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Mayor's Foreword

Our duty as political principals of the municipality is to ensure meaningful contribution in the eradication of the three social ills namely: poverty, unemployment and inequality in our municipal area. This can only be achieved through playing constructive oversight role over administration in their performance in the implementation of council approved municipal performance plans.

As the Mayor of the Municipality, I take pride in presenting 2016/2017 final IDP which is used by the municipality as the mechanism to determine how and where development and the allocation of resources are managed. It is known that the municipality is at the coalface of development in it areas of Jurisdiction where the dynamics, needs, and priorities constantly changes as time goes by. In line with Chapter 4 of the Municipal Systems Act No; 32 of 2000, Umhlabuyalingana municipality have a role to play in providing quality quick service delivery to promote quality life for the people of this municipality through a culture of public participation to ensure that the community participate in the affairs of the municipality.

Our commitment is to maintain maximum participation of all stakeholders through an integrated approach toward development to improve performance of the municipality for the meaningful role of all stakeholders to create sense of ownership and sustainable development within Umhlabuyalingana Municipal area.

As we mark the end of the local government's 5 year term which is aligned to the 5 year IDP approved by Council, it is my pleasure to report on the progress in respect of what we pledged to deliver for the community of Umhlabuyalingana Municipality in the 5-year period. Our progress can be marked in accordance with the six key performance areas namely:

1. Municipal Transformation and Institutional Development

Development and Implementation of Policies, Plans, by-laws and standard operating procedures for the municipality.

Several policies, plans, by-laws and standard operating procedures were identified, developed and implemented in order to ensure successful achievement of the municipality's vision.

Filling of Critical Positions

All critical positions during the 5 year term were filled in order to ensure successful implementation of the municipality's vision. The following positions constituted the UMhlabuyalingana senior management structure.

- Municipal Manager
- Director Technical Services
- Director Corporate Services
- Chief Financial Officer
- Director Community Services
- Technical Manager
- Manager: Town Planning
- IDP/PMS Manager
- Finance Manager
- Risk and Compliance Manager

Capacity building

The Council of Umhlabuyalingana Municipality was provided with accredited training on all relevant local government – governance requirements in order for it to provide sufficient oversight.

The municipality through the Corporate Services Department conducted skills audit on an annual basis in order to identify skills gap and ensure provision of training in order to bridge the skills gaps. Several municipal officials have been up-skilled through this process. The 2014/15 financial year's Auditor Generals-Audit outcomes can be greatly attributed to the result of training provided.

Performance Management

The municipality has developed an Organisational Performance Management Framework and Individual Performance Management Policy. These documents are reviewed on an annual basis. Performance Management System is a strategic approach to management, which equips councillors, managers, employees and other stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of Umhlabuyalingana Municipality in terms of indicators and targets for efficiency, effectiveness and impact. This system will therefore in turn ensure that all the councillors, managers and individuals in the municipality are held accountable for their actions which should bring about improved service delivery and value for money.

Performance management is aimed at ensuring that the municipality monitors its IDP and continuously improve its operations. The performance management system has assisted to make a significant contribution to organisational and individual performance. The system is designed to improve strategic focus and organisational effectiveness through continuously seeking to improve the performance of the municipality as a whole and the individuals in it.

2. Basic Service Delivery and Infrastructure Development

Objective	Strategies/Projects	Project Indicator	Financial Year	Status
To facilitate an improvement in access to community / public facilities to minimum standards	Council Chamber	Area of Council Chamber constructed	2011/12	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Manguzi Market Stalls	Area of community centre constructed	2011/12	2011/12
To provide access and facilitate vehicular movement in Umhlabuyalingana	Mbazwane Tarred Roads (1km)	No. of km's of gravel road constructed	2011/12	2011/12
To facilitate an improvement in access to community / public facilities to minimum standards	Manaba Sports Field New		2011/12	2011/12

To facilitate an improvement in access to community / public facilities to minimum standards	Manaba Electrification	Number of households electrified	2011/12	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Library Guardhouse	Area of library guardhouse constructed	2011/12	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Library Parking	Area of library parking completed	2011/12	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Manguzi Sport Refurbishment	Area of sportfield completed	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Manguzi Tarred Roads (1.5km)	No. of km's of gravel road constructed	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Manguzi Tarred Roads (300m)	No. of km's of gravel road constructed	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Thandizwe Gravel Road (5km)	No. of km's of gravel road constructed	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Mbazwane Dumpsite Road (4km)	No. of km's of gravel road constructed	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Dumpsite Fencing (Skhemelele)	Area of dumpsite fenced	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Dumping Site (Mbazwane Fencing)	Area of dumpsite fenced	2012/13	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Dumpsite Fencing (Thandizwe)	Area of dumpsite fenced	2012/13	Completed

To provide access and facilitate vehicular movement in Umhlabuyalingana	Mabibi Gravel Road (5km)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Nsukumbili Gravel Road (5km)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Hlomula Phase-1 Gravel Road (3.6km)	No. of km's of gravel road constructed	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Zamazama Sportfield	Area of sportfield completed	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Mseleni Sportfield	Area of sportfield completed	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Masibambisane Market Stalls	Area of sportfield completed	2013/2014	Completed
To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Madonela Electrification	Number of households electrified	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Traffic Station Parking	Area of traffic station completed	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Parking Shelter for Cashiers Office	Area of parking shelters completed	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Manguzi & Mbazwane Public Toilets	Number of public toilets constructed	2013/2014	Completed

To facilitate an improvement in access to community / public facilities to minimum standards	Sibhoweni Community Hall	Area of community hall constructed	2013/2014	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Nyamazana Sportfield	Area of sportfield completed	2013/2014	Completed
To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mseleni Electrification	Number of households electrified	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Zangomeni-Mngomezulu Gravel Road (4.5km)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Mbubeni-Majola Gravel Road (4km)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Mlamula-Manaba Gravel Road (9km)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Qongwane Gravel Road (800m)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Mntanenkosi Gravel Road (1.2km)	No. of km's of gravel road constructed	2013/2014	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Mfihlweni Mfakubheka Gravel Road (6km)	No. of km's of gravel road constructed	2014/2015	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Scabazini Sportfield	No. of km's of gravel road constructed	2014/2015	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Zangomeni Velabusha Gravel Road (7km)	No. of km's of gravel road constructed	2014/2015	Completed

To provide access and facilitate vehicular movement in Umhlabuyalingana	Mboza Sportfield	Area of sportfield completed	2014/2015	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Hlomula Phase-2 Gravel Road (4.5km)	Number of km constructed	2014/2015	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Bhekabantu Sportfield (4.5km)	Area of sportfield completed	2014/2015	Completed
To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mboza Electrification	Number of households electrified	2014/2015	Completed
To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Sbhoweni Electrification	Number of households electrified	2014/2015	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Nsukumbili Causeway		2014/2015	Completed
	Mbazwane Sportfield	Area of sportfield completed	2014/2015	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Sokalezangoma-Mshudu Gravel Road (4.5km)	No. of km's of gravel road constructed	2015/2016	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Zangomeni-Masulumane Gravel Road (5km)	No. of km's of gravel road constructed	2015/2016	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Nsukumbili Gravel Road (3km)	No. of km's of gravel road constructed	2015/2016	Completed
To provide access and facilitate vehicular movement in Umhlabuyalingana	Egazini Gravel Road (3km)	No. of km's of gravel road constructed	2015/2016	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Welcome Community Hall	Area of community hall constructed	2015/2016	Completed
To facilitate an improvement in access to community / public facilities to minimum	Hlokohloko Community Hall	Area of community hall constructed	2015/2016	Completed

standards				
To facilitate an improvement in access to community / public facilities to minimum standards	Lulwane Community Hall	Area of community hall constructed	2015/2016	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Mlamuli Community Hall	Area of community hall constructed	2015/2016	Completed
To facilitate an improvement in access to community / public facilities to minimum standards	Manzengwenya Community Hall	Area of community hall constructed	2015/2016	Completed
To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Ward-8- Electrification	Number of households electrified	2015/2016	Completed
To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mboza Phase 2 Electrification	Number of households electrified	2015/2016	Completed

Waste Management Section

- Development of Umhlabuyalingana Waste By-Laws and Gazetted
- Development of Umhlabuyalingana Waste Management Policy
- Development of Integrated Waste Management Plan
- Development of refuse collection tariffs
- Procurement of 2-Waste Tipper Trucks
- Procurement of 20 2.5 Skips bins
- Procurement of Waste Trailer
- Employment of 103 general workers under Waste Management Section
- Procurement and delivery of 260ml waste bins to all government institutions.
- Registration of landfill sites
- Installation of boreholes in all dumpsites
- construction of ablution facilities in all dumpsites

Special Social Programmes

- Formation **of Local Aids Council** to deal with issues such as HIV/AIDS, Teenage pregnant, and TB.
- Establishment of **Women's Forum** to deal with all women related issues under Umhlabuyalingana Municipality
- Establishment of **Youth Council** to deal with all youth related issues under Umhlabuyalingana Municipality, e.g. career guidance exhibition.
- Establishment of **Disability Forum** to look into all issues pertaining to people living with disabilities.
- Establishment of a **Sports Council**, participate in Mayoral cup, SALGA Games, to encourage youth to stay away from drugs.
- **Sports Programs** in wards 2 and 3 where the leagues are being funded through the poverty alleviation fund by the respective Councillors.

Indigent Register

The municipality has developed an indigent policy which seeks to provide financial relief to the citizens of the communities who are unable to afford basic services. An indigent register has been developed as a result and is updated on an annual basis to re-assess the existing beneficiaries' affordability and extend to those that are needy.

The municipality has a **Poverty Alleviation Fund** though which it assists learners who are needy to be able to register in tertiary institutions, as a result hundreds of young people from Umhlabuyalingana have had access to tertiary education and many have graduated through this

initiative. Ward Councillors have played a big role in the identification of learners in their communities.

