial treasury	May	June	Resolution	CFO	None/Int		

Debtors management	Council to determine	At present the municipality have got no Debtors since there is no billing or charges made by the municipality		collection policy		2010	2010	adopting review of Debt Collection		ernal		
Cash flow management	Council to determine Municipality slow in expenditure of grant funding.	There is improvement in grant spending	Municipality must be in a position that is incompliance with the Division of Revenue Act(in terms of grant spending)	Develop or ensure implementation of a plan which will address conditional grant spending Creation of separate bank accounts to avoid irregularities in a form of conditional grant funding Introduce a procedure which will cater Value for money in this Municipality to avoid wasteful expenditure								
Repairs and maintenance provision	Council to determine	No repairs and maintenance made in a form of service delivery		Put plan in place address repair and maintenance to public benefit assets e.g. municipal access roads and community halls								
Capital expenditure	Council to determine											
Clean Audit	Four disclaimers and one adverse AG report in recent past.	No clean audit but we have unqualified audit report with matters	No clean audit report as a result of lot of issue that have not been cleared e.g. not all grants will be cash backed by 30 June 2010	Ensure that policies and procedures together with applicable legislation are followed accordingly to achieve clean audit by 2010/2011				Clean audit	CFO			

Submission of Annual Financial Statements	Council to determine			Ensure submission of AFS before the prescribed legislated date		August 2010	August 2010	Submission of AFS before 31 August 2010	CFO			
% MIG expenditure	Council to determine	68%	Not less than 50% of MIG expenditure	Stick to project plan Stick to cash flow projection		July 2010	June 2011	Project plan and cash flow projections in line with MIG Projects				
Asset management	Council to determine	Asset policies and asset register in place and they are GRAP compliant		Implementation of proper system to safe guarding of municipal assets Standardization of Municipal assets in terms of level of management		July 2010 Aug 2010	June 2011 June 2011	Functional system in place Standardization document	CFO			
Credibility, and transparency of Supply Chain Management	Council to determine	No system in place to address transparency		Full implement the SCM policy and procedures Implementation of SCM module that will automatically rotate the suppliers on the database	Treasury (SCM Unit)	July 2010			CFO			
Capacity Building	Oversight on financial and SCM processes.	Yes we do have finance portfolio to look at financial matter but at a reporting point of view not very deep in a form of looking at whether the procedure were followed according to policies and relevant act applicable.		Capacitate Finance portfolio to perform such procedures. Alternatively audit committee can perform these duties To develop terms of reference to this committee		July 2010 July 2010						

UMHLABUYALINGANA MUNICIPAL ORGANOGRAM



Director: Community Services
MR MM Ngubane

UMHL 003

Secretary to Director
Community Services
Ms. ME Tembe

UMHL 010

Chief: Protection
Services
MR KH Zulu

EHS & Pub
Facilities Snr.
Off
Vacant

Institution & Soc.
Dev. Snr Officer
Vacant

UMHL017

Senior Licensing
Clerk
Vacant

3X
Superv.

Librarian
MS VZ Mdletshe

Comm. Liaison
Officer
Mrs. NF Mngomezulu

Prog. & Proj
Officer
MR MM Mthembu

UMHL018

UMHL 030

UMHL 031

Superintendent
Vacant

Licensing Clerks
MS TL Fakude/M
BOS Mathenjwa

23
General
Workers

6X ass Librarians
MRS DJ Ntsele/Ms NT Mdluli/MR
TS Mkhumbane/Ms. GM Zikhali/MR
ME Mthembu/MR BB Dlamini

Computer Library
assistant
MR ZM Khumalo

UMHL 032

UMHL 035

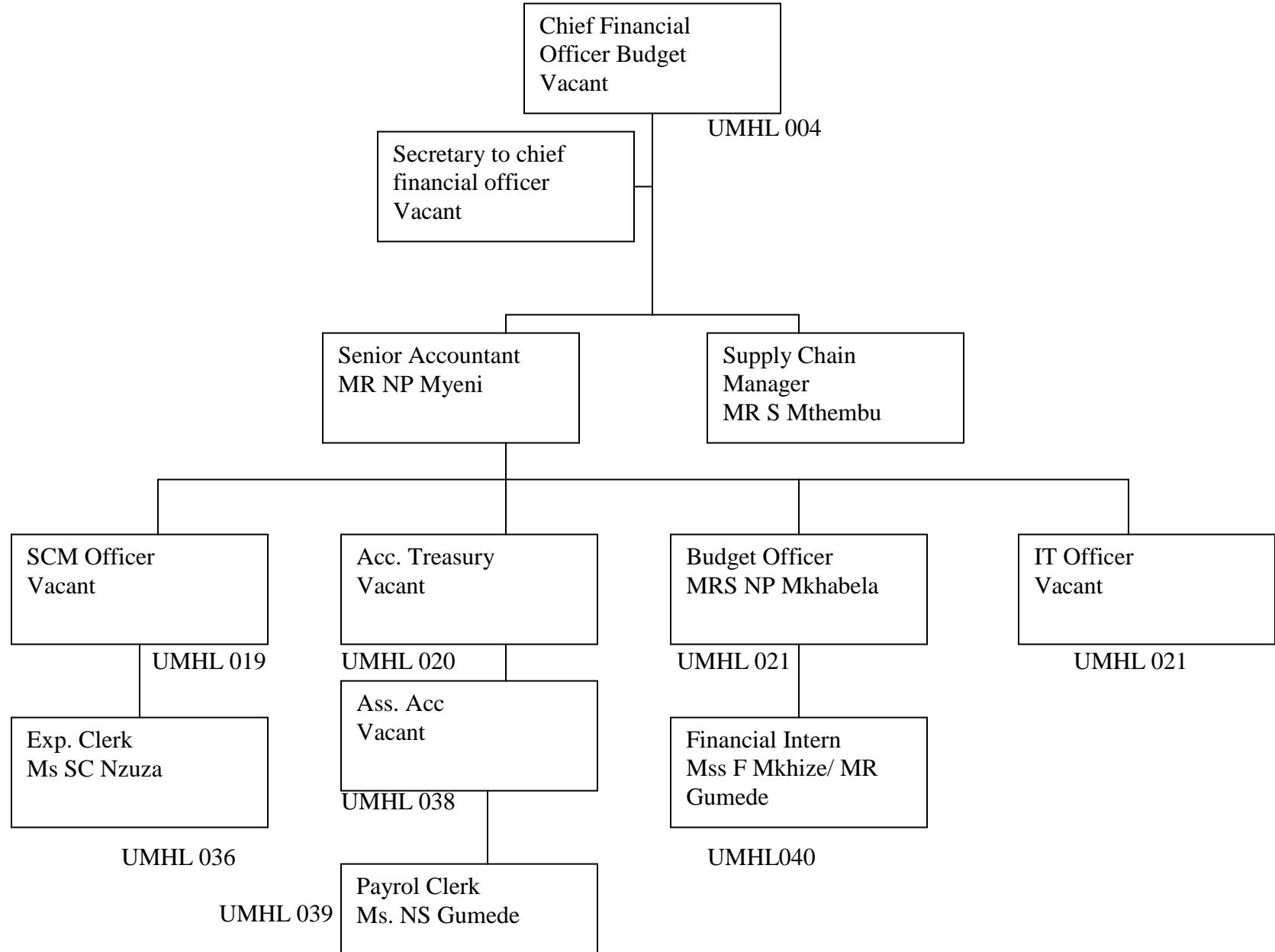
Protection Officers
Vacant

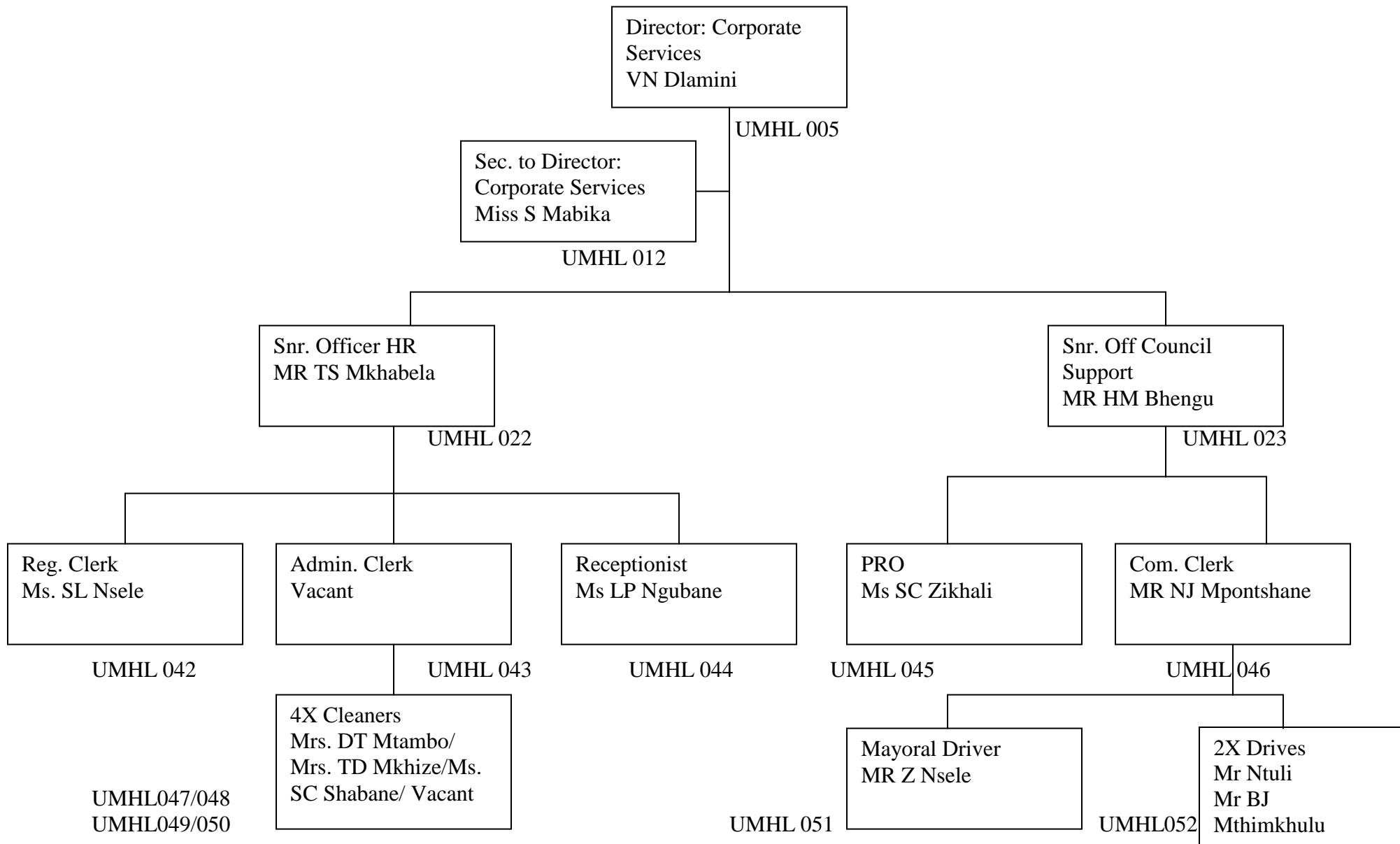
X4 Protection
Officers
Vacant

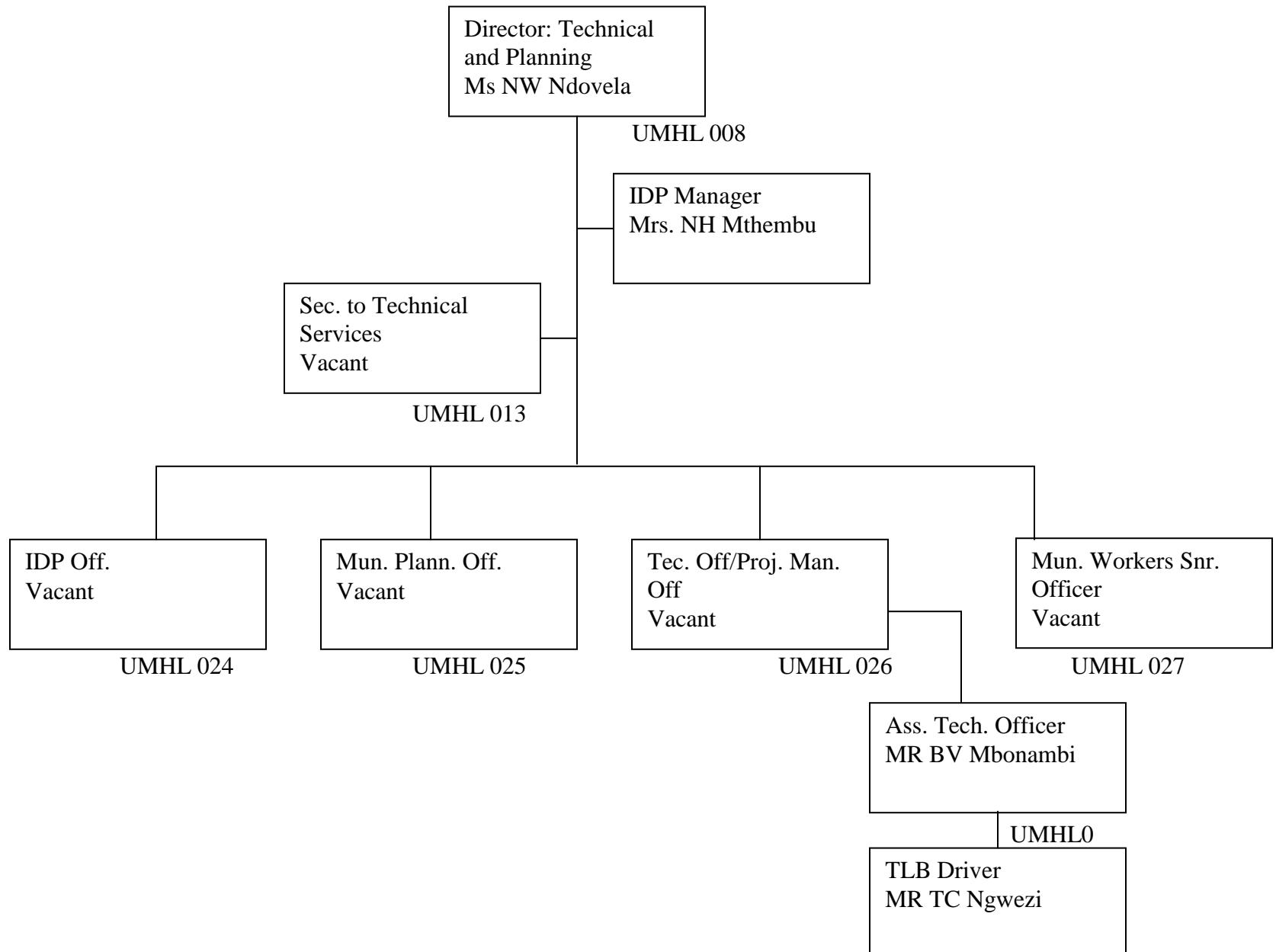
General Worker
MR SJ Mkhize

UMHL 037

Learner Traffic
Officers
Vacant







14. ADDRESSING THE MEC'S COMMENTS

Item	Addressing the issue
Municipal transformation and institutional development	HR plan and HR policy for Umhlabuyalingana has been developed. An ant corruption strategy has been developed
Local Economic Development Strategy	An LED strategy was developed and adopted. The strategy needs to be reviewed.
Integrated Environmental Programme	Umhlabuyalingana Municipality is one of the areas in the country, which declared as a Heritage Site; therefore it is important that issues related to environment are considered as high priority. There's R100, 000 available in the 2010/11 budget. An Environmental Management Plan would be established and developed before the end of the 2010/11 Financial Year.
Spatial Development Framework	Umhlabuyalingana Municipality is reviewing its Spatial Development Framework to be completed in August 2010
Organizational Performance Management System	The Organizational Performance Management and Scorecard is based on the projects that are being budgeted for the financial year. It must also be emphasized that the PMS in this regard is for those projects that are our core function and are part of the IDP. .
Land Use Management System (LUMS)	A Comprehensive Lums Project for Umhlabuyalingana Municipality is budgeted for in 10/11 budget and it must be noted that consultants are to be invited to submit proposals for this project.
Sector Departments participation	Umhlabuyalingana Municipality has tried by all means to involve other sector departments / plans, but there's less or no participation. The Umkhanyakude District Municipality especially the Infrastructure and Services Department less participate therefore it is difficult to align with their plans.
Financial Plan / Budget	Umhlabuyalingana is faced by a situation whereby there's no other source of income and revenue and only depend on "Equitable Share" and grants. For this reason our budget is very limited, but this municipality always tries by all means to put more money on infrastructure and basic social needs.

13. KEY DEVELOPMENTAL ISSUES

Umhlabuyalingana Municipality, like any other municipalities in the country, has a huge service backlog. It remains a challenge for the municipality to deliver quality services to the community within a short period of time. Over the past half decade the municipality has managed to deliver relevant services to the

communities, but lot of work to be done. This has been achieved through effective utilization of funds and human resources. The integrated planning together with the district municipality has achieved a lot to reduce the service backlog.

The municipality is set to create more jobs, with the proposed proclamation and formalization of Mbazwana, Manguzi, Sodwana, Mseleni and Phelandaba.