Arts and Culture

The municipality has established Arts and Culture Forums, i.e. Maiden Forum for Umkhosi Womhlanga . The Municipality supports participation and also funds the participants from all the four Amakhosi areas of Umhlabuyalingana.

The municipality hosts **Arts Competitions** as a platform for the display of young talent within Umhlabuyalingana. Budget is allocated for winners of the competition to further their talents.

Umhlabuyalingana Municipality also hosts 100% Music Festival where only artists from this municipality are given the platform to perform. The artists have also undergone through a mentorship programme which covered mainly two parts namely: the stage performance and stage management and the administration matters in the music business. The festival focuses in all music genres.

UMKHANYAKUDE DISTRICT MUNICIPALITY: HIGHLIGHTS OF AN ACCOUNT OF SERVICE DELIVERY IMPLEMENTATION SINCE 2011 TO 2016

Umhlabuyalingana Water:

- Upgrading the Shemula Water Treatment Plant to benefit 62 700 households in Jozini and uMhlabuyalingana
- Implementation of eNkanyezini Water Scheme to benefit 3070 households
- 3 Water tankers provided to service Umhlabuyalingana

Borehole Programmes:

- 15 boreholes were equipped under drought relief at Oqondweni, Mtanenkosi, Manzibomvu, Sphahleni, Mphakathini, Ntshongwe, Othungwini, Mahlakwe, Mbubeni, KwaMboma, Ndalini, Sicabazini, Sihangwane, Bhekabantu, Bunganeni

Umhlabuyalingana Capital Projects

Project Name	Category	2016/17	2017/18	2018/19
Manguzi Star of the Sea	**Water**	R 8 000 000,00	R 10 000 000.00	R 15 000 000,00
KwaZibi Water Project	**Water**	R 24 999 903.00	R 15 000 000,00	R 24 000 000,00
Greater Mseleni Water Supply Scheme	**Water**	R 3 000 000.00	R 15 000 000,00	R 15 000 000,00
Mabibi Scheme Refurbishment	**Water**	R2 731 000.00	R0,00	R0,00

District Wide Programmes

Project Name	Category	2016/17	2017/18	2018/19
WSDP Development	Water & Sanitation	R3 000 000	R0,00	R0,00
Borehole Development Phase 2	Water	R5 323 504	R0,00	R0,00
Borehole Development Phase 3	Water	R8 328 000	R0,00	R0,00
Borehole Development Phase 6	Water	R10 000 000	R 17 537 9120	R30 000 000
Rehabilitation of existing Shemula Scheme	Water	R5 000 000	R10 000 000	R10 736 880
Refurbishment & Upgrade of WWTW	Sanitation	R8 000 000	R10 000 000	R8 000 000
WCWDM Programme within uMkhanyakude	Water	R48 026 630,49	R 40 000 000,00	R 50 000 000,00

Section 32 Was Effected To Speed up The Water Meter Programme

The Following Business plans have been submitted to DWS to absorb work done by uMgeni and feedback expected by 15th April 2016:

- Shemula Refurbishment Programme - R27 236 880

- Borehole Refurbishment Programme – R25 000 000

Drought Relief Programme

Project Description	Approved Budget	Progress	Target No of Households to be served
Borehole Drilling	17,101,900	uMhlabuyalingana 16 Drilled 16 have been equipped and commissioned.	2,821

Drought Relief Programme Expenditure

Sub Projects	Budget	Amount Invoiced	Amount Paid	Expenditure	% Expenditure
Boreholes	17,101,900.00	10,632,083.82	9,481,959.23	10,632,083.82	62%
Refurbishments and Upgrades	51,746,827.00	28,790,764.72	24,658,569.12	27,999,546.27	54%
Water Tanks	2,000,000.00	1,834,948.82	1,729,185.97	1,729,185.97	86%
Water Tanker Procurement	22,311,396.00	22,311,396.00	22,311,396.00	22,311,396.00	100%
Phase 2 Interim Water Tankering	19,651,272.00	18,130,998.66	14,599,414.45	15,305,927.86	78%
Total	**112,811,395.00**	**81,700,192.02**	**72,780,524.77**	**77,978,139.92**	**69%**

CONCLUSION

- Masterplan is underway through uMhlathuze Water.
- The Draft document was submitted to the DM in March 2016 and is under review.
- Throughout the District, refurbishment projects will be prioritized

Traffic

2012/04/01 The completion of Phase 2-Driving License Testing Centre (DLTC) from grade E to B= Conducted Driving License test for light motor Vehicles and heavy motor vehicles. –

The provision of new service from grade E to B will provide testing services of approximately 6000 per annum. The DLTC has set to assist government in reducing the backlog of testing in South Africa (Particularly in KwaZulu-Natal). The upgrading of DLTC has resulted in at least 10 new business opportunities in the area. Members of surrounding communities also benefit by providing accommodation to applicant who travels as far as from Port Shepstone for service due to efficient in service delivery. The DLTC is current average of 4 million per annum.

Law Enforcement Unit

The number of protection officers employed increased from 2 to 8, the number of law enforcement vehicles increased from 1-to 3 to further enforce the compliance. The unit worked with other road safety structures to provide awareness campaigns in schools, churches, etc.

The number of road fatalities have dramatically decreased in the in the last 5 years. South Africa is the signatory to 2011 UN decade of Action for road safety, as one of the participants in the countries to reduce the number of road fatalities by 50% by 2020.

3. Local Economic Development

Tourism Development and Promotion

- The municipality has managed to train a total number of thirty four (34) local youth members from Mazambane reserve. These are indigenous youth community members that constantly provide a variety of hospitality services to the influx of the tourists; and
- One potential community owned tourism campsite have been prioritized for rehabilitation (Manzamnyama Community Tourism Camp site)

SMME Support

- Forty seven (47) SMME's including informal traders benefitted through the trainings; and
- Two municipal by-laws on business licencing and informal trading have been adopted by the council for gazetting process

Expanded Public Works Programme (EPWP)

- A total number of three hundred and ninety three (393) job opportunities have been created through the Expanded Public Works Programme

Community Works Programme (CWP)

- A total number of one thousand six hundred and seventy (1 670) job opportunities have been created through the Community Works Programme

4. Good Governance and Public Participation

Council Oversight Structures

The municipality has established the following committees to ensure efficient oversight over the municipality's administration:

-Council

-Executive Committee

-Portfolio Committees

-MPAC

-Audit Committee

The abovementioned structures are in place and are fully resourced, capacitated and operational.

- In terms of Section 81 of the Municipal Structures Act, all Amakhosi within Umhlabuyalingana Municipality participated in Municipal Council Meetings.

Ward Committees

- Elected ward committees in all 17 wards, each ward has 10 members
- Trained all Ward Committee Structures
- Ward Committee Reports are timeously submitted

Internal Audit

The municipality established an Internal Audit Unit. However, due to lack of capacity within the institution, at least 70% of the unit's function has been outsourced. This has not in any way compromised the Council's Internal Audit's objectives in terms of governance requirements.

Risk Management

The municipality established a risk management unit, through which strategic risk management documents have been developed in order to ensure a systematic process of risk management within the municipality. An assessment of the municipality's risk is done on an annual basis in order to ensure optimum achievement of the municipality's objectives. This process allows for prioritisation and monitoring of the identified risks.

Communications

UMhlabuyalingana Municipality has a Communication strategy in place. This document outlines the municipality's strategies and processes of communication with all municipal stakeholders as per the recommendations of the language policy.

5. Municipal Financial Viability and Management

Municipal Property Rate Act.

The municipality developed the General in 2014 financial year which is valid for four years, wherein the municipality develop Supplementary Valuation Roll which is performed annually to accommodate new development which have occurred after the adoption of the General Valuation Roll by the municipal council. The municipality have achieved to adopt the supplementary valuation roll which was adopted on the 30 June 2016 for implementation in 2016-2017 financial year.

Revenue Enhancement Strategy

It is vital to indicate that our municipality is still grants dependant, however the municipality is trying its level best to enhance the own revenue generation with in its area of jurisdiction. The draft revenue enhancement strategy was represented to the finance and information portfolio for comments which will be presented to council in the 2016-2017 financial year. Over and above the revenue enhancement strategy management have adopted certain strategies to encourage property owners to pay for services and taxes, wherein meetings have been held between the municipality and property owners to discuss discounts and certain write offs. The municipality has also appointed legal firms to assist the municipality with recovery of amounts owed to the municipality.

Asset Management

The municipality have recently purchased the asset management system, which will be utilised to record municipal asset. The municipal asset is perform in the manner that we ensure that it complies with the GRAP standards. Asset verification, was performed and council was advised accordingly to take necessary resolution to write off assets that are eligible to be written off from the asset register

Supply Chain Management

The supply chain management unit was expanded by the municipal council after identifying the shortage of staff complements within the finance department wherein the following employees were appointed, SCM Officer, Bid Committee clerk and SCM Clerk to try and accommodate the compliance issues that related to SCM. The review of the SCM policy was adopted by council on the 30 May 2016 to allow new changes in the current legislations.

Auditor General's –Audit Outcome 2014/15

The municipality have acquire clean administration in the 2014-15 financial year. The municipality have develop the action plan to address the issue which were raised as matters of emphasis. The administration was also task to develop clean audit sustainability plans which will assist the municipality to sustain the good result. The oversight is performed monthly by councillors during the council meetings because clean audit is the standing agenda item.

6. Cross Cutting Interventions

Disaster Management Plan:

- **DISASTER RISK MANAGEMENT** (incorporation fire and rescue services unit)

  The number of employees has increased from 2 to 9 in the last 5 years the Municipality has strengthen the function in the area. The unit also provide a number of Awareness campaigns in the area. The unit also embark on Number of Proactive measure to reduce the number of incidents in the area. Amongst other things the disaster management unit conducts inspections in public facilities and businesses. The unit has managed to provide temporal relief to almost 99% of the reported incidents.

- **Manguzi Land Use Management Scheme** to provide for a Legal Framework in which land use management operate, Appropriate land use and general definitions, Standard Zones and Districts which will apply throughout the municipality, Statements of intent to guide decisions for each zone, Appropriate controls for each zone, district and management area, as where applicable, Procedures for considering the use, development and subdivision of land and furthermore enable the efficient and coordinated use of land

- **SPLUMA By-laws** Municipalities, have to adopt planning by-laws. In order to do so, a municipality will have to advertise its intension to adopt a set of planning by-laws. This will later

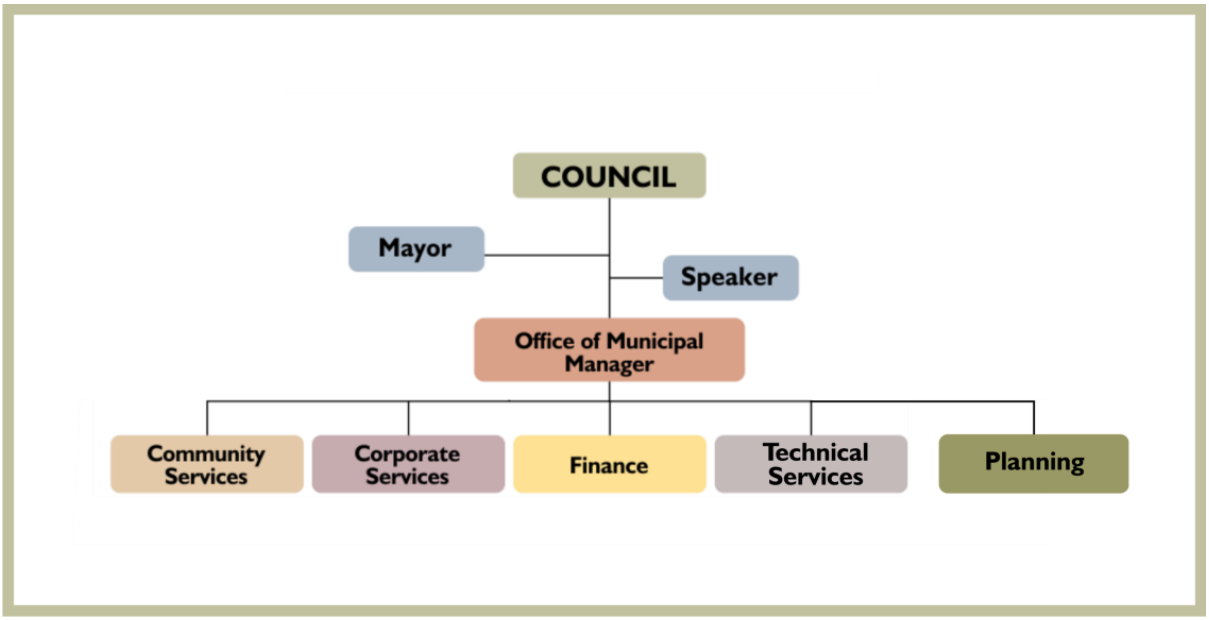
be followed by a further resolution to adopt the by-law after the public consultation process, which will require gazetting of the full set of by laws in the Provincial Gazette. Municipalities will be responsible for these costs. The Umhlabuyalingana Municipality has compiled the Planning By-laws and advertised for public perusal, however the by-laws have not been gazette due to financial constraints, however the above mentioned will be gazetted in the 2016/17 financial year .

- **Mbazwana, Phumobala and Skhemelele Rural Precinct Plans** to give effect to the development principles contained in the Spatial Planning & Land Use Management Act including:-
- Spatial Justice; Spatial Sustainability; Efficiency; Spatial Resilience; and, Good Administration
- The plans set out objectives that reflect desired spatial form of the rural municipality.
- A Rural Precinct Plan demonstrates the relationship between the rural precinct planning intent and other planning initiatives such as local economic development strategies, Revitalization of Rural Towns, infrastructure planning, natural resource management plans and environmental management strategies and should encourage and support rural economic development opportunities.

I would like to take this opportunity to thank the Political (Municipal Councillors) and Administrative Governance Structures (Section 54 and 56 managers and staff), without them we as Umhlabuyalingana Municipality would have not been able to achieve our outcomes for the past 5-years.

Municipality Political Governance Structure

Umhlabuyalingana Municipality political governance structure consists of Portfolio Committees, EXCO, MPAC and Council.



In addition, the Council is constituted by 3 political parties in a form of public representation, which is as follows:

Table 1: Representation of Political Parties

Political Party	Number of Representatives/Councillors
African National Congress	**22**
National Freedom Party	**4**
Inkatha Freedom Party	**8**
TOTAL	**34**

Executive Committee

Mayor,
Cllr T.S. Mkhombo

Deputy Mayor,
Cllr N.M. Nxumalo

Speaker,
Cllr N.S. Mthembu

Cllr M.J. Ntsele

Cllr B.T. Tembe

Cllr S.N. Mthethwa

Cllr T.A.X. Zikhali

Councillors

Cllr K.O. Tembe
Ward 01

Cllr N.M. Nxumalo
Ward 02

Cllr B.N. Ntsele
Ward 03

Cllr Q.I. Nhlozi
Ward 04

Cllr J.S. Mkhabela
Ward 05

Cllr M.R. Mthembu
Ward 06

Cllr D.M. Mhlongo
Ward 07

Cllr B.H. Ngubane
Ward 08

Cllr T.M. Gumede
Ward 09

Cllr C.B. Mahlangu
Ward 10

Cllr S.N. Mthethwa
Ward 11

Cllr N.S. Mthembu
Ward 12

Cllr J.B. Gwala
Ward 13

Cllr N.L. Mlambo
Ward 14

Cllr N.C. Mdletshe
Ward 15

Cllr E.G. Mhlongo
Ward 16

Cllr S.N. Tembe
Ward 17

Cllr T.S. Mkhombo
Mayor

Cllr S.P. Mthethwa

Cllr B.T. Tembe

Cllr F.G. Mlambo

Cllr N.R. Mthethwa

Cllr S.K. Phyffer

Cllr M.J. Ntsele

Cllr S.X. Mabika

Cllr R.N. Mthembu

Cllr T.F. Zikhali

Cllr T.A. Fakude

Cllr T.A.X. Zikhali

Cllr B.E. Biyela

Cllr G.A. Mathenjwa

Cllr G.N. Gumede

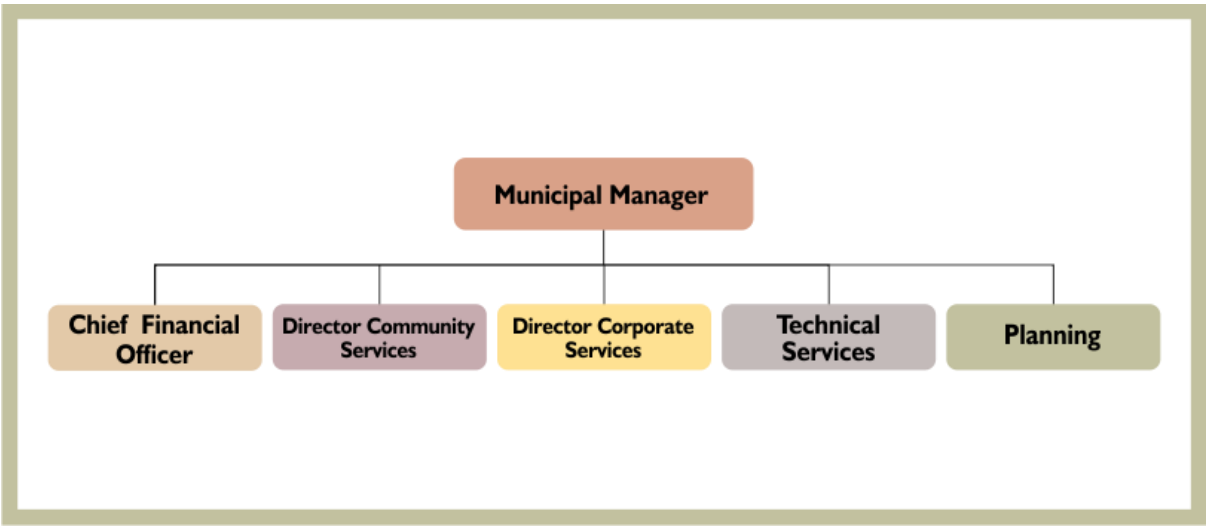
Cllr L.T. Nsele

Cllr M.Z. Mhlongo

Administrative Governance Structure

The administrative governance of Umhlabuyalingana Municipality during the 2015/2016 financial year comprised the Municipal Manager and four (4) HODs as well as 240 staff complement.

The structure below illustrates the administrative governance of the municipality.



Finally, I would like to thank the members of the public who actively continuously participated to the positive outcome of the projects delivered during my term in office, support and understanding in all aspects with one intention, to have a better future for all

……

Cllr T.S. Mkhombo

Mayor Umhlabuyalingana Municipality

Municipal Managers Overview

In accordance with Act No. 32 of the Local Government Municipal System Act, 2000, each municipality is required to review the IDP annually. The IDP is therefore a process whereby a municipality prepares its strategic development plan for a five year cycle directly linked to the term of office of its Council. Umhlabuyalingana Municipality IDP is at the Centre of development, making this municipality more strategic, inclusive, and responsive and performance driven.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability to ensure effective participatory and responsible service delivery. This is only achieved by implementing and coordinating the efforts needed across sectors and relevant spheres of government. This is the 5th IDP revision mostly focusses on assessing and reporting on strategic set in the 5-year plan.