15. IDP SWOT ANALYSIS

KPA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
INFRASTRUCTURE AND SERVICE DELIVERY	<ul style="list-style-type: none"> ▪ Waste removal is done on daily basis in 3 towns within the Municipality ▪ Good planning, evaluation and monitoring in place ▪ Consist of experience and professional staff members ▪ The revenue is generated 	<ul style="list-style-type: none"> ▪ Lack of resources for effective and efficient refuse removal. ▪ Mainly focus on DLTC 	<ul style="list-style-type: none"> ▪ With Proper resource in place the municipality will be able to collect revenue ▪ Access to National Road (R22). ▪ As the department expands the municipality will be able to generate more income 	<ul style="list-style-type: none"> ▪ People can be affected in health wise
INSTITUTIONAL DEVELOPMENT		<ul style="list-style-type: none"> ▪ Overstaffed in all municipal departments therefore increasing staff costs ▪ In-efficiency among some staff members ▪ Non- existence of the Registry System/Archives 		<ul style="list-style-type: none"> ▪ Image of the organization, the public is negative about the municipality, whatever information you want public to comment on they don't respond due to the past service delivery failure. ▪ Illiteracy rate- there is poor standard of education to some stakeholders. Documents kept by municipality/the records of the municipality are kept in English and communication is

	<ul style="list-style-type: none"> ▪ Qualified human resources/skilled personal ▪ Office equipment ▪ Council sitting as prescribed Municipal Systems Act ▪ Implementation of Council decisions/resolutions ▪ 80%of policies in place ▪ Establishment of the Oversight Committeeed ▪ Existing Human Resources Plan and Employment Equity Plan 	<ul style="list-style-type: none"> ▪ Poor implementation of policies and plans ▪ Non-existence of Information Technology Services 	<ul style="list-style-type: none"> ▪ Improve performance ▪ Reduce employee costs by reviewing the organogram and use internal resources for filling of vacant positions ▪ Image and publicity – we can still change the image by delivering basic services to the community, giving it a first priority ▪ Translation of documents into dominating language Zulu – this will create transparency and allow for public participation 	<p>done through English language. (Access to information)</p> <ul style="list-style-type: none"> ▪ Community /public not participating in organisational performance management system as required by the act ▪ Rural municipality therefore not attracting professionals in the municipality
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LED	<ul style="list-style-type: none"> ○ Lubombo Spatial Development Initiative. ○ Emerging centres in Manguzi and Mbazwana. ○ Location along borders with other SADC countries. ○ Umhlabuyalingana LED Unit. ○ Umhlabuyalingana is a Project Consolidate Municipality. ○ Communal land ownership. ○ Kosi Bay (portion of the Greater St Lucia Wetlands Park Area). ○ Established game reserves and conservation areas (Ndumo, Tembe Elephant Park). ○ Indigenous arts and craft. ○ Community game reserves. ○ Relatively well established tourism industry. ○ Pristine beaches in Sodwana and Kosi Bay. 	<ul style="list-style-type: none"> ○ Huge service backlog (water, sanitation and electricity). ○ The majority of local access roads are in a poor condition. ○ High rate of income, relative and absolute poverty. ○ High level of underdevelopment. ○ Limited private sector investment. ○ Image of the area as a malaria zone. ○ Lack of meaningful local community participation in the tourism industry. ○ Lack of authentic traditional experiences. ○ Access roads in a poor condition. ○ Poor relationship with the Greater St Lucia Wetlands Park Authority. ○ Communities lack appropriate skills and technical expertise. 	<ul style="list-style-type: none"> ○ Umkhanyakude District Municipality. ○ Relatively good access at a regional and provincial scale. ○ Provincial LED support programs (Gijima KZN, CASP, Siyavuna, etc). ○ National LED support. ○ The area falls within an ISRDP node. ○ Pongola Dam. ○ Elephant Coast Tourism Association and its tourism initiatives. ○ Greater St Lucia Wetland Park area and its authority. ○ Usuthu, Tembe, Futhi Transfrontier Conservation area. 	<ul style="list-style-type: none"> ○ Changes in policy environment. ○ Adverse weather conditions. ○ High rate of crime. ○ Diseases such as malaria fever. ○ Saturation of the market by the same products. ○ Wrong perceptions about the area.
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	<ul style="list-style-type: none"> ○ Strategic niche products. ○ High production potential soils in selected areas. ○ Relatively good grazing land in selected areas. ○ Land is abundantly available. ○ Agricultural development strategy. ○ Pongola flood plains. ○ Natural resources such as Ilala, Marula, etc. ○ Mbazwana and Manzengwenya forestry plantations. ○ Emerging development nodes at strategic points. ○ Vibrant SMME sector. ○ Maputaland Development and Information Centre. ○ Processing plants linked to strategic projects (eg cashew nuts, essential oils, butter manufacturing, etc). ○ Location along major national and provincial transport routes. ○ Availability of land 	<ul style="list-style-type: none"> ○ The majority of the area has a marginal production potential. ○ Stock theft. ○ Weak institutional arrangements. ○ Poor access to markets. ○ Lack of appropriate skills and expertise. ○ Inadequate processing and storage facilities ○ Lack of appropriate infrastructure. ○ The emerging centres lack formal planning and structure. ○ Inferior land tenure arrangements (PTOs and lease agreements). ○ Low local buying power due to unemployment and low income. ○ Lack of a coherent business development strategy. 	<ul style="list-style-type: none"> ○ Agricultural development support programs. ○ Manguzi Hospital and Mseleni Hospital. ○ Tourism industry. ○ Provincial tourism development strategy ○ SADC economic development initiatives. ○ Provincial and national business development and support programs 	<ul style="list-style-type: none"> ○ Drought and heavy rains. ○ Diseases ○ Different rules and regulations applicable in Mozambique and Swaziland may result in unfair competition
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NKPA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
FINANCIAL VIABILITY	<p>Introduction of administrator to stabilize the strength of the municipality</p> <p>Introduction of turn -around strategy</p> <p>Management of cash flow in a weekly basis to project the viability of the municipality</p> <p>Functional Finance portfolio committee to look after the finances of the municipality</p>	<p>Segregation of duties</p> <p>Non existence of Billing system</p> <p>In efficiency of shared services eg IT</p> <p>Non existence of Municipal Web site</p>	<p>The introduction of municipal property rate act for the municipality to generate its own revenue.</p> <p>Development of Revenue Strategy for the municipality to generate income such as refuse removal income</p>	<p>The municipality is grant reliant</p> <p>Conditional Grants are not cash banked by investments</p> <p>No income generated from own source</p> <p>No IT person within the municipality since we have financial system and computer equipment</p>
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	<p>Community attend IDP road shows and community budget</p> <p>Mobilize youth through sports and other activities</p>	<p>Due to limited financial resources the municipality can not deliver services as per the priority of the community</p> <p>Not enough resources to cover all the ward of Umhlabuyalingana</p>	<p>With sound business plans the municipality will be able to source funding</p> <p>Identification of talent through sports and recreation</p>	<p>If the pace of service delivery is still slow the community will end up not participating in the affairs of the community</p>

	<p>Support and coordinate special programmes (youth, gender, women, disabled, HIV and AIDS and OVC's) initiated by relevant sector departments.</p>	<p>Not enough financial resources to support all wards of UMhlabuyalingana</p>		
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16. CHALLENGES

- Poor reporting system to the public
- Financial constraints
- Some staff trained but not productive
- Complex organogram
- Fleet –two vehicles in the municipality
- No retention policy in place
- Poor skills development due to financial constraints

IDENTIFIED IDP CHALLENGES:

- High rate of unemployment,
- Poor educational and health facilities,
- Institutional development,
- Poor social services and infrastructure with inadequate recreational facilities,
- Inadequate community response to agriculture and tourism opportunities as a result of the absence of police and capacity
- The entire municipality has no formal and / or proclaimed town.

16.1 Formalisation of Manguzi and Mbazwana

The municipality has initiated a process towards the formalisation of Manguzi and Mbazwana as towns. This process is presently driven as a town planning initiative with limited focus on LED. Both towns are strategically located to serve as investment centres and complement the tourism industry while also playing a service centre role. The following activities should be undertaken as part of this process:

Formulation of a framework plan to guide future development of each of the nodal areas. The framework will articulate a common vision and outline a detailed program of action for the short to medium and medium to long term.

- Identification and packaging of strategically located land for marketing to the potential investors.
What has been done in the process of Formalising both towns
 - Already there is an MOU signed between Umhlabuyalingana Municipality, Tembe T/C and Ingonyama Trust Board.
 - A study was done by Isibuko SeAfrica where options were explored for the formalisation of MAnguzi
 - Same was done for Mbazwana a framework plan and a layout plan was prepared by Isibuko seAfrica for Mbazwana and Sodwana Bay
 - Ingonyama Trust Board is in the process of procuring the services of a qualified service provider to Undertake a land rights enquiry to determine the nature and extent of rights already allocated through PTOs and lease agreements.

Preparation of a general plan for each of the towns recognizing the major investments but rationalizing the areas that require redevelopment. Umhlabuyalingana Municipality has made a commitment financially for the formalization of Manguzi and Mbazwana to be formal and legal town so they can be economic engines of Umhlabuyalingana

Linkage on Economic, Development and Environmental Issues with Mozambique and Swaziland

This matter cannot be dealt with only by the local municipality, it is therefore important that the Kwazulu-Natal Provincial Government together with the National Government engage in international discussions with their counter parts i.e. Swaziland and Mozambique. It will be difficult for Umhlabuyalingana Municipality to be directly involved in any negotiations with the any country without full participation of the other two spheres of government

Local Economic Development

Umhlabuyalingana Municipality Integrated Development Plan (IDP) identifies Local Economic Development (LED) as one of the key and strategic development programs within the municipality area of jurisdiction. The IDP is developed within a framework of national and provincial development imperatives. It appreciates the importance of public sector leadership and economic governance, as well as sustainable community investment programs. It emphasises the integration of support to the local economy from various agencies and spheres of government, and the linkages of the non-local relationships to local economic development

Understanding LED in the Context of Umhlabuyalingana

Local economic development has developed extensively over the last few years in both conceptual and practical terms. This has given rise to many and varied approaches to local economic development. Each of these is based on a particular assumption about the local economy, its impact and the role of different stakeholders, particularly municipalities. A detailed consideration of these approaches falls outside the scope of this report; suffice to mention that they provide a frame of reference for the formulation of development strategies and programs. The traditional approach has, until recently, been the most dominant paradigm in local government including Umhlabuyalingana Municipality. It puts greater emphasis on poverty alleviation and is implemented through a series of small income generation and poverty alleviation projects. It gives rise to a number of small projects spread unevenly and unsystematically in space.

Urban/rural efficiency approaches assumes that if a municipality creates a climate conducive for increased productivity by lowering costs of living and doing business locally, the economic fortunes of their areas will improve enormously. There is no record or evidence of LED initiatives based on this approach in Umhlabuyalingana. However, it has again become fashionable for municipalities to develop incentive schemes as a means to attract investment. This is also linked closely to the entrepreneurial and sectoral approach in terms of which municipalities play an active role on the identification of actual and potential growth areas, and in providing support to the Small Medium Enterprises. This could take the form of information, funding and/or partnerships.

In addition, three types of progressive approaches have emerged over the last few years. The first one puts more emphasis on the need to support industries that show potential for maximizing

local social support. This includes development of local human resource base focusing mainly on the poor. It is aimed at sectors which create the right kind of jobs for the poor. Community based progressive approach on the other hand, emphasizes the importance of working directly with the low-income poor communities or their organizations. It promotes direct interventions for broadening access to production assets and thereby fostering redistribution of wealth. Projects based on the land reform program are a good example in this regard.

The past decade has also seen the emergence and development of new institutionalism as an approach to development. It breaks down the artificial separation between social and economic development paradigms. It promotes the formulation of common values and norms to strengthen networks for social and economic cohesion. Central to this, is the importance of the role of a locality in a complex set of networks operating at different scales.

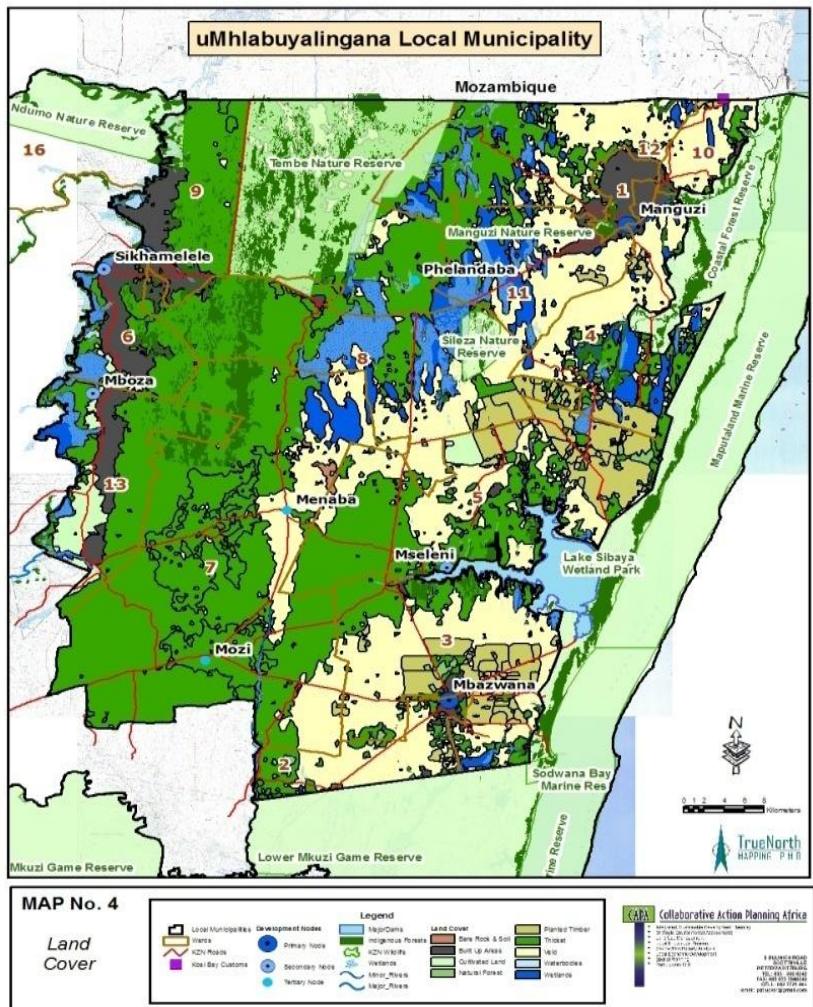
While each of these could be applied in Umhlabuyalingana with a certain degree of success and effectiveness, the approach adopted highlights the importance of mobilizing the internal resources, capacities and skills, and the provision of support to emerging businesses in line with the sustainable development principle outlined in the municipality's Integrated Development Plan and various government policies dealing with the subject of development. It attempts to optimise the use of local resources (natural, human and otherwise), cease latent opportunities and harness the available support mechanisms to unlock economic development potential of Umhlabuyalingana area.

Settlement Pattern

Umhlabuyalingana is generally rural in character. It is characterized by expansive low density settlements occurring on Ingonyama Trust land. However, over the last few years there has been an increase in density in some areas along the main roads, with conurbation of commercial activities occurring in strategic points thus giving rise to development nodes. This pattern is a result of the unfortunate history of the area. The previous (apartheid) government discouraged development in the area as a means to control movement of the freedom fighters between South Africa and Mozambique in particular. Prevalence of malaria in the area also contributed to the lack of development. This is despite the area having received significant attention in terms of development planning since the 1990s.

Development Nodes

Umhlabuyalingana Municipality IDP adopts a system of the hierarchy of nodes and accordingly identifies Manguzi as the primary node and main economic hub within the area. Mbazwana is identified as a secondary centre while tertiary nodes include Sikhemelele, Phelandaba and Mseleni.



16.2 UMHLABUYALINGANA IN CONTEXT

The delineation of Umhlabuyalingana Municipality boundaries was based on a number of factors including population movement patterns, population distribution, and most importantly, regional economic patterns. This establishes the area as a system of interest reflecting complex interconnections among a range of component parts. The area, itself is also a subset of the other systems such as Umkhanyakude District Municipality in local government and service delivery terms, and Maputaland/Elephant Coast in tourism planning and development terms. Other systems of interest that impacts on the area include conservation and heritage, international conventions and national development processes. This section seeks to locate LED initiatives in Umhlabuyalingana within international, national, provincial and local economic development systems of interest.

Umhlabuyalingana within an International Context

There are three critical international initiatives that have a significant impact on the current and future social and economic development of Umhlabuyalingana Municipality area that is the Lubombo Spatial Development Initiative (LSDI), Greater St Lucia Wetlands Park and the Usuthu/Tembe/Futhi Transfrontier Conservation area. The significance of each of these for Umhlabuyalingana Municipality is discussed below.

Lubombo Spatial Development Initiative

The Lubombo Spatial Development Initiative (LSDI) is a regional co-operation between the governments of South Africa, Swaziland and Mozambique and is aimed at accelerating development, particularly with regard to agriculture and tourism within an area covering southern Mozambique, eastern Swaziland and north-eastern KwaZulu-Natal. A key infrastructure project is a tar road through the SDI to link the major South African coastal road, the N2, to the Mozambique capital of Maputo and the upgrading of secondary roads.

Isimangaliso Wetland Park

Isimangaliso Wetlands Park is located to the Northeast of KZN extending 220km from the border with Mozambique. A significant portion of the park is located along the south and eastern borders of the municipal area. The Park covers an area of 290 000ha. It is a biosphere reserve that is unique on a global scale, with no other region having such wetland types occurring in a single protected area. The site was proclaimed a World Heritage Site in November 2000 in terms of the World Heritage Act, (Act 49 of 1999). This provides for the implementation of the World heritage convention in South Africa. Of the 30 distinctive natural wetland forms recognized by the Ramsar Bureau, not less than 20 occur in the ISimangaliso Wetland Park.

A management Board was established in 2000, and it has issued a number of concessions for lodges and hotels in the three nodes of the Park. A levy is collected from the different leaseholders in the park and that levy is ploughed back into the community.

Usuthu/Tembe/Futhi Transfrontier Conservation Area

The South African Government, in partnership with the government of Mozambique, and Swaziland has committed itself

to joint strategies for the planning and management of the Lubombo

Transfrontier Conservation Area. This initiative gives effect to the aim and objectives of SADC and supports the broader aim of socio-

The potential of the Lubombo development initiative for tourism and agriculture is truly amazing. Even more remarkable is the extent to which an area of such abundant natural wealth has suffered from neglect. Now that we are all free, our three nations can work together for the development of this region as a whole and realize its true potential.....key infrastructural project will unlock the development potential of the Lubombo region and stimulate yet further new investment opportunities.