It is with great expectation that this municipality look forward to facing its challenges and to serve residences to the best of its ability. The integration of municipal plans, district plans and sector departmental plans will assist the municipality in fast-tracking delivery, thereby providing the required services in a simpler, faster, effective and efficient manner.

The municipality will continue to align itself with the National Development Plan (NDP) Vision and Priorities, Provincial strategies and policies. The importance of national and provincial government to provide necessary finances and resources to enable us to attain our goals is non-negotiable and together, through the IDP we will move this municipality forward and remain committed and focused to achieve our goals.

……

Mr. S.E. Bukhosini

Municipal Manager

Introduction

The structure of Umhlabuyalingana IDP is based on the revised KZN IDP Assessment Criteria and guidelines provided by the Department of Co-operative Governance and Traditional Affairs.

The Executive Summary indicates issues facing the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five year service delivery programmes.

A shared and detailed analysis of the current situation forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework.
Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, Tribal Councils, and other role players in the IDP drafting process have been used.

The development strategy clearly indicates the long, medium and short term development vision. These are expressed in the form of a long term vision, medium term development strategies and short term interventions/projects.

An indication of the organizational arrangements for the IDP processes have been expressed in the process plan, which includes the following:

- Binding plans and planning requirements, i.e. policies, legislation, mechanisms and procedures for vertical and horizontal alignment.

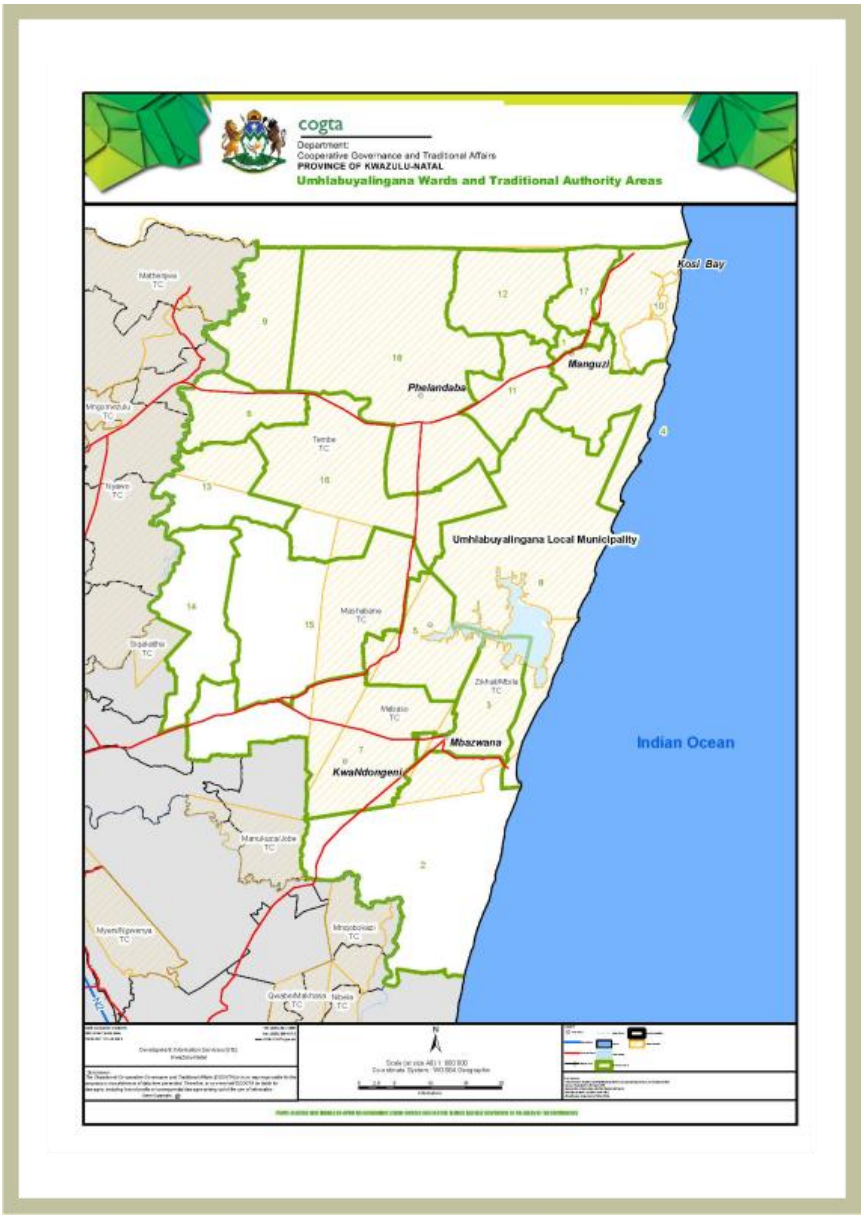
- Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium term expenditure framework, one year capital programme indicating the projects to be implemented in this financial year, etc.
- Spatial Development Framework indicating a link between the IDP policy framework and the site specific Land Use Management System (LUMS).

SECTION: A
EXECUTIVE SUMMARY

Section A: Executive Summary

1. Who are we?

Map 1: Umhlabuyalingana Local Municipality in relation to UMkhanyakude DM



1.1 Spatial Location within KZN

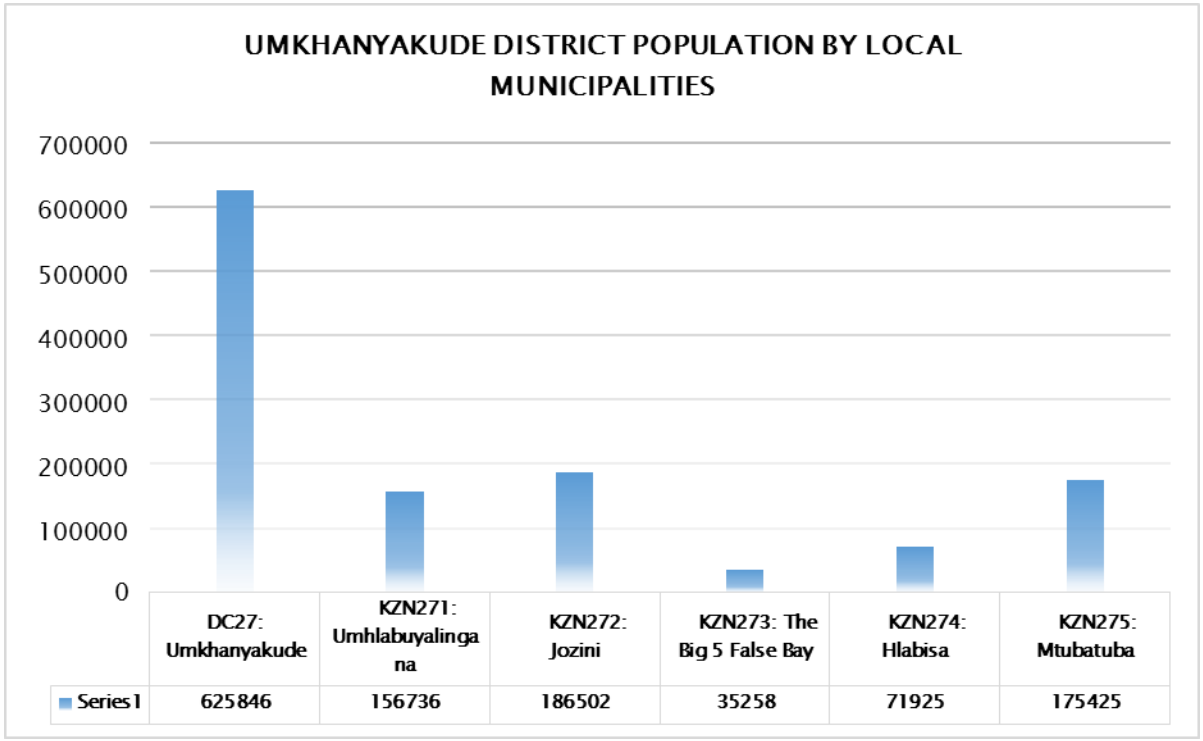
Umhlabuyalingana is one of the five local municipalities that comprise UMkhanyakude District. Umhlabuyalingana is located in northern KwaZulu-Natal along the border with Mozambique to the north, the Indian Ocean to the east, Jozini Municipality to the west and the Big Five False Bay Municipality to the south. The municipality is generally rural, with the population being spread among the 17 municipal wards and four traditional council areas (Tembe, Mashabane Mabaso and Zikhali).

According to the Statistics South Africa 2011 census, this municipality covers an area of 3621 km2 with a population of 156 736 people and average household size of 5 people per household.

1.2 Demographic Profile

1.2.1 Population Size

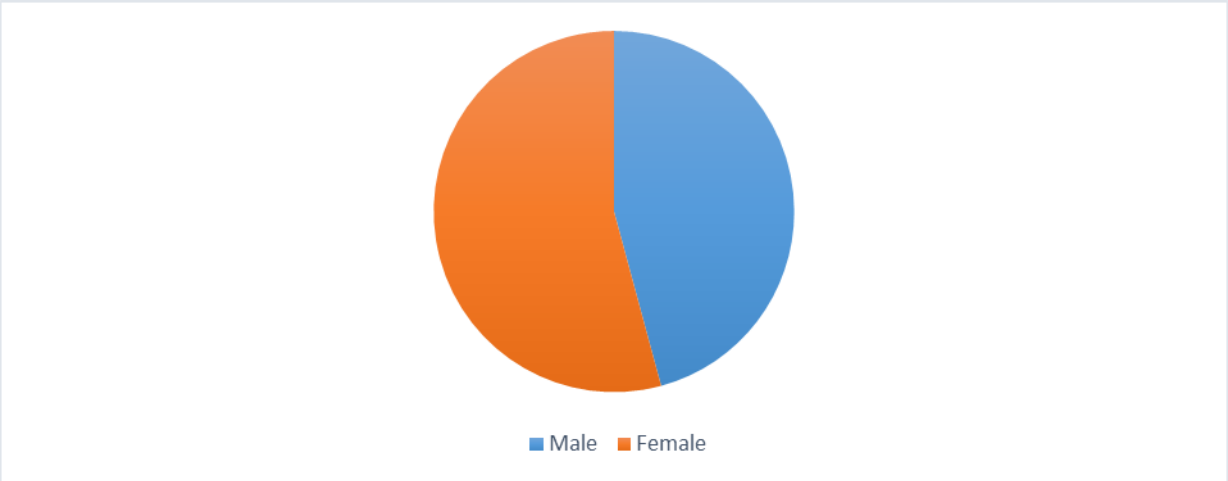
According to the 2011 census Umhlabuyalingana Municipality population is 156 736 people. This represents about 25% of the districts population, which is the third largest in the district, with an area size of 3613 m2.



Source: Stats South Africa: Census 2011

While much of Umhlabuyalingana Municipality consists of very low intensity and sparsely populated rural settlements, Manguzi and to some extent Mbazwana, Mseleni and Skhemelele are fast emerging as urban centres albeit to different levels of concentration.

1.2.2 Gender differentiation



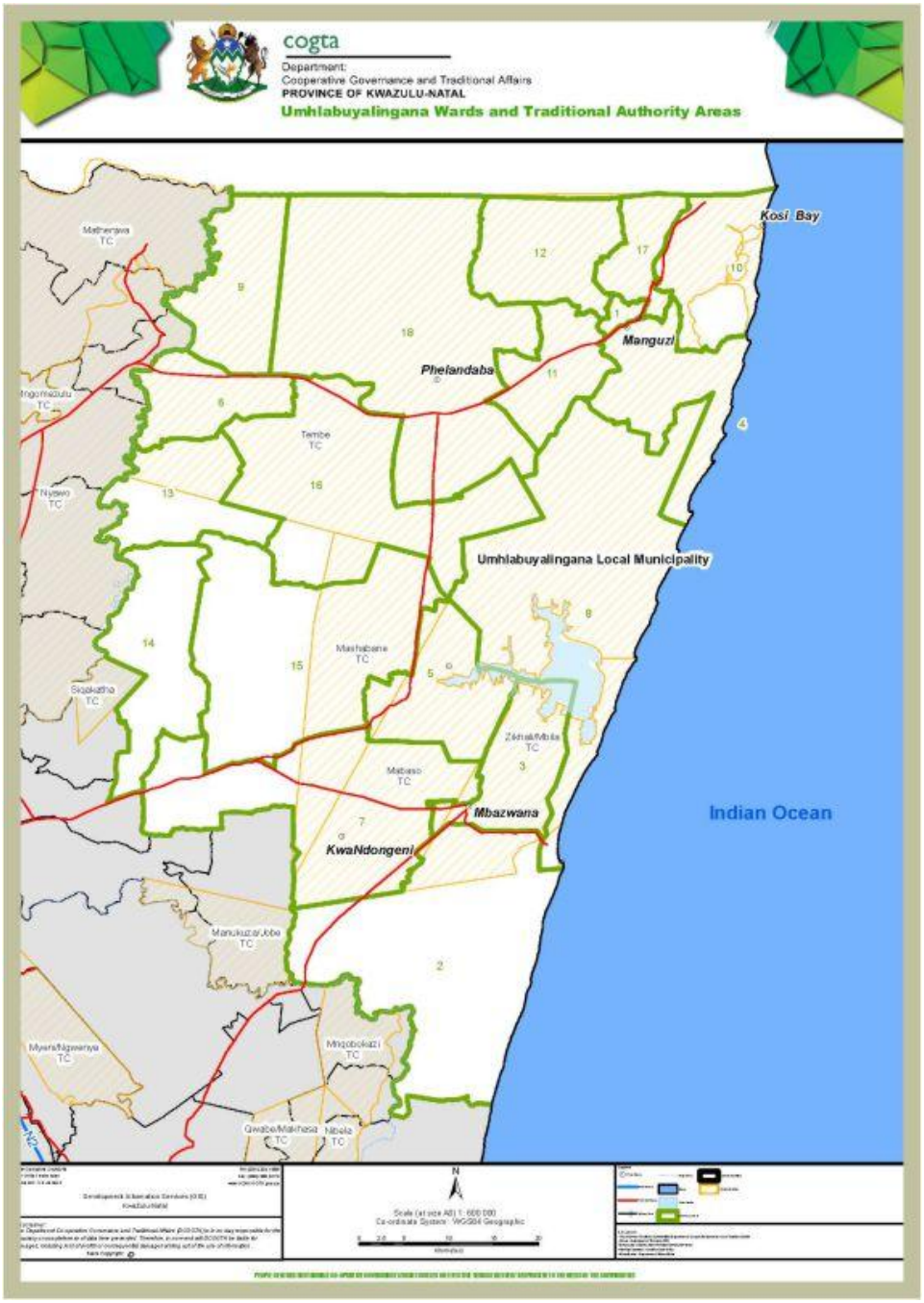
Source: Stats South Africa: Census 2011

The gender profile of the Umhlabuyalingana is typical of the trend in most other local municipalities in KwaZulu-Natal i.e. there are generally a greater number of females residing in the area as opposed to males. However, the difference is not significant. The municipality has 10% more females compared to their male counterparts. Thus economic interventions are required that target women.

1.3 Number of Wards and Traditional Authority Areas

The Municipality has a rural character with 99% of the municipality classified as rural, and consist of 17 wards as per the demarcation board. Nearly 60 % of the municipal area falls under traditional authority ownership, with the remaining 40% consisting of commercial farms and conservation areas.

Map 2: Traditional Authority Areas



1.4 Economic Profile

Umhlabuyalingana Municipality, like any other municipalities in the country, has a huge service backlog. The municipality does try to deliver relevant services to the communities through effective utilization of funds and human resources but, there is still much work to be done. Its 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.

1.5 How was this plan (IDP) developed?

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.

In line with the systems Act the municipality prepared a process plan and this plan included the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and Mechanisms and procedures for vertical and horizontal alignment.
- The process plan was adopted by council

1.5.1 Approach

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

The Government outcome nine commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Umhlabuyalingana Municipality IDP responds directly to issues facing the area and its communities, and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

1.5.2 IDP Process Plan

The preparation of this IDP is based on a Process Plan, which Umhlabuyalingana Municipality adopted in terms of the Municipal Systems Act, 32 of 2000 at the beginning of the review process. The plan establishes a firm foundation for the alignment of the IDP, Budget and OPMS. As such, one all-encompassing process plan was prepared for these three processes and adopted by Council to ensure proper management of the IDP planning process.

Table 2: 2015/16 IDP Review Process Plan

ACTIVITY	SCHEDULE DATE
Signed 2015/16 performance agreements for senior managers, scorecards and SDBIPs and submitted to COGTA and advertised	July 2015
Submitted Quarter 3 and 4 Performance Reports for 2014/15	April and July 2015

Phase-0-	
Preparation of the IDP, Budget and OPMS Review Process Plan for 2015/16	July 2015
Consultation with Stakeholders of the 2016/17 IDP Review Process Plan (Steering Committee, IDP Representative Forum, Manco, Exco and Council) followed by Publishing and Advertising	July – August 2015
Approval of 7 IDP Review Process Plan	August 2015
Submission of Draft Annual Report 2014/15	August 2015
Submission of 2014/15 Performance Evaluation Reports and Assessment for Senior Managers	September 2015
Phase-1- Review Analysis	
Review of information (text and mapping update) and update of information on situational analysis and sector plans	September 2015
Phase-2- Strategies Phase	
A review of the Vision, Mission, Core Values, Legislative Mandates and Strategic Goal	November-December 2015
Conducting an environmental analysis	November-December 2015
Developing initiatives to address environmental challenges	November-December 2015
Developing a detailed operational plan	November-December 2015
Phase-3-Projects Review and Identification	
Ward Consultation meetings on projects in all wards	October-December 2015
Submission of capital projects for 2015/16	October-December 2015
IDP Representative Forum	October-December 2015
Council prioritization meeting on projects	October-December 2015
Phase-4- Projects Integration	
2015/16 Mid-Year Review	January 2016
Submission of 2015/16 Annual Report	January 2016
Screening of projects and sector plans	January 2016

Alignment Meeting on Projects with District Municipality and sector departments	January 2016
2015/16 Umkhanyakude District Municipality IDP Alignment Meeting	March 2016
Presentation of 2015/16 Draft IDP to the IDP Representative Forum	March 2016
Submission of 2015/16 Draft IDP and Budget to Manco/Standing Committees/Exco/Council	March 2016
Submission of 2015/16 Draft IDP to COGTA	March 2016
Provincial IDP Assessments	April 2016
Advertisement of Draft IDP 2015/16 and consultation meetings on the Draft IDP.	
Phase-5- Approval	
Incorporation of comments from all the stakeholders	May 2016
Final approval of IDP, Budget and OPMS by Council	May 2016
Submission of the Council approved 2016/17 IDP to COGTA and relevant sector departments followed by the publish on municipal website	June 2016

1.5.3 Structure of Umhlabuyalingana IDP

In terms of the new requirements, the IDP must include the following:

Preparation of the Executive Summary indicating the issues facing the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five year service delivery programme.

A shared and detailed analysis of the current situation. This should form the basis for the identification of key development issues, development opportunities and review of the strategic framework.
Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, tribal council, and other role players in the IDP drafting process.
Development strategy clearly indicating the long, medium and short terms development vision. These are expressed in the form of long term vision, medium term development strategies and short term interventions – projects.

An indication of the organizational arrangements for the IDP process.

Binding plans and planning requirements, i.e. policy and legislation and mechanisms and procedures for vertical and horizontal alignment.

Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium term expenditure framework, one year capital programme indicating the projects to be implemented in this financial year, etc.

Spatial development framework indicating a link between the IDP policy framework and the site specific Land Use Management System (LUMS).

1.5.4 Public Participation

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. Umhlabuyalingana Municipality is utilizing the following mechanisms for public participation when developing its IDP.

IDP Representative Forum (IDP RF): This forum represents all stakeholders and key interested and affected parties. This includes the ward committees, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), etc.

Media: Local newspapers are used to inform the public about progress with the IDP and to invite comments on the process plan, draft IDP and final adoption of the IDP.

Radio Slots: The community radio station is used to make public announcements where necessary.

UMkhanyakude and Umhlabuyalingana Website: UMkhanyakude DM's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.

Ward Committees: Umhlabuyalingana Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery. They are represented in the IDP RF meetings and their input is always considered. They are also being used to disseminate the information about the agenda of the municipality.

1.5.5 MEC Comments

Umhlabuyalingana Municipality acknowledges the comments that the MEC made in respect of the 2015/2016 IDP Review, IDP assessments conducted by Cogta and Auditor General in December 2015. The comments have helped to enrich the process towards the compilation and content of this IDP.

1.5.6 Findings and Recommendations of the Auditor General

Umhlabuyalingana Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2014/2015 Financial Year. The comments have helped to enrich the process towards the compilation and content of this IDP.

1.6 What are our Key Challenges and Interventional Measures?

Table 3: Municipal transformation and institutional development

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
NO.	**CHALLENGES**	**INTERVENTION**
1	Slow progress w.r.t. implementation of Retention Strategy and OPMS Framework IPMS Policy-	The municipality is currently in a process of developing Retention Strategy which will look at the current challenges facing the municipality and focal areas which can boost the morale of its employees and encourage them to participate fully in running of the institution. The focus areas include amongst others; employee assistance programmes, training and capacity building, implementation of Performance Management System (PMS) with non-monetary rewards and encouraging job rotation where possible.
2	Slow progress in finalization of TASK Job Evaluation hampering the grading of posts within the municipality and causing unrest.	Communication has been established with UThungulu Job Evaluation Committee and budget has been set aside in 2016/2017 draft budget for obtaining license for staff job descriptions to be evaluated.
3	Network infrastructure resulting in poor ICT (Poor infrastructure, geographical location and cable theft posing challenges).	Alternate methods of internet connectivity are being explored to cater for unique ICT needs of Umhlabuyalingana which are mostly attributed to geographical location, slow progress in development, cable theft and poor infrastructure. Alternative methods like towers and satellite connection are being explored.
4	Limited funding towards structured trainings and capacity building programmes which will assist the employees to enhance capacity.	There is an on- going consultation with relevant stakeholders like LGSETA to apply for grant funding where possible and to cease opportunities where stakeholders like SALGA and COGTA can provide such assistance. The funding set aside from municipal budget is inadequate to cover all training needs. The establishment and sustainability of government funded training institutions will have positive impact in overcoming this challenge.
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
1.	Electricity capacity constraint	ESKOM is putting infrastructure in place to boost electricity capacity.
2.	Water shortage due to poor planning at a district level, i.e. alignment of RBUBIG and MIG	Cogta has intervened in the District municipality to the extent that UMGENI water and UMHLATHUZI water are appointed as support entities in the entire district
3	Sanitation backlog	District function
4.	Poor coordination between the local and	Umhlabuyalingana municipality is in a process of

	provincial sphere (department of Transport) thus leading to unsatisfactory road conditions in Umhlabuyalingana, this despite the efforts from the local municipality	developing a capital investment framework, in line with the SDF with express intention to identify all areas that require attention and then elevate to the relevant authorities through the IGR meetings
5.	Poor maintenance of existing public facilities	The municipality is putting more funds to address public facilities.
LOCAL ECONOMIC DEVELOPMENT		
1	High rate of the economically active population receives either no income, or less;	Introduction of more responsive training opportunities to capacitate the business population.
2	Household income levels in the municipality are extremely low;	Identification and implementation of more labour intensive catalystic projects
3	Unsustainable agricultural economy and reduced tourist length of stay due to restrictions on various tourism experiences.	Development of an inclusive LED strategy monitoring plan with clear institutional arrangements that will focus on agricultural production sustainability while also unlocking tourist experience in a responsible manner.
4	Non-compliant business operators and high rate of illegal immigrants taking over on local enterprises.	Enforcement of trading by-laws to enhance competitive and compliant trading environment.
5	Limited energy supply which compromises investment rate;	Enforcement of a responsive renewable energy technology plan to boost the current gap between energy supply and demand private sectors
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT		
1	Low revenue base and highly dependent on Grant Funding owing to financial constraints.	Implementation of revenue enhancement strategy.
2	Poor revenue enhancement strategy	Implementation of revenue enhancement strategy.
3	Uncooperative business community in the implementation of the MPRA	Awareness campaigns that aim to educate and involve the business community on the impact thereof.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
1	Poor functioning of IGR structures	Promote participative, facilitative and accountable governance. Policy and strategy co-ordination IGR
2	Lack of comprehensive understanding of the role and responsibilities of the MPAC	Facilitate capacity building programmes directed to MPAC roles and responsibilities
3	Functionality of ward committees is not consistent across all wards	Improve the administration of ward committees through reviewing the organogram to reflect the administrative aspect of ward committees
CROSS CUTTING INTERVENTION		
1	Lack of intergovernmental linkages	Improve IGR participation

2	Slow progress in the formalization of towns (Manguzi and Mbazwana) as approved by the KwaZulu Natal Cabinet in 2011	Umhlabuyalingana Spatial Development Framework identifies important nodes, such as Mbazwana (Primary Node), Manguzi (Primary Node), etc. Obviously, these nodes have different functions or roles in the development of Umhlabuyalingana. The successful development of Manguzi and Mbazwana Towns would have many economic benefits for the people of Umhlabuyalingana. In five years' time, Umhlabuyalingana would have made significant progress in terms of attracting investors to the towns, thereby creating a platform for a sustainable revenue base for the municipality.
3	Response to climate change	Sound and effective disaster management Increase productive use of land resource.
4	Umhlabuyalingana Municipality is currently experiencing problems with poor response public involvement in the implementation of the land use scheme and land management.	Preparation of the wall to wall scheme as required in terms of the KwaZulu Natal Planning and Development Act is set to be underway in 2016/17 financial year.

1.7 Long Term Vision

1.7.1 Vision Statement

To be a people centered premier socio-economic development and environmentally friendly service delivery municipality by 2030.

1.7.2 Mission Statement

Creating an enabling environment and sustainable development which promotes quality of life.

1.7.3 Core Values

Table 4: Core Values

Integrity	Courtesy	Transparency
Redress	Quality service	Learning
Benchmarking	Good governance	Dialogue and Diversity
Commitment	Honesty	Partnership and Professionalism
Interpersonal skills	Responsibility	Consultation/Participation
Accessibility	Accountability	

1.8 What are we going to do to unlock and address our Key Challenges?

Table 5: Municipal Transformation and Institutional Development

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT		
OBJECTIVE	**STRATEGIES**	**UNIT OF MEASURE/CALCULATIONS**
To attract and retain qualified and experienced staff across the staff establishment	To create and retain sufficient capacity for effective administration	Council approved reviewed organogram
To attract and retain qualified and experienced staff across the staff establishment	To create and retain sufficient capacity for effective administration	Number of vacant positions filled
To attract and retain qualified and experienced staff across the staff establishment	To create and retain sufficient capacity for effective administration	Council approved Retention Strategy
To attract and retain qualified and experienced staff across the staff establishment	To create and retain sufficient capacity for effective administration	Council Approved Employment Equity Plan and Policy
To attract and retain qualified and experienced staff across the staff establishment	To create and retain sufficient capacity for effective administration	Number of people from employment equity target groups employed in the three highest levels of management incompliance with the municipality's approved employment equity plan
To attract and retain qualified and experienced staff across the staff establishment	To create and retain sufficient capacity for effective administration	Number of Human Resource reports (Leave and Staff attendance register)
To attract and retain qualified and experienced staff across the staff establishment	To develop workplace skill plan for efficient administration	Number of WSP submitted to LGSETA and proof of submission
To attract and retain qualified and experienced staff across the staff establishment	To develop workplace skill plan for efficient administration	Number of training programmes and capacity building programmes rolled out to staff and councilors
To provide optimal institutional structure to render effective and efficient service	To manage and enhance the performance of the municipality	Number of Performance staff Management reports

To provide optimal institutional structure to render effective and efficient service	To manage and enhance the performance of the municipality	Number of section 54 &56 performance agreements signed and approved by council
To manage and enhance the performance of the municipality	To manage and enhance the performance of the municipality	Date of approval of Reviewed and adopted Performance Management System (OPMS and IPMS)Framework and Policy
To manage and enhance the performance of the municipality	To manage and enhance the performance of the municipality	Number of council adopted quarterly performance reports
To manage and enhance the performance of the municipality	To manage and enhance the performance of the municipality	MID-Year Report and number reports on performance assessments conducted
To provide optimal institutional structure to render effective and efficient service	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Council approved Municipal Calendar
To provide optimal institutional structure to render effective and efficient service	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Council; Exco; and Portfolio Committee Meetings held
To provide optimal institutional structure to render effective and efficient service	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of HR Policies developed and reviewed
To provide optimal institutional structure to render effective and efficient service	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of local labour forum meetings
To provide optimal institutional structure to render effective and efficient service	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of Health and safety committee as Local Labour forum sub-committee meetings and reports
To provide optimal institutional structure to render effective and efficient service	Develop and introduce an integrated information management system in compliance with section 75 of the MFMA.	Percentage of Compliance to Section 75 of the Municipal Finance Management Act and report
To provide optimal institutional structure to render effective and efficient service	To administer the affairs of the municipality in accordance with the relevant legislations and policies	Number of ICT Policies developed and reviewed