Nelson Mandela, 6 May 1998

economic upliftment of the Southern African region. This includes the following (Umkhanyakude District Municipality, March 2002:12):

Improvement of regional ecosystem management.

Economic development through appropriate maximum use of opportunities presented by the three countries. Ecological and financially sustainable development, the sustainable use of natural resource base and the maintenance of ecosystems function through holistic and integrated environmental planning and management.

The development of joint strategies for transfrontier ecological planning and management.

The primary objective of the TBNRM Programme is to protect globally significant biodiversity and contribute to community development through income generation nature based tourism". Given the country's extreme poverty problem in the rural areas

and especially in Umkhanyakude District, a pro poor approach to achieving local economic development is the key factor.

Map 1: Ndumo, Tember, Futhi Transfrontier Conservation Area

Gateway to KwaZulu-Natal and SADC Region

In view of its location along the boundary with Mozambique and Swaziland, and the importance of the LSDI, Umhlabuyalingana has become an important entry and exit point from KwaZulu-Natal and South Africa generally. The LSDI is intended to serve as a trade route linking South Africa and Mozambique and Swaziland. This creates an opportunity for Umhlabuyalingana area to capitalise on passing traffic and



National LED Agenda

The national LED vision is based on the premise that planning and service delivery activities of local government structures have potential to impact significantly on economic development. The central focus of government in implementing LED must be on

creating an ideal environment for business and investment through efficient delivery of public services and by supporting the retention, growth and development of the existing enterprises. To this end, the national government promotes a move away from an adhoc “project-based” approach to interventions that potentially have a high impact and would create an enabling environment for business development, investment and empowerment.

Provincial LED Agenda

The KwaZulu-Natal Government development agenda and priorities are outlined in the Provincial Growth and Development Strategy (PGDS) which identifies six focus areas. One of these is social and economic development. The economic aspects of the PGDS are developed further in the KZN Industrial Development Strategy (2005) which targets the following positioning of the KZN economy with respect to industry and related services:

Optimization of the province as a trade and logistics hub serving the province, country and region

Clusters of world-class agriculture and high value manufacturing Excellence in business and creative services; in particular ICT, trade and financial services, film, music and media

Promotion of the region as a competitive destination for both domestic and international tourists

Greater integration of all human resources and geographical areas into these activities

Strengthening and retaining creative and commercial design capacity and technologies to support this positioning

Umhlabuyalingana Municipality as Part of a Poverty Node

Umhlabuyalingana Municipality is located within Umkhanyakude District which is one of the 13 nodes for the implementation of the Integrated Sustainable Rural Development Programme (ISRDP). The concept of nodal development is based on spatial targeting where resources are directed to selected areas in response to identified problems and opportunities (ISRDP, 14 February 2002:30). The objective of this program is to create infrastructure to support social and economic development, and has potential to stimulate or kick-start local economic development. It focuses mainly on the following:

- Economic growth and development.
- Social development.
- Infrastructure development.
- Institutional and capacity development

Major Tourist Attraction Products

The attractions in Umhlabuyalingana as ranked in percentages by popularity in comparison with the northern KwaZulu – Natal popular attractions can be listed as follows: -

- Kosi Bay (22%)
- Tembe Elephant Park (11%)
- Sodwana Bay (11%)

From the ranking perspective the Greater St. Lucia has a ranking of 89% and this is important for Umhlabuyalingana since this area is adjacent to it while there are two parts of St. Lucia that falls within Umhlabuyalingana i.e. Lake Sibaya and Sodwana Bay. The leading tourist attraction in northern KwaZulu – Natal is

Hluhluwe – Umfolozi and it is estimated that 100% of the tour operators send tourists to that area.

Sodwana Bay – most parts of this bay falls within the Greater St. Lucia Wetland Park (KZNDMA 27) and it partially falls within Umhlabuyalingana. The critical parts of this bay that falls within the KZNDMA 27 include the protected areas such as Sodwana Bay National Park (1 155 ha), Sodwana Bay State Forrest (53 070 ha) and the coastal areas.

Tembe Elephant Park – This park is situated on the northern part of the municipality which is adjacent to the Mozambique border, it was proclaimed in October 1983 and it is a protected area which is approximately 30 060 ha.

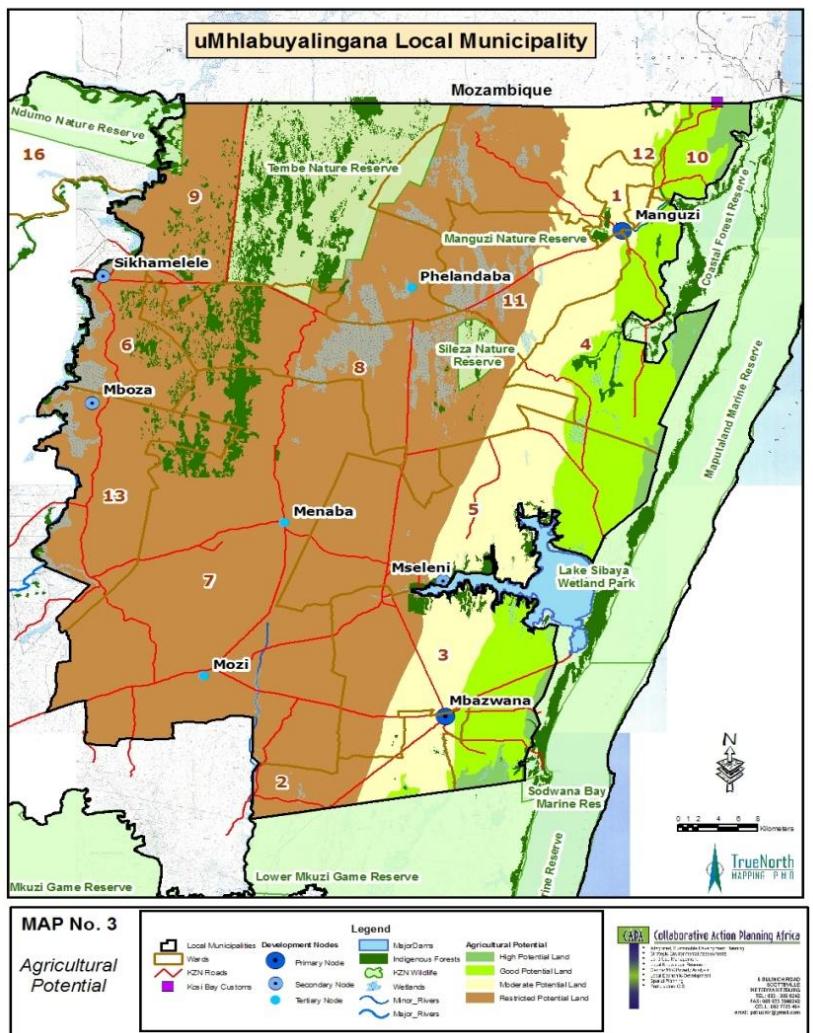
Lake Sibaya – this lake was declared a Ramsar site in 1991, it is part of the Greater St. Lucia Wetlands Park and it falls partially within Umhlabuyalingana. The protected Lake Sibaya Freshwater Reserve is approximately 6 070 ha and is considered to be the largest natural freshwater lake in South Africa, separated from the ocean by forested dunes; and includes areas of swamp forest and wet grassland.

Kosi Bay – similar to Lake Sibaya, Kosi Bay is primarily located within the Greater St. Lucia Wetlands Park (KZNDMA 27) and was declared a Ramsar site in 1986. Kosi Bay is approximately 10 981.63 ha in extent and is composed of four interconnected lakes subject to tidal influence, an estuarine channel, and three extensive swamps. Fresh water is derived from three permanent rivers. Principal habitats include swamp and mangrove forest, reedbeds, dune systems with associated woodland and coastal grassland.

Agricultural Sector

Agricultural Potential Zones

The Umhlabuyalingana Local Council Municipality comprises nine bio resource units, with variable climatic conditions, soil properties and fairly gentle sloping topography. The general suitability of the area for agriculture was judged based on rainfall, soils and the availability of water for irrigation. The climate, especially rainfall together with the soils of the study area, has a large influence on agricultural production in the area. A good analysis of these parameters is an important predictor of suitability of different agricultural products. On the basis of these parameters, the Umhlabuyalingana local council can be classified into three zones of agricultural potential, that is



A high proportion of bio-resource units falling within the low potential area had moderate to severe and severe to very severe limitations due mainly to soil and rainfall;

A high proportion of bio-resource units falling within the moderate potential zone had moderately regular and/or severe to moderate limitations due to soil and rainfall; and

A high proportion of bio-resource units falling within the high potential area had infrequent and/or minor limitations due to soil and rainfall. Relative to the eastern sea board, the area with high potential for dry-land agriculture is closest to the sea and the one with low potential furthest from the sea with the moderate potential area falling in-between.

Based on the spatial distribution of land uses outlined in the Integrated Development Plan and the demarcations based on bio-resource information, there are very limited opportunity for agriculture in the high potential areas because of the sandy nature of the soils, settlements and limited available space.

Umhlabuyalingana municipality has a surface area of 369,570 ha, of which approximate 24.0% has high potential for dry land agricultural production. The moderate and low potential areas occupy 58.2% and 17.8% of the surface area, respectively. Given the general availability of sandy soils, appropriate contour protection is recommended in all these areas, particularly when the local slope is high.

Water Resources

The major surface water resources in Umhlabuyalingana are as follows:

The Pongola River which provides opportunities for irrigation along the Pongola floodplains.

Usuthu River which runs along the north-western boundary of Umhlabuyalingana.

The coastal fresh water lakes and swamps. This includes Lake Sibhayi and Kosi Bay.

In addition there are a number of large permanent water bodies on the periphery of the study area such as the Kosi lake system, Lake Sibaya, Bhangazi and the St Lucia system. Smaller rivers are mainly present as ephemeral drainage lines flowing from the Lebombo range eastwards into the Phongolo River. The sandy soils of the flats east of the Phongolo River are responsible for the majority of the infiltration reaching the shallow water table, and consequently there are few rivers, water course or drainage lines in this region. During years of good rainfall there are extensive areas near the coast that are seasonally inundated, and therefore not suitable for conventional agricultural production.

In order to address led issues below is what is going to be

implemented as per the TAS adopted by council.

5. LED (EXPECTED OUTCOME)													
	LED Strategy adopted by Council		Current LED Strategy and implementation plan was adopted by Council in 2006	LED Strategy and implementation plan reviewed (incorporate all key sector economies) and aligned to PGDS	Develop and table the status quo report on the implementation	DEDT will support with LED strategy review DEDT- provide funding, capacity enhancement-identification and marketing of projects & development of proposals, training of key stakeholders. Umhlosanga Development Agency-implementation of infrastructural projects DC27- alignment of strategy with DC27 LED strategy DBSA- Funding DAEARD- EIP and funding for Agricultural projects Tribal Authority- land access	15 May 2010	15 Oct 2010	Action plan & Monitoring report	Acting MM	Internal		
5.1	Council to determine	Slow implementation of projects emanating from strategy	Current LED Strategy and implementation plan was adopted by Council in 2006	LED Strategy and implementation plan reviewed (incorporate all key sector economies) and aligned to PGDS	Develop and table the status quo report on the implementation Review strategy and implementation plan. Workshop and adopt strategy by council Identify, package and market investment projects to potential investors Source funding for LED projects	DEDT will support with LED strategy review DEDT- provide funding, capacity enhancement-identification and marketing of projects & development of proposals, training of key stakeholders. Umhlosanga Development Agency-implementation of infrastructural projects DC27- alignment of strategy with DC27 LED strategy DBSA- Funding DAEARD- EIP and funding for Agricultural projects Tribal Authority- land access	15 May 2010	15 Oct 2010	Action plan & Monitoring report	Acting MM	Internal		
5.2	Tourism Investment Strategy and Marketing Plan	Development of Tourism investment Strategy and marketing plan in progress	Complete Tourism investment Strategy and marketing plan Council work-shopped on strategy	Facilitate / follow up completion of project by Service Provider Workshop and Adopt strategy by council Source funding for projects Market projects to potential investors.	DEDT- funding, capacity enhancement-marketing of projects & development of proposals, training of key stakeholders. COGTA- Funding DBSA- Funding Elephant Coast- Marketing Agent Isimangaliso Wetland Park Authority- By-inn (manage part of tourism land in area) KZN Wildlife-	May 2010	June 2010	Project closeout report Invitations to council	Acting MM	R210 400			

				Strategy and Marketing Plan (5 business plan developed by strategy)		Capacity: ecotourism, partnerships and conservation issues. DC27- Technical support Tribal Authority- land Access			support from TC				
5.3	Development of Manguzi and Mbawana as Economic Hubs		Strategy not adopted by council –	Council work-shopped on strategy Strategy adopted by council. Implementation of Investment plan as per strategy (Dependant on completion of 1 st and 2 nd phase of project implementation & municipal action – water issues)	Work-shop and adopt strategy by council Source funding for LED projects as per strategy Market projects to potential investors	DEDT- funding, capacity enhancement-developing of proposals for funding by others Tribal Authority- land Access DBSA- Funding COGTA- Funding and Technical support	May2010	June 2010	Invitations to council Letter of support from TA TORs Signed SLAs Advert for call for interests	Acting MM	R536 150		
5.4	Appointment of LED manager		No LED Manager	Manager appointed	Provide budget for post Appoint manager		May 2010 July 2010	June 2010 Oct 2010	Budget Imp Plan Advert for post.	Acting Municipal Manager	To be determined		

SECTION C: DEVELOPMENT STRATEGIES

1. MUNICIPAL DEVELOPMENTAL VISION

The vision underpins an integrated approach to improving the standard of living of all people in the area of Umhlabuyalingana area. In order to achieve this vision, the municipality will have to persist functioning in an accountable and financial sound manner.

1.1 VISION

We want to see ourselves as the most democratic and developmental municipality in South Africa that will enhance socio-economic growth for all people

1.2 MISSION

"To create an enabling environment and sustainable development which promotes equality and, freedom, poverty reduction and quality of life for our communities"

OUR CORE VALUES

Integrity
Quality Service
Good Governance
Benchmarking
Leadership
Honesty
Commitment
Interpersonal Skills
Responsibility
Accountability
Transparency
Learning
Dialogue and Diversity
ProfessionalismPartnership
Consultation/Participation

KEY PRIORITY AREAS FOR UMHLABUYALINGANA MUNICIPAL TURN AROUND STRATEGY

1. Standing rules and order to be reviewed, approved by Council as a bylaw, and published in the Provincial Gazette.
2. Establishment of Municipal SCOPA to improve Council Oversight
3. Capacity of the office of the Mayor etc
4. Delegation Framework, roles and responsibilities of councilors and administration
5. Reduction of service delivery backlogs (Electricity , water, access roads, housing)
6. Development and Implementation of Public Participation Framework (Ward based planning, IDP etc), including a public communication strategy and a municipal year planner
7. Revision of organogram, staff rationalization and staff performance management systems
8. Uproot corruption and deal with the culprits
9. Revenue enhancement, cash flow management, credit control policies and procedures.
10. Budget framework supporting service delivery to the community
11. Clean audit
12. Filling of a municipal Manager's and Chief Financial Officer positions with competent and efficient incumbent that can take the municipality forward.
13. Functionality of ward committees (WC) and committee development workers (CDWs). Ward committee policy to be reviewed and implemented.

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
Service delivery and infrastructure	Infrastructure backlog
Local Economic development	Promotion of Economic Growth
Good governance	Ensure sound governance
Financial viability	Increase in municipal income and build effective and Financial Systems
Institutional arrangement	Empower and capacitate institutional structures, promotion of cooperative transparent governance
Spatial Consideration	Improvement of structures and access to service centers

2. Development Strategies

Any kind of development to take place should be around or in one of the six Key Performance Areas (KPAs) to be in line with the vision of the municipality and that of the country as a whole.

Key Infrastructure Strategic Priorities

Objective	NKPA	Strategy	Project	Budget	Timeframe and Municipal responsible department	Core functional department
1. To establish town as economic engines of Umhlabuyalingana	Infrastructure and service delivery	Develop concept structure plans around existing towns to facilitate economic growth and development.	1. Commission a detailed Implementation Plan for Mmbazwana Framework Plan	R300 000.00	Technical services	CoGTA
			2. Commission a Framework Plan for Manguzi	R500 000.00	Technical services	CoGTA
2. To provide adequate infrastructure and Facilities	Infrastructure and service delivery	<ul style="list-style-type: none"> - Develop infrastructure investment framework - Develop waste management plan - Develop cemetery master plan - Develop roads and public transport plan - Construction and Maintenance of roads - Develop sport facilities and community facilities plan 	1. Commission a strategic infrastructure plan	R600 000.00	Technical Services	DoT, DAEA
			2. Commission a Waste Management Implementation plan	R100,000.00	Technical Services	DoH
			3. Commission a cemetery master plan with all technical details addressed	R300,000.00	Technical Services	DoH

			4. Commission a roads and public transport plan with detailed 4.1 Construction and 4.2 Maintenance costs	R300,000.00	Technical Services	
			5. Commission a sport facilities and community facilities plan	-	Technical services	DSD
3. To promote Local Economic Development	Local economic development	Develop strategic tourism plan - Promote agriculture - Promote SMMEs and Co-operatives development	Tourism plan	-	Technical services	DEAT
4. To develop the institutional capacity required skills within the municipal area	Institutional development and transformation	Develop a skills audit and determine the skills gap	Skills audit Q2 2011 WSP Q3 2011	R50 000	Corporate services	In house
		Work place skills plan development	Workplace skills plan	R300,000.00	Corporate services	In house
		Establish a registry and train staff on registry	Registry establishment	R1m	Corporate services	
6. To improve financial viability and financial Management planning.	Financial viability and management	Increase the revenue base of the municipality	Investigation of integrated financial system(internal)	N/A	Finance Department	
		Establish a billing system	Billing system	R150 000	Finance Department	
		Implementation of the MPRA	Implementation of MPRA	R100 000	Finance Department	
		Develop a revenue enhancement strategy	Revenue enhancement strategy	R200,000.00	Finance Department	

6. To support programmes dealing with HIV/AIDS people with disability	Good Governance and public participation	To localise the national policy on HIV and AIDS, people with disability, gender equity,	Initiate prevention, support and gender equity programme		Community Services	DSD
7. To promote the transparency and accountability in the affairs of the Municipality	Good Governance and public participation	<ul style="list-style-type: none"> • Organization Scorecards • Internal Audit • Audit Committee • Ant-Corruption Strategy • Community Participation and Ward Committees 			Corporate services	
8 To ensure integrated spatial and environmental management planning	Spatial consideration	<ul style="list-style-type: none"> • To ensure integrated spatial and environmental management planning 	Commission a LUMS process covering the Municipal area	R300,000	Technical services	CoGTA

In order to address issues around service delivery and infrastructure the municipality has adopted this TAS and activities to be done specifically looking at the infrastructure backlog at Umhlabuyalingana municipality.

Service delivery and infrastructure development

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)	Quarterly Progress
											Allocated	
1. BASIC SERVICE DELIVERY (EXPECTED OUTCOME)												
1.1 and 1.2	Access to water and sanitation, management and	Serious service delivery challenge	19 800 households do not have access to water and sanitation	Backlog Quantified and finalized	Engage DC27 as WSA to determine and validate water and sanitation	DC27 to co-operate in determining the actual backlogs on water and sanitation COGTA to provide	May 2010	Aug 2010	Appointment letter Council resolution	HOD Technical	Internal	

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
	maintenance		Existing schemes are unreliable 100 Jojo water tanks distributed to strategic positions in the community, but cannot fill them up Water supply is the District competency as the WSA	Infrastructure plan developed Repairs, Operation and maintenance plan for existing schemes developed Funding for implementation, maintenance and operation mobilized	backlog. Enter into strategic MoU with Jozini municipality for bulk water supply to both municipalities from the Jozini Dam Audit all water schemes in Umhlabuyalingana to determine level of functionality Package interventions to reduce backlog Together with DC27 mobilize funding for provision of water and sanitation Conduct repairs, operation and Maintenance of the existing scheme Infrastructure plan	technical support on quality assurance on the development of the infrastructure plan DWAF, COGTA and Umhlathuze water to provide funding for interventions Umhlathuze Watere , DC 27 , DWAF to assist with DATA	July 2010 -	September 2010	Status quo report	HOD Technical Services	internal		
1.3	Access to electricity, management and maintenance	Serious service delivery challenge	22 600 (80% of) households do not have electricity	Electricity backlog reduced by 2.5%	Meet ESKOM, DC27, DME to identify and prioritize electrification	Co-operation with DC27, ESKOM, DME and COGTA DAE&RD to fast track	May 2010	June 2011	Schedule of priority projects EIA	HOD Technical	Internal		

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
			ESKOM is the sole supplier of the grid electricity NURA providers non grid electricity to remote areas DME has funded pre-engineering project for substation	Electrification projects to reduce backlog initiated	projects Together, package electrification projects Fast track EIA approvals Mobilize funding for electrification Infrastructure plan	EIA processes DME, COGTA to assist with funding for electrification			processes Financial Pledges from DME & COGTA				
1.4	Refuse removal and solid waste disposal	Serious service delivery challenge	90% of the deserving population does not have access to waste removal There is no proper landfill site for management of waste There is wild spread of illegal dump site	Reviewed WMP To have options(in terms of venues) on where to establish landfill sites Establishment of a landfill site Clear all site where illegal dumping is occurring	Conduct a workshop for Councilors of the IWMP Conduct an analysis of possible ,suitable landfill sites for registration Review the service model in terms of applicable legislation to provide for designated collection points for households and business Infrastructure plan Provision of a appropriate	Department of Environmental and Water Affairs to assist with undertaken with assessment analysis	June 2010	June 2011	Invitation and Attendance register of the workshop Options report and DEWA confirmation of the report	Internal HOD Technical Services			

No.	Priority Turn Around Focal Area	Capacity Assessment Findings	March 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Start Date	End Date	Means of Verification for each activity/ process	Human Resource allocated	Budget (,00)		Quarterly Progress
											Allocated	Projected	
					refuse skips (bins) for refuse purposes								
1.5	Access roads (new) and maintenance of municipal roads	Serious service delivery challenge.	No structured co-operation with DoT on roads Most of the local roads are in very bad condition	Co-operation with DoT improved All roads aligned with local infrastructure plan Access roads maintained	Meet DoT to discuss areas of co-operation and alignment Develop roads maintenance plan Infrastructure plan Mobilise resources to maintain roads	DOT to cooperate, align and fund road infrastructure COGTA to provide technical assistance and funding	May 2010	Dec 2010	Aligned IDP Infrastructure plan Maintained road	HOD Technical	TBC		
1.6	Formalization of informal settlements (What is required i.r.o. township formalization, basic services and housing)	Serious service delivery challenge Does not get significant support from the district or Provincial govt apart from COGTA.	No proclaimed town in Umhlabuyalingana	Mbazwane, Phelandaba and Mangazi towns formalized	Develop Structure Plan for Mbazwane, Phelandaba and Mangazi Develop Town Planning scheme for Mbazwane and Mangazi	ITB and COGTA to fast track formalization processes Traditional Councils to co-operate in the initiatives	May 2010	June 2011	Structure Plan Council resolution Town Planning Scheme	HOD Technical	TBC		

SECTION D: SPATIAL CONSIDERATIONS

The Umhlabuyalingana municipality completed the first spatial development framework for the municipality in 2004. As this framework and the subsequent frameworks that followed are all relevant, they together with the Umkhanyakude Spatial development framework form the basis for the Umhlabuyalingana spatial framework. With the permission of the Umkhanyakude district municipality, certain relevant sections were extracted and included in the document.

During 2010/2011 the municipal aim is to further develop the framework to include spatial representation of all projects, as well as a Land Use Management System (LUMS) for the Municipality.

The preparation of a Spatial Development Framework for the Umhlabuyalingana Municipality is to provide the framework to guide the overall spatial distribution of current and desirable (future) land uses within the municipality.

In addition the spatial development framework should give effect to the vision, goals and objectives of the Umhlabuyalingana IDP.

More specifically, the aims of the Spatial Development Framework (as defined in the guidelines of the Department of Traditional and Local Government) are:

To promote sustainable functional and integrated settlement patterns in order to:

- Discourage low density urban sprawl;
- Generate social and economic opportunities for people; and
- Promote ease accessibility to those opportunities.

Maximize resource efficiency, e.g.:

- Ensuring the protection of the available environmental resources within the municipality; and
- Protecting productive land for agricultural purposes.

Enhance regional identity and unique character of places.

Ensure conformance with the neighbouring district, local and provincial spatial development frameworks.

4. National, provincial and local spatial issues

The following issues are noted for this SDF from the National Spatial Development Perspective (NSDP) and associated legislation:

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

4.1 The NSDP advocates:

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

While provincial policy documents such as the Provincial Growth and Development Strategy (PGDS) identify the municipality as being an economically depressed rural area it nonetheless has inherent agricultural, manufacturing and tourism potential. Accordingly the following opportunities and constraints are identified for the development of the municipality:

4.2 Opportunities:

- production, processing and marketing (export) of agricultural produce;
- enhancing the tourism experiences available through diversification in the type and range of facilities available;
- improving and focusing investment in the services sector following both national and provincial policy frameworks;
- improved services in centres and nodes;
- basic services in surrounding areas.

4.3 Constraints:

- loss of productive agricultural land;
- destruction of bio-diversity of the area;
- lack of focus by municipalities on investment goals;
- loss of productive human resources to the major centres;
- income leakage due to lack of economic diversification.

4.4 Issues arising from uMhlabuyalingana IDP

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

4.5 Existing Spatial Structure of Umhlabuyalingana

A number of elements have defined the existing spatial structure of the Umhlabuyalingana municipal area. These are:

- There are areas of conservation and environmental interest within/adjacent to the Umhlabuyalingana area, amongst others the Tembe Elephant Park, Greater St. Lucia Wetland Park, Sand Forest Zone as well as the Pongola floodplain.
- Structuring elements of the area include Pongola river, a series of wetlands as well as the two hospitals within the area, i.e. Mseleni and Manguzi. These elements present both opportunities and obstacles to the development of the municipality in terms of tourism attractions and the provision of infrastructure and services
- The inherent potential of the municipality includes areas of high agricultural potential and a number of tourism/historical sites, i.e. the Pongola Floodplain. Numerous tourism attractions are associated with the adjacent GSLWP on the eastern periphery of the municipality.
- Umhlabuyalingana's location provides for a number of transfrontier opportunities, as mooted in the Lebombo SDI, along the international border of Mozambique and the Farazell border post.
- There are a number of well developed urban areas (or investment points) as well as smaller concentrations of settlements.
- Some areas within the Umhlabuyalingana municipality have limited potential, both in terms of access to tourism and conservation areas and good soils. In such areas, survival strategies, including improved methods of subsistence agriculture and related LED activities should be pursued.

4.6 Components of the Spatial Development Framework

Investigating the following components has informed the Umhlabuyalingana Spatial Development Framework for Umhlabuyalingana:

Areas of environmental interest
 Settlement patterns and structure
 Movement patterns and routes
 Areas presenting opportunities
 Areas in need of intervention

Each of the above components will be discussed in more detail hereunder.

4.6.1 Areas of Environmental Interest

Apart from the Greater St. Lucia Wetland Park on the eastern periphery of Umhlabuyalingana, there are a number of other environmental sensitive areas (both protected and unprotected) in the Umhlabuyalingana Local Municipality. They include the area surrounding Lake Sibaya, the Tembe Elephant Park, Sand Forest Zone and the Pongola River Floodplain. (Map 2)

The key issues identified impacting on areas of environmental interest are the following:

- Maintaining and enhancing biodiversity is one of the key drivers to the future economic development of the district;

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

4.6.2 Settlement Pattern and Structure

Investment Points (Nodes) are the existing and future growth points and centres of population concentration. They form the basis for the allocation of funding and resources as well as the rollout of service delivery. It is crucial to build upon existing settlements in terms of their existing infrastructure, facilities and populations. At such investment points we also find a clustering of certain activities and services such as shops, schools, churches, community halls and clinics. The following table depicts the hierarchy of investment points for Umhlabuyalingana:

Primary Investment Point	Manguzi Mbawana
Secondary Investment Point	Mseleni Sikhemelele Mboza
Tertiary Investment Point	Phelendaba Menabe Mozi

4.6.3 Primary investment points

The municipality is currently characterized by limited formal urban development confined to the major centres .These main centres are characterised by defined central business districts incorporating public sector, business (offices), wholesale and retail outlets and limited area allocated to manufacturing and processing. The main centres also have formal residential areas including upper and middle income housing and townships inclusive of lower income households.

The main towns have for many years been small local service centres, but in recent years have been subject to major economic growth linked to a variety of factors such as location of municipal offices in these centres and associated activities, establishment of the GSLWP (Isimangaliso WP) as a world heritage site and the upgrade of the Lubombo SDI route (primary corridor route).

In these main centres there is a need for urban precinct planning to accommodate the ‘old’ and the ‘new’ demands on limited space. These demands include the bustling roadside informal fruit traders, the taxi’s ferrying large numbers of rural people on pension pay days, the tourists in their combi’s looking for refreshments, the farmers with truck loads of produce and the wholesalers with rural traders loading a month’s worth of goods.

Informal housing has developed in pockets within and around the edges of these main towns with people looking for employment and services testifying to the fact that development programmes have not kept pace with urbanisation pressures.

4.6.4 Secondary Investment Points

These are generally bustling local services centres each with a distinctive character. They tend to be substantially smaller than the primary centres with a single main street, a focus on wholesaling and retailing outlets both formal and informal and limited formal residential. These centres have also attracted a variety of services including social and welfare and limited support services such as motor or electronic repair facilities as an example.

Mbazwana and Manguzi share a great deal in common in that they are both gateways to well known coastal tourism sites (Sibaya/Sodwana and Kosi Bay respectively) and are not formally planned local centres. They have just evolved over the years with the Traditional Authorities allocating land parcels for development purposes.

4.6.5 Tertiary Investment Points

As in the case of the higher order centres these all differ in character and function to some degree, but have in common the provision of social and welfare services and limited commercial facilities to households located in relatively inaccessible areas of the district.

Ingwavuma is more developed with a Traditional Authority office, a post office, schools and clinic facilities. There are also a number of commercial outlets and an airfield. All these centres are linked by road into the transportation grid and have access to Telkom and in most cases, Eskom.

These tertiary nodes, when linked with a large number of other non-identified nodes in the district, could be used to extend services on a periodic basis to communities in inaccessible areas through periodic markets linked to pension payouts on a monthly basis. This would serve to extend services without the additional costs of infrastructure development and allow for the provision of higher order services in identified centres and nodes where they can be sustained. Maps 3 shows the primary, secondary and tertiary investment points within the municipality.

4.6.6 Movement Patterns and Routes

Investment Links are the activity spines of the municipality as they provide access to services and encourage economic development thereby improving the living conditions of the local communities. Such spines link areas/destinations and carry varying volumes of traffic. In the Umhlabuyalingana context, the following hierarchy of investment links has been identified:

- Primary Investment Link
- Secondary Investment Link
- Tertiary Investment Link
- Tertiary Investment Link (Restricted Access)

The above links are all shown on the accompanying spatial development framework Map 3. It should be noted that some links have been identified in order to link settlements with areas of opportunity.

Corridors or routes can be simply graded as primary, secondary or tertiary. However, this does not take into account the difference between the national route (primary route at provincial spatial framework scale) and a primary route at district scale. It also does not take into account the fact that some routes may not be main through routes, but have significance as important activity corridors for local businesses. Other routes may cater almost entirely for tourism traffic, with very little local traffic. In the analysis section of the report, this was summarised by identifying the following possible types of corridors:

Movement corridors:	These are primarily corridors that act as through routes for traffic. Freeways are a clear example of this, where there is no direct access onto the roads except at designated off-ramps and where there is an extensive road reserve which prohibits any settlement or other activities
Retail / activity corridors (or investment corridor):	These may also be important through routes, but are characterised for at least part of the corridor, by residential and business activities. People move to be closer to the main route and set up homesteads and / or businesses to take advantage of the ease of access to services and transport. Typically, the activity is denser the closer to towns, and tails off in the middle of the corridor between two centres. A typical example of this is the approaches to Mangazi where there is a gradual build up of activity, business and residential, from about 10 kms out of Mangazi on the western approach, intensifying to the edge of the town itself. It is in fact, hard to distinguish where the "town" begins.
Services corridors:	These are corridors which may be (and usually are) also serving as through routes and / or activity corridors. These are the routes which the bulk infrastructure follows, primarily for ease of access for repair and maintenance. The presence of the bulk infrastructural lines tends to itself attract people, particularly in the case of water lines.
Tourism corridors:	Routes which primarily serve the tourist trade as well as local residents. These would also be considered potential investment corridors for tourism related activities.
Agricultural corridors:	These would mainly serve the farming community as access routes to and from suppliers and the markets.

4.6.7 Primary corridors

The primary corridors are those that link the region into the national route and form the main accessibility lines in the municipality and district. The primary corridors are:

- MR 439 from Hluhluwe through Mduku (Big 5) to Mbazwana, north to Mseleni to the T-junction at Phelendaba then on to Manguzi.
- From Manguzi to the Kosi Lakes (not up to the border post at Farazel which is the end of the MR439 road)
- From the T-junction at Phelendaba west towards the Phongolo river and Ingwavuma (Jozini)
- From Jozini to Tshongwe with the road split to Mbazwana and Mseleni both being considered primary corridors.
- The road from Mbazwana to Sodwana Bay.

All of these corridors have tar surfaces with the exception of the Jozini – Mbazwana road which is only partially surfaced currently. This is clearly a priority for upgrading in order to provide an essential east-west link in the southern portion of Maputaland.

4.6.8 Secondary corridors

The secondary corridors form more localised investment lines, in many ways, more important for the local communities in creating local accessibility corridors for businesses and agriculture. These are not clearly identified, but include the road to Manzengwenya, to Lake Sibaya from Mbazwana, from Tshongwe to Thokazi and the route down the eastern bank of the Phongolo river past Mboza and Madonela.

All of these routes are either gravel or tar surfaced. All of them ensure that the areas of highest population density are serviced by this network of secondary corridors.

4.6.9 Tertiary corridors

The tertiary corridors form the more minor routes, none being surfaced with tar; some are graveled but in the eastern portion of Maputaland, some are still sand roads. These form important local networks, linking in those communities to the secondary and primary routes.

4.6.10 Opportunity Areas

The above areas were identified by presuming the implementation of the Umhlabuyalingana IDP, or other locational advantages may results in the evolution of development points at certain locality in future. Some existing and proposed initiatives of note in the area include:

Coastal Cashews

Mabaso Game Reserve

Mabibi

Proposed ELRAD investment into the Tembe Fish Farming project

Proposed investment at Zama Zama and including the Mboza groundnuts project.

Map 4 indicates areas of opportunity within the Municipality

4.6.11 Intervention Areas

A number of areas in the Umhlabuyalingana Municipality are significant as areas of restoration and rehabilitation on the basis of their economic potential and environmental sensitivity, i.e. the unproclaimed sand forest zone conservation area.