Develop and introduce an integrated information management system in compliance with section 75 of the MFMA.	Develop and introduce an integrated information management system in compliance with section 75 of the MFMA.	Council Approved IT Governance framework (phase 2)
To provide optimal institutional structure to render effective and efficient service	To keep records and create institutional memory	Council approved File Plan, reviewed records management policy in line with electronic records management system
To provide optimal institutional structure to render effective and efficient services	To safeguard against costly legal fees	Appointment of legal service provider and number of reports of legal services provided
To attract and retain qualified and experienced staff across the staff establishment	To render employee assistant support	Number of EAP Reports
To attract and retain qualified and experienced staff across the staff establishment	To render employee assistant support	Date of Wellness Day

Table 6: Basic services Delivery and Infrastructure Development

BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
To facilitate the delivery of basic services to RDP standards	Facilitate the delivery of basic services	Number of reports submitted to Portfolio committee meetings
To facilitate bulk infrastructure development in support of economic development initiative	To develop long term infrastructure development plans	Number of Housing Forum meetings held and quarterly reports submitted
To facilitate bulk infrastructure development in support of economic development initiative	To develop long term infrastructure development plans	Number of One, (3) three year electricity plan submitted
To facilitate bulk infrastructure development in support of economic development initiative	To facilitate the provision of reliable source of energy to Umhlabuyalingana Municipality	Number of households electrified

To improve access to free basic services among the indigent	Free basic service	Council approved indigent register and policy
To facilitate bulk infrastructure development in support of economic development initiative	To provide and facilitate vehicular movement in Umhlabuyalingana	No. of km's of gravel road constructed
To facilitate bulk infrastructure development in support of economic development initiative	To provide and facilitate vehicular movement in Umhlabuyalingana	No. of meters of causeway constructed
To facilitate bulk infrastructure development in support of economic development initiative	To provide and facilitate vehicular movement in Umhlabuyalingana	No. of meters of Bridge constructed
To facilitate bulk infrastructure development in support of economic development initiative	To provide and facilitate vehicular movement in Umhlabuyalingana	Area and length of upgraded main entrance to the municipal main offices
To facilitate improvement in access to community / Public facilities to minimum standard	To provide and improve access to community/public facilities to minimum standards	Number of new parking shelters completed
To promote productive, harmonious and sustainable land use	To promote development of efficient and sustainable settlement pattern	Date of approval for Housing Sector Plan
To facilitate bulk infrastructure development in support of economic development initiative	To provide and improve access to community/public facilities to minimum standards	Area of multi-purpose centre constructed/community centres
To facilitate improvement in access to community / Public facilities to minimum standard	To provide and improve access to community/public facilities to minimum standards	area of sport fields constructed
To facilitate improvement in access to community / Public facilities to minimum standard	To improve access to basic service among the indigent	Number of quarterly reports on implementation of Integrated waste management plan

To facilitate improvement in access to community / Public facilities to minimum standard	To improve access to basic service among the indigent	Number of businesses with access to refuse removal twice per week
To facilitate improvement in access to community / Public facilities to minimum standard	To improve access to basic service among the indigent	Number of municipal facilities maintained
To facilitate improvement in access to community / Public facilities to minimum standard	To improve access to basic service among the indigent	Number of reports on waste management sites regularized
To comply fully with all municipal legislation	To ensure effective traffic management within the municipality	Council Approved Community Safety Plan
To comply fully with all municipal legislation	To ensure effective traffic management within the municipality	Number of community road safety forums attended
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Vehicle Stopped and Checked
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Drivers Screened for Alcohol abuse
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Vehicles Speed Screened
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Multi-Disciplinary Roadblocks
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Direct Charge Drunken/Speed Driving
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Unroadworthy Vehicles Suspended

To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Impounded Vehicles
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Kilometers patrolled
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Learners Driver's License issued
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Duplicate Learners License Issued
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of PrDP issued
To comply fully with all municipal legislation	Ensure Effective Traffic Management within the municipality	Number of Driver's license Renewed
To improved early childhood development, primary and secondary education.	To provide an improved access to community/facilities to minimum standard	Number of reports on operation of municipal libraries

Table 7: Local Economic Development

LOCAL ECONOMIC DEVELOPMENT		
To create an environment conducive for investment and economic growth	use municipal and government funded project as means to create jobs and reduce poverty	Number of quarterly reports on CWP Implementation and number of Local reference committee (LRC) meetings held

To create an environment conducive for investment and economic growth	use municipal and government funded project as means to create jobs and reduce poverty	Number of EPWP quarterly evaluation reports on job opportunities created
To create an environment conducive for investment and economic growth	Facilitate development and growth of SMME	Council adopted Reviewed LED Strategy
To create an environment conducive for investment and economic growth	Facilitate development and growth of SMME	Number of quarterly reports on projects implemented through LED Strategy
To create an environment conducive for investment and economic growth	Strengthen of LED Structures	Number of quarterly reports on support provided to business structures
To create an environment conducive for investment and economic growth	SMME Support and Capacity building	Number of quarterly reports on SMMEs, Co-operatives and Informal Traders supported through the Incubation Project
To facilitate development and growth of SMM's	SMME Support and Capacity building	Number of quarterly reports on SMME training/ workshops conducted
To create an environment conducive for investments and economic growth	SMME Support and Capacity building	Submission of Informal traders; Liquor and Business Licensing By-Laws to COGTA for Gazetting processes
To facilitate commercialization of food production and livestock farming	Commercialization of agricultural production	Number of agricultural projects implemented
To promote and support eco-tourism as a mean to increase market share	identify and implement tourism catalytic projects	Number of tourism projects implemented.

Table 8: Municipal Financial Viability Management

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
To develop and maintain systems and procedures and sound management of municipal finances	enhance effective internal controls and standard operating procedure	number of finance policies reviewed and adopted
To develop and maintain systems and procedures and sound management of municipal finances	enhance effective internal controls and standard operating procedure	Approval of budget adjustment
To develop and maintain systems and procedures for effectives and sound management of municipal finances	comply with financial reporting requirement as outlined in the MFMA	Number of AFS Submitted
To develop and maintain systems and procedures and sound management of municipal finances	enhance effective internal controls and standard operating procedure	Approval of annual budget
To develop and maintain systems and procedures and sound management of municipal finances	comply with financial reporting requirement as outlined in the MFMA	Number of municipal financial ratio calculated
To comply with the financial reporting requirements as outlined in the MFMA	comply with financial reporting requirement as outlined in the MFMA	Approval of Mid-Year Report
To comply with the financial reporting requirements as outlined in the MFMA.	comply with financial reporting requirement as outlined in the MFMA	Number of section 71 monthly reports submitted

To develop and maintain systems and procedures and sound management of municipal finances	comply with financial reporting requirement as outlined in the MFMA	number of municipal financial reconciliation calculated
To improve revenue generation by 5% per annum over the next 5 years	To ensure the collection of funds billed and to specify procedures in respect of non-collection	Approval of Supplementary Valuation Roll
To improve revenue generation by 5% per annum over the next 5 years	To ensure the collection of funds billed and to specify procedures in respect of non-collection	Council Resolution adopting a revenue strategy
To develop and maintain systems and procedures for effective and sound management of municipal finances	To establish and operate an efficient asset management system	Number of reports on the updated fixed register
To be 100% compliant with SCM Regulations	To comply with, MFMA, SCM Regulations and related legislation	Number of monthly SCM reports submitted to Council and proof of submission to treasury

Table 9: Good Governance and Public Participation

GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
To run the municipality in an open, transparent and accountable inner	To develop a credible IDPas a short - medium	Council approved 2016/17 IDP/Budget/OPMS Process Plan
To run the municipality in an open, transparent and accountable inner	To develop a credible IDPas a short - medium	Date of Approval 2016/17 IDP by Council
To develop and maintain systems and procedures and sound management of municipal finances	comply with financial reporting requirement as outlined in the MFMA	Number of compliance checklist tabled to Council for adoption
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Number of newsletters developed

To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Number of radio slots broadcasted
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Number of IDP Forum/stakeholder engagements coordinated
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Number of complaints reports
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Date of approval for Communication Strategy
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Number of IDP/Budget public participation
To promote productive, harmonious and sustainable land use	To promote development of efficient and sustainable settlement pattern	Number of Public Participation Meetings on Annual Report SDF Report
To provide for an effective involvement of the public in municipal affairs	To involve communities in shaping the municipality's development agenda	Number of Public Participation Meetings on Precinct Plans
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Number of Public Participation Meetings on Annual Report
To provide for an effective involvement of the public in municipal affairs	To involve community in shaping the municipality's development agenda	Date of annual reports approved by council
To provide for an effective involvement of the public in municipal affairs	To provide programmes for designated group such as youth, woman, disabled, and other vulnerable group	Number of Reports on Sports programmes (volleyball, soccer and netball codes)

To provide for an effective involvement of the public in municipal affairs	To provide programmes for designated group such as youth, woman, disabled, and other vulnerable group	Number of reports on implementation of 7 special projects
To comply fully with all municipal legislation	To enable the organization to account for the use of public fund	Number of Municipal Public Accounts Committee reports
To enable the organization to account for the use of public funds	To enable the organization to account for the use of public fund	Number of Audit Committee Reports
To enable the organization to account for the use of public funds	To enable the organization to account for the use of public fund	Number of Internal audit reports