It is further a known fact that the land with some of the highest agricultural potential is the Pongola Flood Plain and, as such, this area needs to be managed and developed in a manner that ensures its preservation. Given the above, this natural economic base, agriculture and environmental attractions, needs to be protected to ensure its survival and future contribution to the economic development of the area. Map 5 gives an indication of areas of intervention. These areas are:

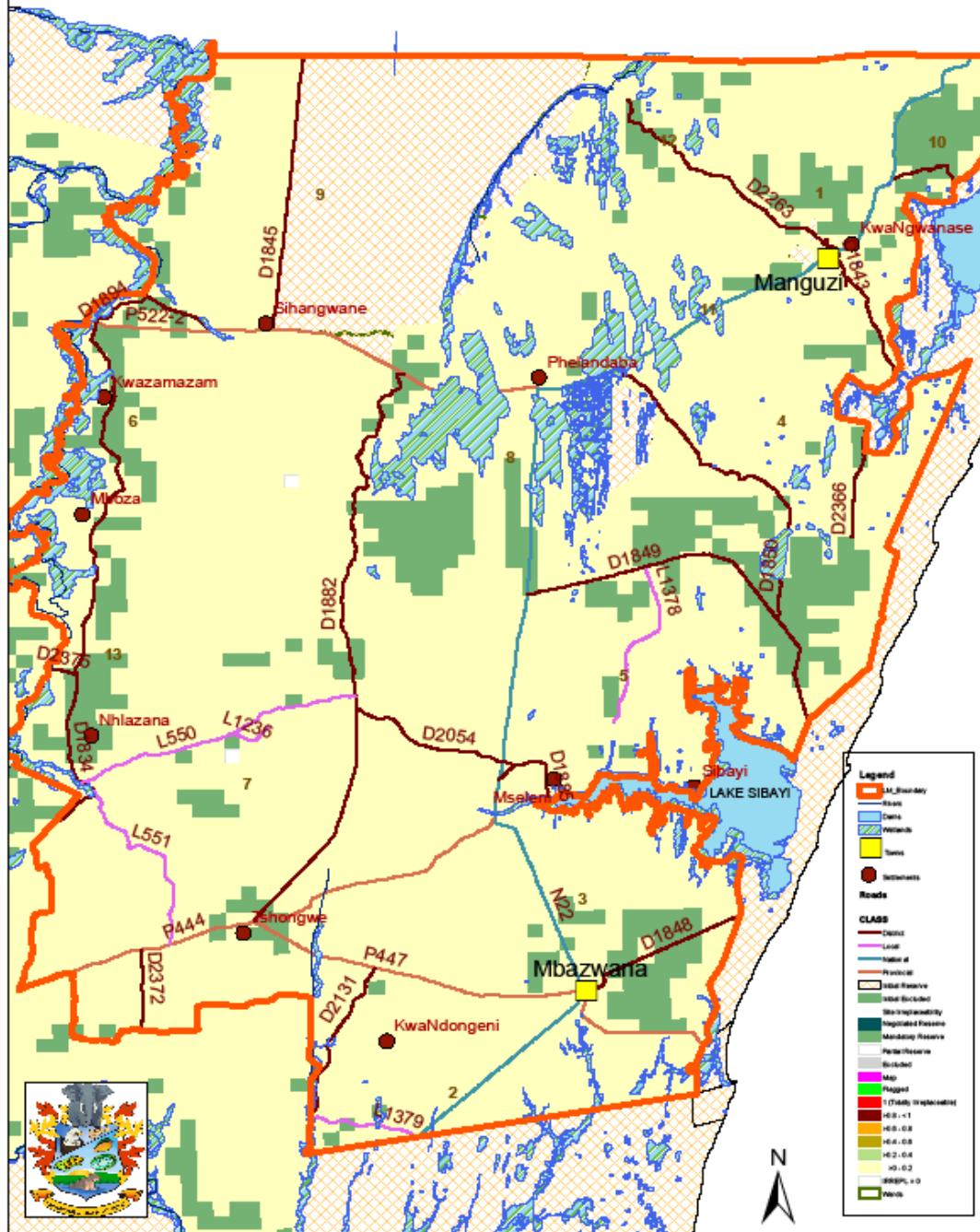
Greater St Lucia Wetland Park (Isimangaliso Wetland Park)
Area surrounding Lake Sibayi
Tembe Elephant Park
Sand Forest Zone
Pongola River Floodplain
Kosi Bay swamp forest
Primary transport routes
Corridor management

Some areas within the Umhlabuyalingana municipality are prone to natural disasters and actions need to be adopted and enforced to lessen the impact of such natural disasters.

Furthermore, some areas within Umhlabuyalingana have limited agricultural and environmental potential and are relatively isolated. Special measures need to be introduced in such, i.e. improved methods of subsistence agriculture.

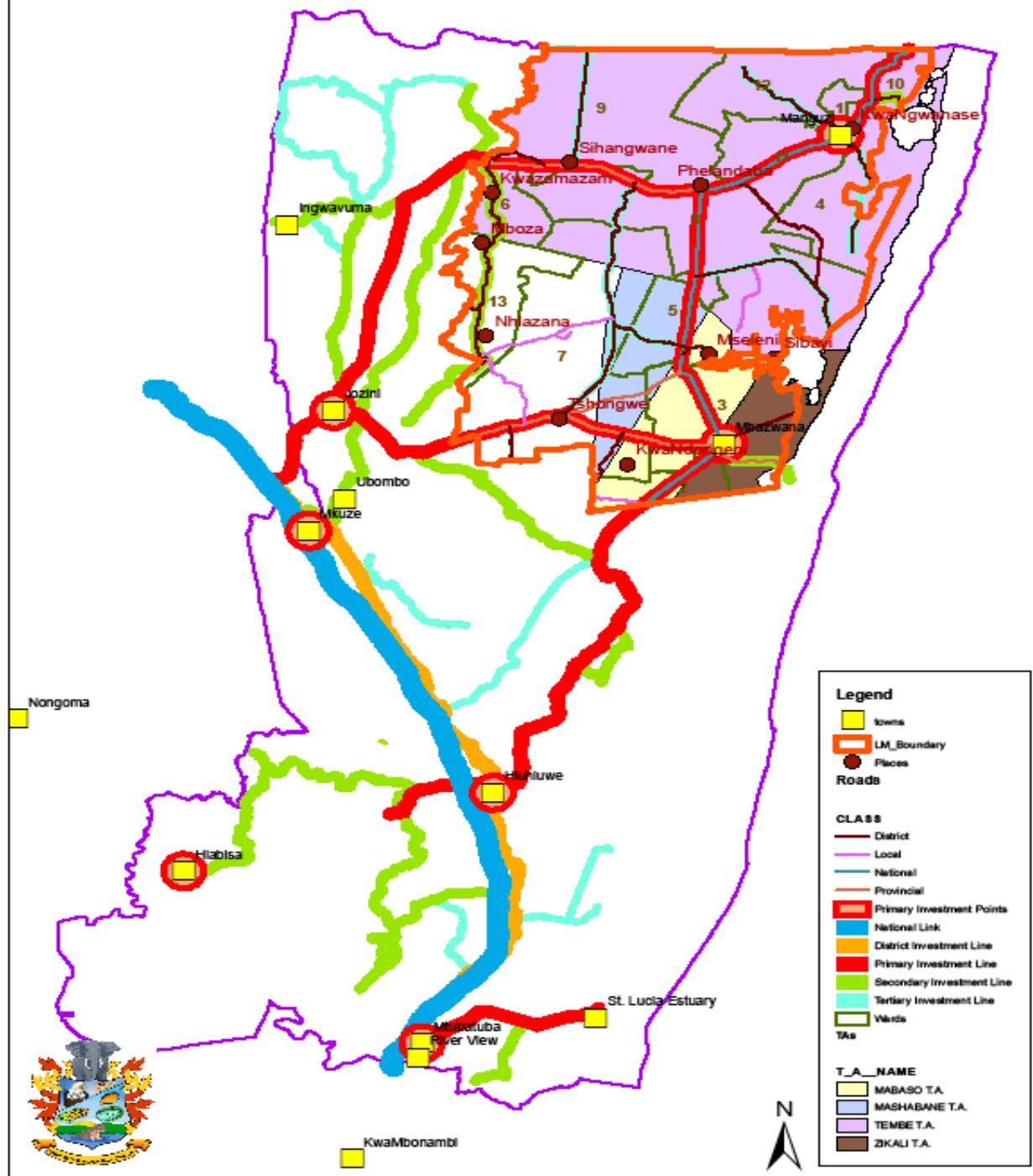
Environmental Significance

MAP 2



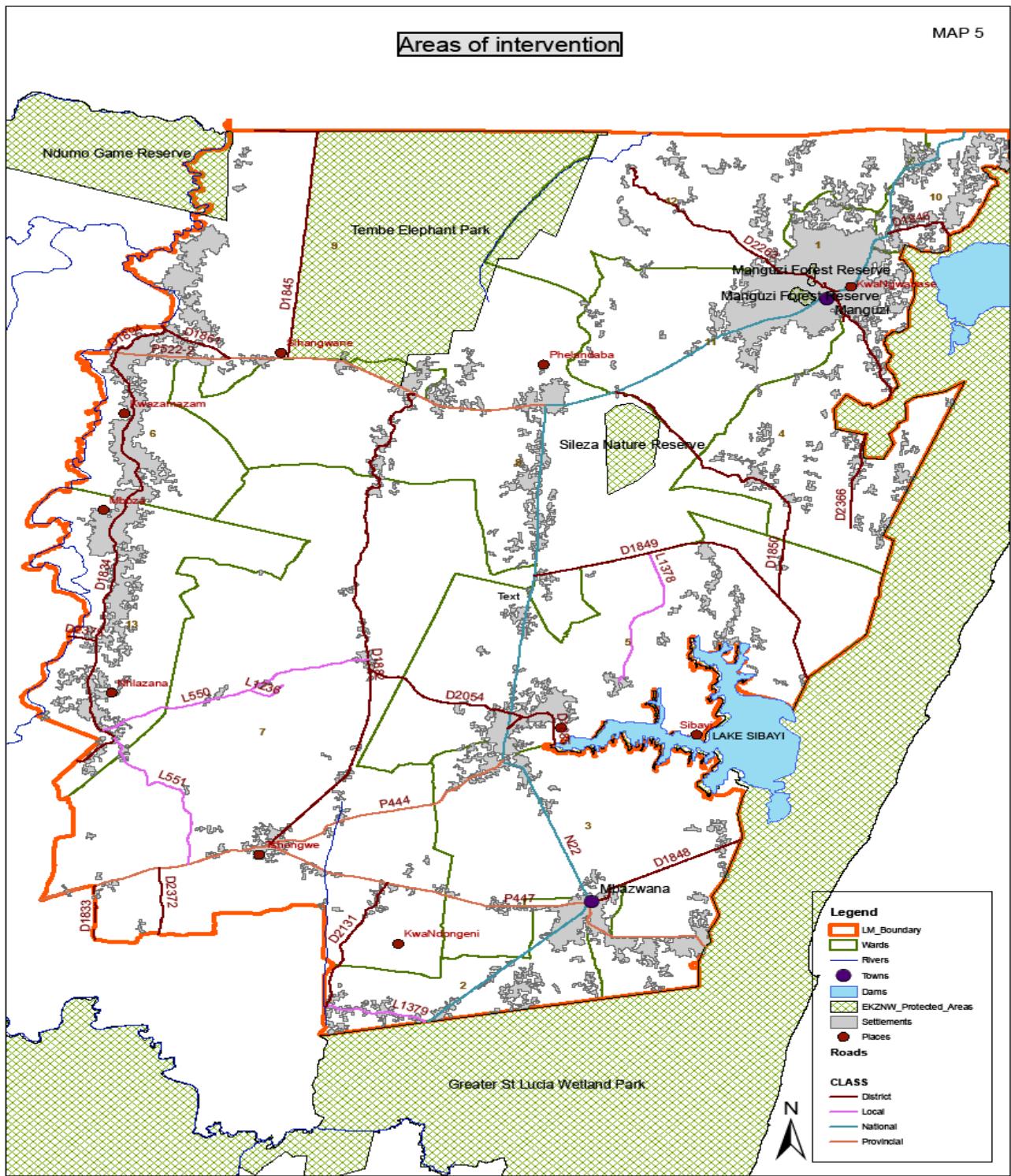
Investment Points and Links

MAP 3



Areas of intervention

MAP 5



SECTION E. SECTOR INVOLVEMENT

The contribution of sector Departments to the IDP process has been problematic, with very little information submitted to the municipality. The sector department projects below are therefore not detailed, but only give an indication of the implementation strategies and associated budget per municipality. The table below indicates Departmental responsibilities according to functions

Table 1.14

Function	Responsible Entity
Land Reform	Department of Land Affairs
Land Use Management	Department of Land Affairs
Environmental Management	Department of Agriculture and Environmental Affairs
Water	Department of Water Affairs
Sanitation	Department of Water Affairs
Roads	Department of Transport
Electricity/Energy	Department of Minerals and Energy
Telecommunication and Posts	Telkom
Transport	Department of Transport
Agriculture	Department of Agriculture
Tourism	Department of Arts, Culture and Tourism
Industry	Department of Economic Development
Commerce and Business	Department of Economic Development
Local Economic Development	Department of Economic Development
Health	Department of Health
Education	Department of Education
Welfare and Poverty Relief	Social Development Department
Housing	Department of Human Settlement
Sports and Cultural	Department of Sports and Recreation
Safety and Security	Safety and Security Department
Strategic Planning and Monitoring	Department of Corporative governance and Traditional Affairs
Public Works	Department of Public Works

Below are the projects to be implemented by sector departments within Umhlabuyalingana in 2010/11 financial year

DEPARTMENT OF AFRICULTURE AND ENVIRONMENTAL AFFAIRS
UMHLABUYALINGANA IDP PROJECTS

Project name	Project type	Locality	Project status	Requirements	Funding source	Project Estimated budget
Umgodiwemvubu	Arable lands	Pohlo	60 % Fence erected	Fencing	DAERD	
Imfunda yophongolo	Arable lands	Along Pongola River from Bhekabantu to Madonela	Areas identified where the fence should be erected	Fencing 40 km	DAERD	
Qinamandla	Arable lands	Mafa	Institutional structures established Fencing areas identified	Fencing of 50 ha	DAERD	3 000 000
Vukayibambe	Arable lands	Mbokodo	Institutional structures established Fencing areas identified	Fencing of 50 ha	DAERD	3 000 000
Ithembalomama	Arable lands	Mfihlweni	Institutional structures established Fencing areas identified	Fencing of 50 ha	DAERD	3 000 000
Vukanathi	Arable lands	Mkhumbikazana	Institutional structures established Fencing areas identified	Fencing of 70 ha	DAERD	4 200 000
Manyampisi	Arable lands	Manyampisi	Area fenced and need maintenance	Fencing of 50 ha	DAERD	3 000 000
Zenzani	Beekeeping	Mbazwana	Institutional structures established Fencing areas identified	Fencing of 1ha	DAERD	60 000
Songimvelo	Beekeeping	Mnyayisa	Institutional structures established	Fencing of 1 ha	DAERD	60 000
Mashabane	Beekeeping	Mashabane	Institutional structures established	Fencing of 1 ha	DAERD	60 000
Mhlahlandlela	Beekeeping	Kwamshudu	Institutional structures established	Fencing of 1 ha	DAERD	60 000
Vezukukhanya	Broiler production	Velabusha	Poultry house have been built	Extending the poultry house to cater for Egg production.	DAERD	70 000
Madonela	Cotton	Madonela	Institutional structures established	Land prep and supply of inputs	DAERD	100 000
Hlokohloko	Cotton	Hlokohloko	Institutional structures established	Land prep and supply of inputs	DAERD	100 000
Hlazana	Cotton	Hlazana	Institutional structures established	Land prep and supply of inputs	DAERD	100 000
Vezukukhanya	Cotton	Welcome	Institutional structures established	Land prep and supply of inputs	DAERD	100 000
Vukuzimisele	Cotton	Genuka	Institutional structures established	Land prep and supply of inputs	DAERD	100 000
Vukujule	Crop production	Thengane	Fencing done	Land prep and supply of	DAERD	100 000

				inputs		
Manzibomvu	Crop production	Manzibomvu	Fencing done	Land prep and supply of inputs	DAERD	100 000
Mshudu	Crop production	Mshudu	Fencing done	Land prep and supply of inputs	DAERD	100 000
Umhlabuyalingana	Crop production	Manzngwenya	Fencing done	Land prep and supply of inputs	DAERD	100 000
Masisebenze	Crop production	Kwasonto	Institutional structures established	Fencing Land prep and supply of inputs	DAERD	100 000
Ikusasalethu	Crop production	Thelizolo	Fencing done	Land prep and supply of inputs	DAERD	100 000
Qalabehlezi	Crop production	Mnyayisa	Institutional structures established	Fencing, Land prep and supply of inputs	DAERD	100 000
Masisizane	Crop production	Velabusha	Institutional structures established	Need fencing Land prep and supply of inputs	DAERD	100 000
Umhlabuyalingana	Farmers Support centre	Ndlondlwani	Site have been identified	Funding	DAERD	
Khombindlela	Garden	Kwamasondo	Area fenced	Irrigation design	DAERD	
Phaphamani	Garden	Manzengwenya	Area fenced	Irrigation design	DAERD	
Madendeshane	Garden	Kwanhlamvu	Institutional structures established	Land prep and supply of inputs Need fencing	DAERD	
Zamangembuzi	Goat production	Vimbukhalo	Institutional structures established Fencing areas identified	Fencing and water supply	DAERD	
Manzengwenya	Goat production	Manzengwenya	Area fenced	Water supply	DAERD	
Fuyangethemba	Goat production	Mfihlwani	Area fenced	Water supply	DAERD	
Cebisumqondo	Goat production	Sihangwane	Area fenced	Water supply	DAERD	
Masifuye	Goat production	Egazini	Area fenced	Water supply	DAERD	
Silethithemba	Goat production	Kwamshudu	Institutional structures established	Need fencing of 3 ha	DAERD	
Siyaphambili	Goat production	Mphakathini	Institutional structures established	Need fencing of 3 ha	DAERD	
Fundukulinda	Land reform	Oqondwani	EIA approval	Fencing of 50 ha, land preparation and bush clearing	DAERD	
Siyathuthuka	Land reform	Mbangwani	EIA approval	Fencing of 50 ha, land preparation and bush	DAERD	

Zizameleni	Livestock	Kwasonto	Area fenced with 70% camps divided	clearing Water supply	DAERD	
Nhlangonde	Livestock	Kwamqobela			DAERD	
Mafa	Livestock	Manaba	Area fenced with cattle	Fence maintenance Water supply	DAERD	

WATER AND SANITAION PROJECTS

No.	NAME OF THE PROJECT	LOCATION	BUDGET	CATEGORY	SOURCE OF FUNDING
1.	Ezinkanyezini CWSS	Ward 10	R61 280 928.00	Infrastructure	MIG
2.	Phelandaba Sanitation Phase 2	Ward 8	R19 882 940.00	Infrastructure	MIG
3.	Phelandaba CWSS Phase 2	Ward 8	R57 158 751.00	Infrastructure	MIG
5.	Mphophomeni CWSS Phase 2	Ward 5	R38 715 718.00	Infrastructure	MIG
6.	Kwa-Ngwanase Reticulation	Ward 1	R102 657 991.00	Infrastructure	MIG
7.	Ntshongwe/Malobeni CWSS 2	Ward 7	R2 611 419.66	Infrastructure	MIG
8	Shemula Sanitation	Ward 7	R22 142 131.00	Infrastructure	MIG
9	Shemula/Kwangwanase+ WTW Upgrade	Ward 1	R320 000 000.00	Infrastructure	MIG

DEPARTMENT OF HEALTH PROJECTS

No.	NAME OF THE PROJECT	LOCATION	BUDGET	CATEGORY	SOURCE OF FUNDING
1.	Mpophomoni clinic (new)	Ward 8	R10 000 000	Social & Infrastructure	Dept. of Health
2.	Manguzi Hosp. (new female ward	Ward 1	R18 000 000	Social & Infrastructure	Dept. of Health
3.	Bhekabantu clinic upgrade (new staff house)	Ward 9	R632, 240	Social & Infrastructure	Dept. of Health

DEPARTMENT OF TRANSPORT

Re-gravelling of Local Road: D1848	Mqobela ward 4		Infrastructure	Dept. of Transport
Re-gravelling of Local Road: D1882	Bhekabantu (ward 9		Infrastructure	Dept. of Transport
Re-gravelling of Local Road: P447	Nkathwini (ward 11		Infrastructure	Dept. of Transport

DEPARTMENT OF HOUSING

CT NAME	SITES	CT VALUE	NT SPENT	CT 2008/09	CT 2009/10	CT 2010/11	CT 2011/12
ranase	1,4,10, 11, 12	2000	74 156 600	40 729 212	3 904 320	6 573 783	
	5, 2 & half of 3	2500	108 261 875	111 736 534	27 037	28 049 670	29 519 190
ina	2	500	16 516 010	15 236 532	1 279 478	0	0
TOTAL		5000	198 934 485	56 077 480	32 221 332	34 622 453	29 519 190
							30 301 200

Source: Department of Housing – Ulundi Office (05/02/2008) & Head Office (20/10/2008)

NEW PROJECTS

NAME OF THE PROJECT	LOCATION	STATUS	Budget	SOURCE OF FUNDING
Kwangwanase phase two rural housing project	Tembe traditional council	planning		DOHS
Mbila phase two rural housing project	Mbila traditional council:	planning		DOHS
Mashabane housing project	Mashabane traditional council	planning		DOHS

DEPARTMENT OF MINERALS AND ENERGY

NAME OF THE PROJECT	LOCATION	NO OF CONNECTIONS	STATUS	BUDGET	SOURCE OF FUNDING
electrification project	•		planning	9 million	Dept of minerals and energy

The council resolved to approve the prioritization of Eskom projects as guided by existence of eskom lines and infrastructure in the area

- Year one- Zamazama and Thengani
- Year two- Engozini, George caltex and Madonela
- Year three- Manguzi
- Year four – Mboza and Thandizwe

NAME OF THE PROJECT	LOCATION	STATUS	BUDGET	SOURCE OF FUNDING
Mbangweni trading centre	Mbangweni	planning	3 million	DED

SECTION F : FINANCIAL PLAN

2009/2010 MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK

SUMMARY CONSOLIDATED OPEX

2007/2008		2008/2009	Current Year 2009/2010			2010/2011 Medium Term Revenue & Expenditure Framework		
Description	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/2011	Budget Year 2011/2012	Budget Year 2012/2013
<u>Grants and Subsidies</u>								
Operating Grants	20 722 062	24 500 890	30 220 000	34 113 912	34 113 912	37 965 000	42 745 000	47 079 000
Economic Services	-	-	150 000	292 920	292 920	-	-	-
Operational Income	30 732	540 984	2 245 729	695 537	695 537	42 000	45 234	48 581
Traffic Income	-	-	-	-	-	2 634 258	2 837 096	3 047 041
Interest Earned	118 318	151 910	243 570	160 000	160 000	202 570	214 522	227 178
Capital Grants	8 968 864	3 375 000	16 289 000	30 176 300	30 176 300	25 388 000	31 350 000	38 746 000
	20 871 112	25 193 784	32 859 299	35 262 369	35 262 369	66 231 828	45 841 851	50 401 801
<u>Capital and Operating Expenditure</u>								
Council	4 770 655	6 006 548	5 774 180	5 195 729	5 195 729	5 229 488	5 622 499	6 069 714
Management	4 263 024	5 981 844	5 372 073	5 301 056	5 301 056	3 423 875	3 691 159	3 964 305
Finance	3 343 344	5 866 907	6 175 136	6 190 139	6 190 139	5 639 323	5 535 051	5 944 645
Corporate Services	1 957 468	2 627 559	2 720 774	2 247 831	2 247 831	5 859 204	6 309 974	6 776 912
Technical Services	1 771 100	2 887 727	2 424 246	2 264 640	2 264 640	4 184 208	3 860 192	4 145 846
Library	552 468	585 282	1 091 651	767 037	767 037	1 001 529	1 046 337	1 123 766
Community Services	2 561 764	3 889 220	4 852 527	4 034 177	4 034 177	4 261 792	4 589 950	4 929 606
Traffic Department	-	-	-	-	-	2 002 546	1 677 477	1 799 578
Local Economic Development	2 159 780	2 065 708	1 976 585	1 363 734	1 363 734	546 723	588 821	629 526
Capital Expenditure	6 227 488	6 965 336	18 514 000	30 176 300	30 176 300	25 388 000	31 550 000	38 746 000
	21 379 603	29 910 795	30 387 172	27 364 343	27 364 343	57 536 688	32 921 460	35 383 899
	(508 491)	(4 717 011)	2 472 127	7 898 026	7 898 026	8 695 140	12 920 391	15 017 902

water and sanitation budget from Umkhanyakude district municipality

Ntshongwe	KZ 271	R 4,026,004	R 2,998,125	MIG
Enkanyezini water	KZ 271	R 61,280,928	R 4,511,096	MIG
KwaNgwanase Water	KZ 271	R 102,657,991	R 28,044,427	MIG
Mpophomeni water	KZ 271	R 38,715,718	R 10,497,133	MIG
Shemula sanitation	KZ 271	R 16,428,023	R 629,154	MIG
Mbazwana low cost sanitation/ sewerage	KZ 271	R 1,500,000	R 1,500,000	MIG
Phelandaba sanitation	KZ 271	R 57,158,751	R 6,408,852	MIG
Total		R 281,767,415	R 54,588,787	
Grand Total		R 902,548,227	R 191,067,456	

UMHLABUYALINGANA LOCAL MUNICIPALITY

DRAFT BUDGET 2010/11 - 2011/12 - 2012/13

OPERATING PROJECTS AND PROGRAMMES

OPERATING PROJECTS AND PROGRAMMES	2010/2011	2011/2012	2012/2013
Poverty Allivation	-	-	-
Community Participation	100,000	107,700	115,670
IDP Review	112,003	120,627	129,554
Sport and Recreation	-	-	-
Womans Programme	-	-	-
Arts and Culture	-	-	-
HIV Aids Programme	-	-	-
Disabled Programme	25,000	26,925	28,917
Orphanes & Valnurable Childrens	-	-	-
Refuse Removals	300,000	323,100	347,009
SMME's Development	-	-	-
Waste Management	1,200,000	1,292,400	1,388,038
Infrastruture Plan	600,000	-	-
Implementation Plan - Mbazwane	300,000	323,100	347,009
Waste Management Plan	100,000	107,700	115,670
Frame Work Plan - Manguzi	500,000	538,500	578,349
Lums	300,000	323,100	347,009
Dissaster Management	100,000	107,700	115,670
	3,637,003	3,270,852	3,512,895
CAPITAL PROJECTS			
Municipal Infrastructure Grant	16,238,000	19,350,000	23,746,000
Sport Grounds	150,000	-	-
National Electrification Project	9,000,000	12,000,000	15,000,000
	25,388,000	31,350,000	38,746,000
GRAND TOTAL	29,025,003	34,620,852	42,258,895

SECTION G: PERFORMANCE MANAGEMENT

7. SUMMARY OF UMHLABUYALINGANA ADOPTED PMS FRAMEWORK

7.1 Objectives of the uMhlabuyalingana Performance Management System

PMS is the primary mechanism to monitor, review, improve the implementation of the IDP and gauge the progress made in achieving the objectives set out in the IDP. The PMS process plan outlines the following objectives of the PMS:

- **Facilitate increased accountability**

The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

- **Facilitate learning and improvement**

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

- **Provide early warning signals**

The PMS should ensure that decision-makers are timely informed of performance related risks, so that they can facilitate intervention, as appropriate.

- **Facilitate decision-making**

The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The fore listed functions are not exhaustive but also provide a summary of the intended benefits of the PMS. They should also be used for evaluating and reviewing the PMS.

1. Principles Governing the PMS

The following principles inform and guide the development and implementation of the UMHLABUYALINGANA PMS.

- *administratively managed* in terms of its day-to-day implementation;
- *implementable* within any current resource constraints;
- *integration* of the PMS with the other management processes within the Municipality;
- *politically acceptable* to the political role players of the municipality;
- *provision of clarity to all employees in terms of their role in the achievement of municipal and departmental targets*;
- *provision of early warning signals in terms of inherent risks for the full implementation of the IDP*;
- *public participation* in terms of granting community members their constitutional right to participate in the process;
- *reliability* of the information provided on the progress in achieving the objectives as set out in its IDP.
- *simplicity* in order to facilitate implementation given any current capacity constraints;
- *transparency and accountability both in terms of developing and implementing the system*;

2. Stakeholder Roles and Responsibilities

The following figure outlines the key roles and responsibilities to be discharged by the various role players in the process.

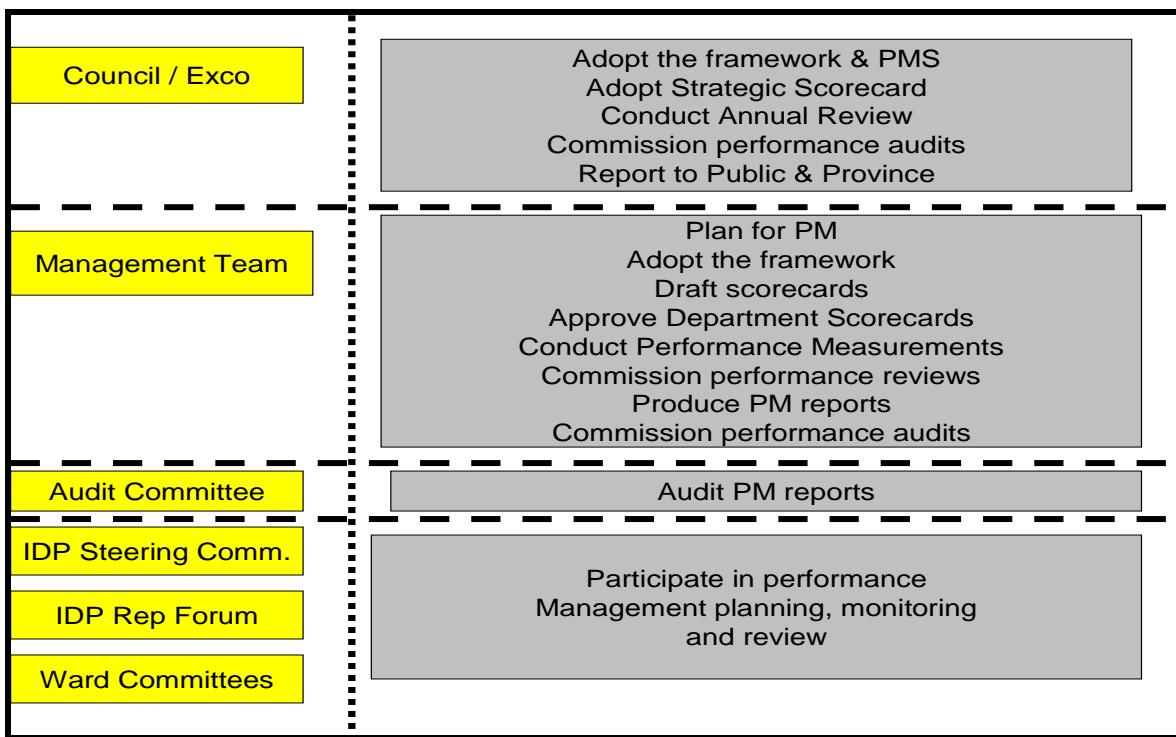


Figure 1: Stakeholder Roles & Responsibilities

3. The Legislative Framework for Performance Management

Various government prescripts stipulate provisions pertaining to performance management in the context of local government. Of note, are the following elements:

White Paper on Local Government

The major PMS policy instruments is the 1998 White Paper on Local Government supported by the Batho Pele principles, which policies was given legal stature through the adoption of the Local Government: Municipal Systems Act in 2000 (Act 32 of 2000). The said Act requires all municipalities to:

- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)
- Publish an annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).

- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for local government
- Conduct, on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

The Municipal Systems Act (MSA)

In terms of the MSA, the Municipal Planning and Performance Management Regulations (2001) were published, setting out the requirements for a municipal PMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government and have been attached as Annexure 2. A further set of Regulations were published in 2006 and they deal with Performance Management for municipal managers and managers that are directly accountable to municipal managers. A copy thereof is attached as Annexure 3.

The Municipal Finance Management Act (MFMA)

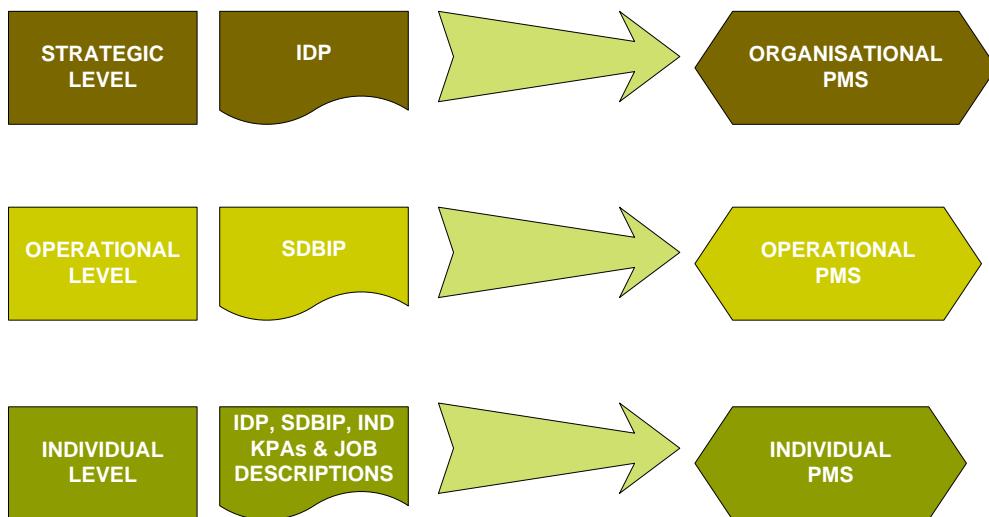
The MFMA requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP), stating the service delivery targets and performance indicators. Whilst approving the annual budget, the Municipality should also set measurable performance targets for each revenue source and vote. They should also compile an annual report, which entails a performance report that is compiled in terms of the MSA.

The foregoing legislative framework (*in Section 2*) provides for performance management at various levels in a municipality including organisational (sometimes also referred to as municipal, corporate or strategic level), departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level, the five-year IDP forms the basis for performance management, whereas at operational level the annual SDBIP forms that basis. The performance measures associated with the IDP have a long-term focus, whereas those associated with the SDBIP

are short-term and focus on reviewing the progress made in implementing the current budget and achieving the annual service delivery targets. The measures that are set for the Municipality are captured in the organisational scorecard. Annexure 4 provides a sample municipal scorecard.

At departmental level, the measures are captured in the SDBIPs of the various departments that operate within the Municipality. Performance management should occur at the various levels and relate to one another, as required by the Municipal Planning and Performance Regulations. By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP eventually link with individual performance management. Regarding performance management at individual level, the MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP and the measurable performance objectives approved with the budget.



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

OPMS

NATIONA L KPA		IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reasons for Varia nce	Mid Year Target	Mid Year Actual	Reason For Varia nce	Corre ctive Action	Medium Term Targets			Budget	Area (Ward)	Responsibi lities	
														Y1	Y2	Y3				
Infrastructure & Service Delivery	To provide adequate infrastructure and facilities	Roads	Sportfields	1. Kwa-Ngwanase Road(black top)	2009/10	No of kilometers tarred with engineers certificate	7 km road Dec 2010			7km Done								R185 813		Technical Services
				2. Mangazi Roads(black top)	2009/10	No of kilometers tarred with engineers certificate	4km Dec 2010			4km done								R904 241		Tech & planning Services
				3. Oqondweni Roads(gravel)	2009/10	No of kilometers with engineers certificate	6 km Dec 2010			6 km done								R271 397		Ditto
				4. Njinji Road(gravel)	2009/10	No of KM tarred with engineers certificate	5 km Dec 2010			5 k done								R2 475 569		Ditto
				5. Mbazwna Road(black top)	2009/10	Engineers completion certificate	2.5 km Dec 2010			2.5 km done								632 202		Ditto
				6. Manaba Sport field	New		Completed sport field June 2011			50% of construction								R9 000000		Ditto

NATIONA L KPA	IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reaso ns for Varia nce	Mid Year Target	Mid Year Actual	Reaso n For Varia nce	Corre ctive Action	Medium Term Targets			Budget	Area (Ward)	Responsibi lities	
													Y1	Y2	Y3				
		Electricity	7. Provision of new electricity		No of house holds to be connected	7.1 92 HH Manaba Dec 2010 7.2 500 HH Manguzi June 2011			192 HH Mana ba								R9 000 000		Ditto
		Infrastructure Planning	8. Infrastructure & maintenance plan	Nil	Approved infrastructure plan	Completed plan March 2011		Preliminary Draft									R600 000		Ditto
		Municipal Buildings	9. Chamber 2	2009/10	Engineers completion certificate	Completed building Dec 2010		Completed Building			Completed in Sept 2010						R9 070 121		Ditto
		Community markets	10. Traffic & Testing Station	2009/10	Engineers completion cerftificate	Completed building Sept 2010		Completed building			Completed building						R4 , 322 544		Ditto
		Community halls	11. Masibambisanane Market	2009/10	Engineers completion certificate	Completed building Dec 2010		Complete building			Complete building						R273 449		Ditto
			12. Mahlakwe hall	2009/10	Engineers completion certificate	Completed building Dec 2010		Completed building			Completed building						R236 136		Ditto
			13. Bhekabantu					Completed									R2 322 297		Ditto
																	R2 010 477		Ditto

NATIONA L KPA	IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reaso ns for Varia nce	Mid Year Target	Mid Year Actual	Reaso n For Varia nce	Corre ctive Action	Medium Term Targets			Budget	Area (Ward)	Responsibi lities	
													Y1	Y2	Y3				
	Waste Management	Hall	14. Mphakathi n i Hall	2009/10	Engineers completion certificate	Completed building Dec 2010			buildi ng								R300 000	Ditto	Ditto
			15. Regularizati on of three landfill sites	One approved site	Certificate of registration	Registered three landfill sites June 2011			Applic ations launche d with Depar tment										
			16. Procurement of bulk refuse skips	Nil	No of skips to be procured	30 bulk refuse skips June 2011			10 bulk refuse skips								R750 000		
			17. Refuse collection truck	Nil	Proof or purchase with a manufacture certificate for such use	One refuse collection truck March 2011			Proof that the order have been made								R500 000	Comm Serv	Comm Serv
			18. Procurement of refuse bags	Ongoing	No of bundle of refuse bags	150 bundles of refuse bags June 2011			75 bundle s of refuse bags								R100 000		
						Completed land use scheme June 2011			Draft struct ure layout									Ditto	Ditto

NATIONAL KPA		IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reasons for Variance	Mid Year Target	Mid Year Actual	Reason For Variance	Corrective Action	Medium Term Targets			Budget	Area (Ward)	Responsibilities	
														Y1	Y2	Y3				
		To establish towns as economic engines of Umhlabuyalingana	Spatial Planning	1. LUMS for Manguzi & Mbazwana	Nil	Approved structure plan				plan								RI.I million		
Local Economic Development		To promote local economic development																		
Financial	To improve financial	Revenue	Billing system(MPRA)	Nil	Billing software compatible with	Installation of the			Billing system								R214 400		Finance	

NATIONAL KPA		IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reasons for Variance	Mid Year Target	Mid Year Actual	Reason For Variance	Corrective Action	Medium Term Targets			Budget	Area (Ward)	Responsibilities	
														Y1	Y2	Y3				
Viability & Management	viability and financial management planning	Financial policies	Reviewed financial & accounting policies	Existing policies	financial system	billing system Dec 2010			installed									R150 080	Finance	
		Asset register	Fixed asset system	Nil	Council resolution approving policies	Reviewed financial & accounting policies June 2011			N/A									R214 400	Finance	
					GRAP compliant fixed asset system	System acquired Dec 2010			System acquired											
Institutional Transformation & Development	To develop the institutional capacity & skills within the municipality	Administration	1. Skills Audit report and action plans	Nil	Approved report & action plans on the report	Approved report Approved action plans Dec 2010			Approved report Approved action plan								HR		Corporate Services	

NATIONA L KPA	IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reaso ns for Varia nce	Mid Year Target	Mid Year Actual	Reaso n For Varia nce	Corre ctive Action	Medium Term Targets			Budget	Area (Ward)	Responsibi lities
													Y1	Y2	Y3			
			<p>2. Work place skills Plan</p> <p>3. Reviewed Organogram</p> <p>4. Appointment of MM & CFO</p> <p>5. PMS</p> <p>6. SDBIP</p>	<p>2009/10 plan</p> <p>Existing one</p> <p>Vacant</p> <p>Nil</p> <p>2009/10</p>	<p>Proof of submission to SITA</p> <p>Approved new organogram</p> <p>Letter of appointments</p> <p>Org scorecard</p> <p>SDBIP signed</p>	<p>Submitted plan June 2011</p> <p>New organogram in Dec 2010</p> <p>Appointment in September</p> <p>Scorecard in July 2010</p> <p>SDBIP in July 2010</p>		<p>Dec 2010</p> <p>Draft Plan</p> <p>New Organogram</p> <p>Appointment done</p> <p>Completed in July</p> <p>Completed in July</p>									Corporate Services	

NATIONA L KPA		IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reaso ns for Varia nce	Mid Year Target	Mid Year Actual	Reaso n For Varia nce	Corre ctive Action	Medium Term Targets			Budget	Area (Ward)	Responsibi lities
														Y1	Y2	Y3			
Goo d Govern ance	To promote transparency & accountability in the affairs of the municipality	1. IDP	Approved 2010/11 IDP	2009/2010 IDP	Council resolution	Approved July 2010				Approved in July 2010					R112 000		Tech & planning		
		2. Community Participation & ward committees	Consultations with communities (4 clusters)	Nil	Programme approved by Council	Approved programme Aug 2010				Done in Aug 2010					R300 000		Comm Services		
		3. Audit Committee	Appointed Audit Committee	Nil	Proof of consultation Council resolution appointing Audit Committee No of Audit reports No of Audit reports by AG	Eight sessions June 2011 Committee appointed in Sept 2010				4 sessions in Dec 2010 Done in Sept 2010					R200 000		MMs office		

NATIONA L KPA	IDP Objectives	Priority	Strategy (Measurable Output)	Baseline	KPI	Annual Target	Actual Result	Reaso ns for Varia nce	Mid Year Target	Mid Year Actual	Reaso n For Varia nce	Corre ctive Action	Medium Term Targets			Budget	Area (Ward)	Responsibi lities		
													Y1	Y2	Y3					
		4. Audit	4.1 Internal Audit	2009/10	Appointment of a functional for the desk	Two Audit reports June 2011		One Audit report N/A	Done in Sept 2010								R400 000 R795 500	MMs office MMs office	MMs office	
			External Audit for 2009/10	2008/9		One Audit report Dec 2010	Functional appointed Sept 2010													
		5. Customer Desk	Established customer service desk															HR Vote		

Review of previous year performance score card

INTRODUCTION

Section 46 of the Local Government : Municipal Systems Act, 2000 read together with the whole of chapter 12 of the Local Government : Municipal Finance Management Act , 2004 , provides for the preparation and publication of the annual report. The annual report should include performance report in terms of section 46 of the Municipal Systems Act (MSA); the Auditor report on the audit of performance in terms of section 45 of the municipal systems act (MSA) information ; the annual financial statements Annual Financial Statements(AFS); the Auditor General report in terms of section 126(3) of the Municipal Finance Management Act (MFMA) on the Annual Financial Statements (AFS) ; and the accounting officer's assessment report(municipal manager) of the state of the municipality in respect of the management of the finances of the municipality and the level of performance of the municipality's objectives as set out in the IDP , budget and SDBIP.

In the context of the above mentioned frameworks , the annual report provides a snap-shot of what was planned at the start of the year under review and what was achieved at the end of the year; including the resources (finance and human resource) that were allocated to the planned activities of the year. The level of performance of the year under reviews is then compared to the performance results of the previous years in order to give a sense of either improvement or lack thereof.

OVERVIEW

Umhlabuyalingana area is 3621km² big in extent, with a population of 163694 people. This translates to 27282 house-holds. The municipal area is 99% rural in character. The area abuts the border between South Africa and Mozambique. It forms part of Umkhanyakude District Municipality. The area has two urban centers : Manguzi and Mbazwana which are homes to Kosibay and Sodwana respectively

The annual report is the final / last component of the management chain of any organization. The chain consist of the IDP; OPMS in the IDP; Budget and SDBIP; Quarterly reports (for monitoring) ; and annual report. The annual report should include :

- ❖ Annual performance report (section 46 of the MSA)
- ❖ Auditor General report on performance information (section 45 of the MSA)
- ❖ Annual financial statements
- ❖ Auditor General report on AFS(section 126 of the MFMA)
- ❖ Overall assessment by the accounting officer of the institution's performance and financial viability.

The systemic challenge that the municipality and this annual report in particular , is that the performance plan for the Municipal Manager did not comply with the Performance Management Regulations for Municipal Managers and Managers reporting directly to them,

2006; and it does not talk to the IDP objectives. The IDP for the year under review contains three chapters in relation to OPMS; All contradicting each other. In addition, there is a document bearing the name of the municipality with a title

SDBIP : 2008/2009. The document is not signed by the Mayor as required in terms of section 53 (1) (c) (ii) of the MFMA. The performance indicators and target of this purported SDBIP are not consistent with the performance plan of the Municipal Manager and the rest of the section 57 Managers; nor is it consistent with the performance objectives in the IDP. In simple terms , there is no basis for assessing and evaluating the performance of the top management of the municipality, and consequently , the performance of the municipality. In the face of the said challenge this report takes the form of the collation of activities and achievement thereof. In the circumstances , this is the best we can do to account for the existence of the institution and utilization of the public resources.

TABLE 1

ACTUALS VERSUS BUDGET (BUDGET REVENUE) FOR THE YEAR ENDED 30 JUNE 2009					
	2009		Variance	%	Explanation of significant variance greater than 10% versus budget
	Actual	Budget			
Revenue	R	R	R		
Property rates	-	-	-	-	
Services charges	-	-	-	-	
Interest earned	148,602.00	230,000.00	-81,398.00	-35.39%	Investments were not made as per plan due to cashflow
Donation received	-	-	0.00	0.00%	
Fines , licences and permits	425,961.00	570,000.00	-144,039.00	-25.27%	This item was over budgeted for since it was phasing in
Government grants and subsidies	33,327,697.00	39,671,252.00	-6,343,555.00	-15.99%	Grants from MIG were withheld by national treasure
Other revenue	96,892.00	184,524.00	-88,632.00	-48.03%	Over budgeted for
Rental income	50,775.00	25,200.00	25,575.00	101.49%	The above budget because of park homes rental
	34,048,927.00	40,680,976.00	-6,632,976.00	-16.30%	
Expenditure					
Employees related cost	9,855,832.00	10,637,977.00	-782,145.00	-7.35%	
Councilor remuneration	4,538,324.00	4,523,634.00	14,690.00	0.32%	
Depreciation	1,062,865.00	-	1,062,865.00	0.00%	
Repairs and maintenance	1,441,906.00	920,000.00	521,906.00	56.73%	
Leave encashment	172,367.00	109,274.00	63,093.00	57.74%	
Interest paid	2,292.00	-	2,692.00	0.00%	
Administration and	12,868,808.00	12,616,371..08	252,436.92	2.00%	

other expenses				
Loss on disposal of	106,420.00	-	106,420.00	0.00%
	30,049,214.00	28,807,256.08	1,241,957.92	4.31%
	3,999,713.00	11,873,719.92	-1,874,006.92	-66.31%

The above mentioned table gives a snap shot of the financial performance of the municipality as at June 2009 versus the budget estimate figures of 2008/2009. The variance between the budget income estimate and the budget actuals is 16.30% (6,632,049); all income estimates were overestimated . The expenditure budget estimates were underestimated by 4.31% (R1,741,957.92). This means the actual income is smaller than the budget income; whilst the actual expenditure is bigger than the budget expenditure, thus an over expenditure

However , what must be noted is that the structure of income in the above table include both operating income and capital income, whereas the structure of the expenditure exclude capital expenditure. This is where the risk of non viability lies. This form of budget structure is under review to more appropriate budget structure of separation of apex and apex budgets.

The above table shows a dependency rate of 98% of the municipality on equitable share and other Government conditional grants. Spent 91% of the budget expenditure (R27 ,262,964) is spent on administration and staff and councilors salaries. 4% of the budget expenditure (R1, 062, 865) is a book-entry on depreciation. Staff and councilors salaries account for 48% (R14 , 394 ,156) of the operating expenditure(33% staff + 15% councilors) there are 74 staff members and 26 councilors in the municipality. This translate to 2.8 employees for every one councilor .Staff account for 68% of the staff and councilors total budget of (R14 ,394 ,156 while account for 32% of the same.

The total income actual for the year under review was R34 ,048 ,927 (equitable share of R22 ,196 ,390; conditional grants of R11 ,131 , 306 and other of R 721,230). The bulk of the conditional grants was for capital projects. The most important of the conditional grant funding is MIG grant , because it is a consistent source of capital funding for the municipality. This is the only resource available to the municipality for service delivery in the form of the provision of new infrastructure and refurbishment of the existing infrastructure . As per 2008/2009 AFS, the MIG income for the year was R6,271,151.74 .This is an accounting technical reality which was influenced by the closing balance of the MIG account in the previous year (2007/2008).

The story of MIG grant funding in 2008/2009 is a little complicated . The MIG allocation for 2008/2009 was R10,872,000. however due to persistent breaches of DORA the National Treasury

invoked section 28 of DORA to stop the remainder of R8 ,768 ,00. Only R1.5 million had been already transferred to the municipality at the time when the said provision of DORA was activated .

Although the MIG allocation had been stopped, the municipality continued with the expenditure on the projects which were financed from MIG allocation. This meant that equitable share income was utilized towards the funding of the MIG projects.

The above mentioned 2008/ 2009 AFS figure reflects the event of this distortion when either the equitable share or other grants funds were used to fund the MIG projects.

The table 2 below reflects performance activities and achievements for 2008/2009.



ACTIVITY PLAN 2008/09

INFRASTRUCTURE AND SERVICE DELIVERY

Activities that were achieved under the above National Key Performance Area (KPA)

IDP

ACTIVITY	PLANNED DATE	ACHIEVEMENTS/	ACTUALS	IMPLEMENTING AGENT
1.Preparation of process plan Advertising and publicising Adoption of process plan	July 2007	- Process plan was prepared - advertised for comments - Adopted by Council and Submitted to DLGTA	30 July 2007	PLANNING
2. IDP steering committee meetings and IDP representative forum meetings	May 2008	The meetings were held as per the dates in the process plan but there was poor attendance of Steering Committee meetings by some of Senior Managers and poor attendance of RF meetings by uMkhanyakude District municipality	30 May 2008	PLANNING
3. Collection of relevant information through public participation meetings and prioritization of projects	July 2007 – May 2008	- Information was collected through an extensive Local area planning exercise that was done in all 13 wards at a sub ward level and consolidated at a ward level with the assistance of IDT. - Information was also collected through IDP rep forums, ward councilors, ward committees and Community development workers.	30 May 2008	PLANNING
5.Evaluate and access information	Ongoing	The information was evaluated , accessed and compiled into a draft IDP that was submitted to DLGTA in march 2009	March 2008	PLANNING
6. District alignment meetings	Ongoing	The scheduled District planners forum meetings were used to discuss issues of alignment and those meetings were attended by the IDP Manager	30 may 2008	PLANNING
7. Completion of the revised Draft IDP	March 2008	The draft 2008/09 IDP was compiled and submitted to DLGTA for assessment	March 2008	PLANNING
8. Advertise for comments	May 2008	Adverts were place in the newspaper for comments	May 2008	PLANNING

9. Incorporate comments from stakeholders	May 2008	Comments were incorporated in the 2008/2009 IDP final Draft	May 2008	PLANNING
10. Adoption of Final draft by Council	June 2008	The final draft was adopted by council	June 2008	PLANNING
11. Submission of 2008/09 IDP to DLGTA for MEC's comments	June 2008	The final Draft 2008/09 IDP submitted to DLGTA	June 2008	PLANNING

TECHNICAL

ACTIVITY	PLANNED DATE	ACHIEVEMENT/ACTUALS	VARIANCE	IMPLEMENTING AGENT
Construction council chamber	June 2009	- Tender was advertised - Contractor was appointed - council chamber is under construction	20% complete	TECHNICAL SERVICES
Construction Mbawana traffic station	June 2009	- Tender was advertised - Contractor was appointed - Under construction, brickwork, doors window frames completed busy with roofing	60% complete	TECHNICAL SERVICES
Construction of Mbawana Town roads	April 2009	- Tender was advertised - Contractor was appointed - under construction	60% complete	TECHNICAL SERVICES
Rehabilitation of Mangazi roads	June 2009	Tender was advertised - Contractor was appointed - under construction	80% complete	TECHNICAL SERVICES

CORPORATE SERVICES DEPARTMENT

Activities that were achieved under the National Key Performance Area(KPA) – Institutional Development and Municipal Transformation

ACTIVITY	PLANNED TARGET	ACHIEVEMENTS	ACTUALS
1. Review of policies	Review of existing policies by June 2009	8 policies were reviewed and approved by council, those are: <ul style="list-style-type: none"> • Telephone policy • Stand-by allowance policy • Bursary policy • Language policy • Property Rates policy • Municipal Supply Chain Management policy • Indigent policy • Ward Committee policy 	Dates of Council Approval <ul style="list-style-type: none"> • 26 June 2009 • 26 June 2009 • September 2009 • September 2009 • 26 June 2009 • 26 June 2009 • 26 June 2009 • October 2009
2. Submission of the annual report	Submission to Council and DLGTA by 31 January 2009	Timely submission of the Annual Report to <ul style="list-style-type: none"> • Department of Cooperative Governance and Traditional Affairs, • Auditor General's office • Provincial Treasury's office 	31 January 2009
3.Training of Ward Committees	Nil – nothing was planned for the training of Ward Committee members	75 Ward Committee members were trained on Ward Committee policy,	15-16 June 2009
4. Customer satisfaction survey	30 November 2008	The Field Workers collected the required information through out the municipality and they completed the whole exercise in September 2008	15 September 2008
5. Functional complaint register	05 January 2009	There are complaint registers place at the following venues: <ul style="list-style-type: none"> • Mseleni Library • Manguzi Library • DLTC • Municipal Officer <p>They are reviewed monthly and if there are any complaints they are brought to MANCO's attention for discussion</p>	01 November 2008

6. Filling of vacant positions	2008/2009 financial year Some of the positions were to be filled because of the establishment for Drivers Licence Testing Center	9 Positions were filled during the 08/09 financial year, those are: <ul style="list-style-type: none">• Technical Officer• Director: Technical Services• Licensing Clerks X2• Financial Interns X2• Protection Officers X2• Receptionist	2008/2009 financial year
7. Submission of the Workplace skills Plan 09/10	30 June 2009	The Workplace Skills Plan was successfully submitted to LGSETA as well as the Annual Training report.	30 June 2009
8. Approval of the filing system	30 March 2009	The filing system was approved by the KwaZulu-Natal Archives and it is ready for implementation	08 January 2009
9. Training of employees through Work Place Skills Plan	30% of employees to be trained during the 2008-2009 financial year. The municipality is having a Staff compliment of 74. The planned date was 30 June 2009	11 employees received a bursary support from the municipality and they did the following courses: <ul style="list-style-type: none">• Certificate in Local Government• BA Degree in Communications• B Degree in Finance• Specialist Local Government Management Programme (SLGMP)• Diploma in Traffic Management• BA Degree• Advanced Supply Chain Management Certificate• Diploma in Computer Science• Hons Degree in Political Science• Certificate in Local Government• Bachelor of Arts Degree 1 employee undergone a registry course NQF level 4: <ul style="list-style-type: none">• Registry Clerk The following employees did the Examiners course (Traffic	2008/2009 financial year

		<p>Unit):</p> <ul style="list-style-type: none"> • Licensing Clerks (2) • Protection Officers (2) 	
10. Council Support and Administration	4 Ordinary Council meetings 12 Executive Committee meetings 12 Portfolio Committee meetings	<p>The municipality had the following meetings during the 08/09 financial year:</p> <p>13 Council Meetings (4 Ordinary Council meetings, the rest are special Council meetings) 13 Executive Committee Meetings (12 Ordinary ExCo meetings, the rest are special ExCo meetings) 16 Portfolio Committee Meetings</p>	<p>The following are the no. of Council, Executive Committee and Portfolio Committee meetings we had in 2008/2009 financial year</p> <ul style="list-style-type: none"> • 13 Council meetings • 13 ExCo meetings • 16 Portfolio Committee meetings
11. Communication strategy	05 January 2009	None	None
12. Monthly updates of Website	30 June 2009	It was not achieved due to poor internet connection	None
13. Communication	2 newsletters per annum	The municipality produced two newsletters, one for the mid-year reporting and end of the year reporting.	2 newsletters were produced

LOCAL ECONOMIC DEVELOPMENT DEPARTMENT

Activities that were achieved under the above National Key Performance Area (KPA)

ACTIVITY	PLANNED TARGET	ACHIEVEMENTS	ACTUALS
1. SMME & Cooperatives Development	June 2009	<ul style="list-style-type: none"> • 50 SMME's trained on business and financial management and basic computer skills • 80 co-ops attended co-op conference in Big 5 • 20 SMME'S Training in dynamic business start up project • 30 SMME's workshoped on tendering processes. • 15 people (youth) trained on catering • 24 SMME's awarded catering tender for SOD turning at Mbawana Library depot • 18 projects received tents with 100 chairs • Launch for Scabazini Skills Centre for electrical, plumbing, welding and bricklaying courses • A five hectare community garden for planting paprika, with borehole and fenced. 	<ul style="list-style-type: none"> • 30 November 2008 • 30 November 2008 • March 2009 • April 2009 • July 2008 • 25 November 2008 • March 2009 • 01 April 2009 • 30 March 2009
2. Develop jobs statistics	June 2009	<ul style="list-style-type: none"> • Jobs statistics for government departments within the municipality done but is short of educators in the Mangazi area • Jobs statistics for the private sector within the municipality done • Statistics for the national enterprises in the municipality done 	<ul style="list-style-type: none"> • 30 May 2009 • 30 May 2009 • 30 May 2009
3. Promote tourism	June 2009	<ul style="list-style-type: none"> • Feasibility study for Manzengwenya Tourism 	<ul style="list-style-type: none"> • 30 November 2008 • 30 November 2008

development		<ul style="list-style-type: none"> • Feasibility study for Lake Nhlange Camp Site & Restaurant • Feasibility study for Kwa Tembe concrete Stone • Business Plan for Manzengwenya Tourism • Business Plan for Lake Nhlange Camp Site & Restaurent • Crafters Forum established 	<ul style="list-style-type: none"> • 30 November 2008 • 30 May 2009 • 30 May 2009 • 30 September 2008
4. Promote Agriculture	June 2009	<ul style="list-style-type: none"> • 3 small essential oil projects • 2 Indigenous Nursery Projects • Indigenous nursery and propagation projects with office and store rooms • Umgodiwemvubu Community Garden • Vezukukhanya community garden • Establishment of food security forum 	<ul style="list-style-type: none"> • 30 May 2009 • 30 May 2009 • 30 May 2009 • 30 Setember 2008 • 30 November 2008 • 30 September 2008

COMMUNITY SERVICES DEPARTMENT

Activities that were achieved under the above National Key Performance Area (KPA)

ACTIVITY	PLANNED DATE	ACHIEVEMENTS	ACTUALS
1. Establishment of Traffic Section	June 09	<ul style="list-style-type: none"> ○ Application of learners licences 2422 ○ Duplicate learners licences 5 ○ Conversion of ID type Driving licences 1 ○ Replacement/ duplicate learners licences 102 ○ Issue of temporally driving licences12 ○ Application for temporal licences 128 	16 January 09
2. Building of waste removal skips or procuring of waste bins	June 09	None – There was no budget for this function	none
3. Collecting of Waste removal	Ongoing	Waste is collected in 3 towns which is Skhemelele, Mangazi and Mbazwana weekly.	ongoing

4. Ward Committees	June 09	Ordinary monthly meetings – Some members have resigned due to non-payment of sitting allowance	Ongoing
5. Women's Programmes	August 2008	Umhlabuyalingana Women's Summit	December 2008
6. Civil Structures	July 2008	<ul style="list-style-type: none"> ○ Formation of Pastors forum ○ Pastors Forum launch ○ Gospel Choir Competition 	July 2008 September 2008 February 2009
7. HIV/AIDS	July 2008	<ul style="list-style-type: none"> ○ Lethimpilo Campaign 	July 2008
8. LIBRARY	January 2009 April 2009	<ul style="list-style-type: none"> ○ Back to school Programme ○ World Day Book Celebration <p>Services rendered for community development</p> <ul style="list-style-type: none"> ○ The Library provided computer training skills to 243 adult community members and 36 primary school learners during the year. ○ Adult community members were enrolled for a 1-month computer course while the children were enrolled for a 1-week course. ○ Among the adults that were trained are ABET learners from local ABET schools. 	January 2009 April 2009

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

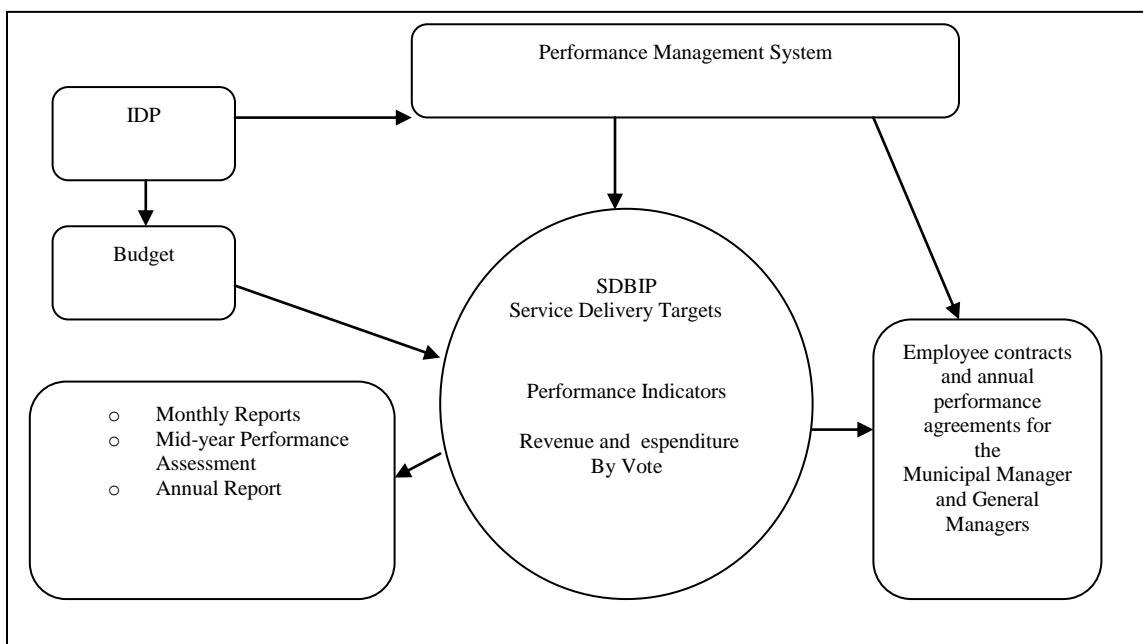
Activities that were achieved under the above National Key Performance Area (KPA)

ACTIVITY	PLANNED TARGET	ACHIEVEMENTS	ACTUALS
1. Ensure GRAP Compliant financial reporting	30 June 2009 30 June 2009 30 June 2009 30 June 2009	The following steps were achieved during the conversion of accounting reporting of IMFO to GRAP:- <ul style="list-style-type: none">• GRAP Compliant Asset Register• GRAP Compliant AFS• Asset count	30 June 2009 30 June 2009 30 June 2009 30 June 2009
2. Implementation of Municipal Property rate	30 June 2009 30 June 2009 30 June 2009	Municipal Property Rate implementation process:- <ul style="list-style-type: none">• Valuation Roll completed• Advert for public comments on valuation• Tabling of Draft By-laws and Draft MPRA policy• Property rate policy approved (MPRA has not been translated into a billing system)	30 June 30 June 30 June
3. Municipal Annual Budget 2009/10	31 March 2009 30 April 2009 31 March 2009 30 May 2009 10 Monthly 31 January 2009 31 January 2009	The budget was successfully approved by Municipal Council <ul style="list-style-type: none">• Tabling of Draft Budget• Public Consultation• Submission of Draft Budget to National and Provincial Treasuries for comments• Approval of the Annual Budget• Monthly and Quarterly Budget reports submitted to treasuries• Budget Adjustment for 2008/09 was tabled and adopted• All adjustment budget return were submitted to NT and PT	31 March 2009 30 April 2009 31 March 2009 30 May 2009 10 Monthly 31 January 2009 31 January 2009

<p>4. Budget Monthly Reporting</p> <p>4.1 Quarterly Returns</p>	<p>Monthly (12) 10 day of every Monthly</p> <p>Quarterly (4)</p>	<p>All budget related returns were submitted to NT and PT:</p> <ul style="list-style-type: none"> • OSA (12) • AD (12) • AC (12) • CAA (12) • FMG (12) • CFA (12) • MSIG (12) • LTC (4) • BM (4) • ME (4) • MFMA1 (4) • EMMA(4) 	<p>Monthly (12) 10 day of every Monthly</p> <p>Quarterly (4)</p>
<p>5. Payroll and Expenditure</p>	<p>Monthly</p>	<ul style="list-style-type: none"> • Monthly Payroll and Returns • Bank reconciliation • Vat Returns • Creditors recon • GL Reconciliation 	<p>Monthly</p>

8 SDBIP AND OPERATIONAL PLAN

The SDBIP marries the Performance Management System (as required by the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for a SDBIP is stated in the Municipal Finance Management Act (Act 53 of 2003), Section 69.3 (a) and is one of the vital responsibilities that should be assigned to the Municipal Manager. Graphically, the SDBIP can be illustrated in the subsequent fashion.



The SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in depth detail the approach to SDBIP's. In general terms, there is a high level SDBIP for the purpose of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top i.e. the Municipal Manager, all staff operates under KPI's within the identified KPA's. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPI's. These then form the basis of future monthly and in year reporting.

The SDBIP was submitted to council for approval but was referred back to EXCO for some additional work to be done and finalization, therefore the SDBIP will be finalised before end of July. The organizational scorecard fully reflects what is translated to the SDBIP, implementation plans and scorecards of the section 57 employees.

9. PUBLIC INVESTMENT FRAMEWORK

PUBLIC INVESTMENT FRAMEWORK						
Functional Areas	2010/11	Funding Source	2011/12	Funding Source	2012/13	Funding Source
Environmental Management	—		-		-	
Spatial & Land Use Management	300,000	LM	323,100	LM	347,009	LM
infrastructure	500,000	LM	-		-	
sanitation	7,038,006	MIG/DC27	-		-	
water	56,537,914	MIG/DC27	-		-	
Electricity	9,000,000	DME	12,000,000	DME	15,000,000	DME
roads and storm water	2,650,500	MIG	-		-	
Waste management	-		-		-	
refuse removal	1,450,000	LM	269,250	LM	289,175	LM
Sport Facilities	1,500,000	DSR	-		-	
saftey, security,traffic	507,993	LM	67,843	LM	72,864	LM
Housing	29,519,190	DHS	30,301,200	DHS	-	
Community Centres	2,360,000	MIG	-		-	
Economic Development	264,000	DEAT	-		-	
Tourism	45,000	DC27	-		-	
women/gender/disabled	25,000	LM	26,952	LM	28,917	LM
Agriculture	17,810,000	DAERD	-		-	
Education	-		-		-	
Health	28,632,240	DOH	-		-	
Welfare	-		-		-	

Disaster Management	-		-	-	-	-	
Finance / IT	2,766,004	LM	2,978,986	LM	3,119,431	LM	
Institutional Development	3,033,000	LM	3,266,541	LM	3,508,265	LM	
Governance							
Special Projects	-		-		-		
community participation	100,000	LM	107,700	LM	115,670	LM	

TOTAL

SECTION H: PROGRAMMES AND PROJECTS

PROJECTS

See the organizational scorecard for projects and programmes to be implemented in 2010/11 financial year

INFRASTRUCTURE PROJECTS

- ROADS
- MARKET STALLS
- ALTERNATIVE ENERGY PROVISION/NONGRID ELECTRICITY
- WASTE MANAGEMENT/ LAND FILL SITES
- STREET LIGHTS/ HIGH MAST LIGHTNING
- MUNICIPAL CRECHES
- PAYPOINTS
- BUS/TAXI SHELTERS
- COMMUNITY HALL
- SPORTFIELDS
- UPGRADE OF TOWN MARKET STALLS
- TAXI RANK FACILITIES

SECTION I: ANNEXURES AND APPENDICES

All available sector plans are attached as Annexures. These sector plans include those prepared by other sector departments i.e. Umkhanyakude District Municipality.

PROGRESS DIAGRAM AND TIME FRAMES

<u>PHASE / MONTHS</u>	1J	2A	3S	4O	5N	6D	7J	8F	9M	10A	11M	12J
PHASE 1												
Preparation of Process Plan												
Advertising and Publicising of Process Plan												
IDP Steering Committee Meeting												
Adoption by Council												
PHASE 2												
Collection of relevant information												
Evaluate and assess information												
IDP Steering Committee Meeting												
IDP Representative Forum												
District Alignment Meeting												
PHASE 3												
Prepare a summary document												
Prepare implementation strategy												
IDP Steering Committee & EXCO Meeting												
PHASE 4												
Incorporate Comments from stakeholders												
Incorporate completed sector plans												
Draft Revised IDP												
Prioritise Projects												
PHASE 5												
IDP Steering Committee & Rep. Forum												
Advertise for Public Comment												
Incorporate Public Comments												
Adoption by Council												
Submission of Final Draft												
	JUL	AU G	SEP	OC T	NO V	DE C	JAN	FEB	MA R	APR	MA Y	JUN

PROCESS	DONE	NOT DONE	REASON FOR DEVIATION
Preparation of a process plan	X		
Advertising and publicising of process plan	X		
IDP steering committee meeting	X		
Adoption of process plan by council	X		
Collection of relevant information through public meetings	X		
IDP representative forum	X		
District alignment meetings	X		

Incorporate comments from stakeholders	X		
Prioritise projects	X		

List of documents

Document	Completed and approved	To be developed	To be reviewed
LUMS		X	
SDF	To be completed in May 2010		
Housing sector plan	X		
Employment equity plan	X		
Work place skills plan	X		X
Human resource plan	X		
Human resource policy	X		
Organogram	X		X
Integrated infrastructure investment plan		X	
LED strategy	X		X
EMP		X	
Waste management plan	X		
HIV Aids Strategy	X		X
Communication strategy	X		X
Tourism plan	To be completed in April 2010		
IDP process plan	X		
Draft budget	X		
Mbazwana Sodwana Development framework plan	X		

CONCLUSION

The Umhlabuyalingana Municipality 2010/11 Integrated Development Plan (IDP) has been prepared in accordance with the provisions of Chapter 5 of the Municipal Systems Act, Act 32 of 2000 and other relevant legislations, and is aimed at ensuring an integrated and uniform approach to service delivery and development in the municipality.