1.9. What could you expect from us?

OUTPUT	OUTCOMES/DELIERABLES
To build competent human capital for the development of Umhlabuyalingana	Employed & developed competent human capital
To build new Infrastructure and maintain the existing Infrastructure to ensure sustainable services	Infrastructure backlogs eliminated and existing infrastructure maintained
To create a conducive and enabling environment for economic growth and development	Facilitated and coordinated investment in Umhlabuyalingana
To promote good governance and public participation.	Mobilisation of stakeholders to participate in the affairs of the municipality; Increased accountability and efficiency in the municipality Improved Reporting and Oversight Complied with relevant legislative provisions
Improve municipal financial viability and management.	Improved cash flow liquidity Sound financial management
To promote integrated and sustainable environment	Complied with all Environmental Management Legislations

1.9.1 Capital Projects

Roads Projects

PROJECT	2016/2017	2017/18	2018/19
Ekuthukuzeni/Masondo	R4 000 000		
Nondwayiza/Phakamani	R5 560 363		
Masakeni		R6 000 000	
Othungwini		R6 000 000	
Manguzi Causeway		R1 500 000	
Mlamula/Manaba			R7 520 000
Empini/Zinqeni			R8 800 000
Mqobela Access Road			R5 274 000
Moses Zikhali Access Road			R3 200 000
Manzengwenya Access Road			R8 800 000

Buildings

PROJECT	2016/17	2017/18	2018/9
Manguzi Multi purpose centre	6 500 000	6 500 000	
Lulwane community centre	2 000 000		
Welcome community centre	500 000		
kwaMbila community centre	6 000 000	6 000 000	
Dumpsite toilet	150 000		
Thengani community hall	3 500 000		
Phelandaba community hall	3 500 000		
Masondo community hall	3 500 000		
Manzibomvu community hall	3 500 000		
Mahlungulu community hall		3 500 000	
Mvelabusha community hall		3 500 000	

Sportfields Projects

PROJECT	2016/17	2017/18	2018/19
Zamazama	1 000 000		
Bhekabantu sportfield		1 000 000	
Ngutshane sportfield		3 800 000	
Ward sportfield			4 000 000

Electrification Projects

PROJECT	2016/17	2017/18	2018/19
Manaba	6 000 000		
Sbhoweni-Ntshongwe	500 000		
Mboza phase 2	4 000 000		
Ward 4	7 000 000		
Mseleni phase 2	7 000 000		
Ward 8	3 500 000		
Transformer electrification	50 000		
Mbazwane		7 500 000	
Jikijela to Ndlondlweni		7 500 000	
Masakeni/Nkwathwini			9 000 000

1.9.2 How will our progress be measured?

The implementation of the IDP and the measurement of performance of the IDP strategies and projects should align with the performance management system of the organization. The MSA envisages that the IDP will equip the organization, its leaders, managers and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the municipality in integrated development planning.

Concurrent would be the process of integrating organizational performance with employee performance, ensuring that the IDP and organizational priorities cascade into the performance agreements and contracts with individual employees.

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.

The IDP was compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the municipality in the IDP. These strategies, actions and

financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

These strategies will be used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), Organisational Scorecard and performance indicators for the Umhlabuyalingana Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported on quarterly as well as annually in the municipality's annual report.

SECTION: B
PLANNING AND DEVELOPMENT PRINCIPLES

2. Planning and Development Principles, Government Policies and Imperatives

Planning and development in Umhlabuyalingana occurs within the context of national and provincial policy framework. As such, the IDP recognizes and incorporates development principles and priorities in line with the principle of cooperative governance. This section provides an overview of relevant development policies ranging from the Constitution of the Republic of South Africa at a national level through the Provincial Growth and Development Strategy to the municipality's sector plans. As a border municipality, Umhlabuyalingana is also affected by the South African Democratic Convention agreements and the associated initiatives.

2.1 Constitution of the Republic of South Africa

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) lists the local government objectives as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

As such, these are the primary objectives of Umhlabuyalingana Municipality as a local government structure. As stipulated in Section 152 (2) the municipality will strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1). The powers and functions allocated to the municipality as opposed to the other spheres of government in this regard are stipulated in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution as follows:

2.2 Municipal Structures Act

The Municipal Structures Act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality. The Act:

Box 1: 12 National Outcomes

1. an improved quality of basic education
2. a long and healthy life for all South Africans
3. all South Africans should be safe and feel safe
4. decent employment through inclusive growth
5. a skilled and capable workforce to support an inclusive growth path
6. an efficient, competitive and responsive economic infrastructure network
7. vibrant, equitable, sustainable rural communities with food security for all
8. sustainable human settlements and an improved quality of household life
9. a responsive, accountable, effective and efficient local government system
10. environmental assets and natural resources that are well protected and enhanced
11. a better Africa and a better world as a result of South Africa's contributions to global relations
12. an efficient and development-oriented public service and an empowered, fair and inclusive citizenship.

- introduces criteria for determining the category of municipality to be established in an area;
- defines the types of municipality that may be established within each category;
- provides for an appropriate division of functions and powers between categories of municipality;
- regulates the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and
- provide for matters in connection therewith. Of importance in the context of this legislation is the Co-operation between district and local municipalities.

2.3 Municipal Systems Act

The Municipal Systems Act (MSA), (Act No. 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the IDP;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires municipality's to review the IDP annually.

2.4 Municipal Finance Management Act (MFMA)

Section 21 of the MFMA stipulates that the mayor of a municipality must coordinate the processes towards the preparation/review of the IDP and preparation of an annual budget so as to ensure that the tabled budget and the integrated development plan mutually consistent and credible. At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies
- The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
- Any consultative processes forming part of the processes referred to above.

2.5 Intergovernmental Relations Framework Act (IGR)

The Act was promulgated to establish a framework for the national government, provincial governments and local governments in order to ensure amongst other things:

- promotion and facilitation of intergovernmental relations;
- Provision for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- Provision for matters connected therewith.

The objective of the Act is based on the principle of co-operative governance as set out in Chapter 3 of the Constitution. The Act also aims to facilitate co-ordination in the implementation of policy and legislation including:

- Coherent government;
- Effective provision of services;
- Monitoring implementation of policy and legislation; and
- Realization of national priorities.

2.6 The National Development Plan

TheNational Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programmes, and guide spatial transformation.

In the interim, the national government has adopted various sector based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view of the rural nature and underdevelopment of Umhlabuyalingana Municipality, that characterises the DLM, only the following are considered:

The New Growth Path.

- Comprehensive Rural Development Strategy and the associated programme.
- The Comprehensive Plan for the Development of Sustainable Human Settlements.

2.7 The New Growth Path

The New Growth Path identifies unemployment as one of the biggest challenges facing South Africa. In response, it identified areas and sectors where employment creation is possible both vertically and in cross cutting activities.

'Fostering rural development and ensuring regional integration' is identified as one of the key job drivers. Other job creation areas which have been identified include the following:

- Investment in public infrastructure;
- Labour absorbing activities in targeted sectors of the economy;
- Development strategies targeting opportunities within emerging sectors including knowledge and green economies;
- Leverage social capital in the social economic and the public services.
- A critical component of the New Growth Path is to ensure that the drivers leverage and re-enforce each other based on their inter-linkages

It further notes that, while the urbanization process will continue, a significant share of the population will remain in rural areas and will be engaged in the rural economy.

2.8 The 2004 Comprehensive Plan For Sustainable Human SettlementS

The Comprehensive Housing Plan or the Breaking New Ground in Housing Delivery (the BNG) is a forward looking document approved by National Cabinet in September 2004 to provide a framework for sustainable housing settlements over the next decade.

This ten year housing programme is intended to address the housing needs of the people within the context of broader socio-economic needs resulting in sustainable human settlements.

The BNG's key focus is the creation of sustainable settlements — a departure from the first ten years of South Africa when the focus was on the quantity of houses delivered. Issues around the quality of houses delivered in the first ten years of the advent of democracy are well documented; and the BNG focuses on the quality dimension of both size and durability of houses delivered. The BNG not only focuses on the improving quality of houses delivered, but also on the creation of sustainable human settlements where people live. In this context, the location of housing especially in relation to economic opportunities is important.

This needs-oriented strategy to be supplemented by seven business plans intended to ensure that full development integration is achieved. These plans which are strategic thrusts in themselves are as follows:-

- Stimulating the residential property market;
- Spatial restructuring and sustainable human settlements;
- Social (medium density) housing programme;
- Informal settlements upgrading programmes;
- Institutional reform and capacity building;
- Housing subsidy funding systems reform, and
- Housing and job creation.

This his new housing plan will ensure that housing in itself is an economic sector in the sense that it can be used as an instrument for poverty alleviation, job creation, leveraging growth, supporting a residential property market and assisting in spatial-economic restructuring. Furthermore, the BNG recognises the role of private sector in housing delivery rather than relying only on the government fiscus to address housing backlog in the country.

2.9 Outcome Eight: Sustainable Human Settlements and Improved Quality of Household Life

The NDP says "Settlement patterns should meet the needs and preferences of citizens, taking into account broader social, environmental and economic interests. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable and energy efficient. It means building denser and more liveable cities and towns" (National Planning Commission, 2011).

This poses a challenge to Umhlabuyalingana in that housing should be located closer to other opportunities or provide housing with other opportunities such as employment, services, transport networks etc. If successful it would mean that outcome of eight would have been achieved and people's lives improved tremendously.

The outcome is of critical importance for various reasons. Firstly, it is a requirement of the Constitution and Bill of Rights. Secondly, it is core to human dignity and social stability and is a key enabler of health, education and social cohesion outcomes. Lastly, with good planning, it can also serve as a catalyst for economic development and job creation.

Ultimately, the outcomes of the national effort around human settlements must be seen in the context of social development and transformation as well as meeting the objectives of rolling back under-development.

2.10 Medium-Term Strategic Framework

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

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

2.11 National Spatial Development Perspective (2003) (NSDP)

The vision of the NSDP is that South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives.

The guidelines put forward by the NSDP are:

(1) Prioritises investment and development spending in line with governments objectives, invest and spend should maximise and achieve a sustainable outcomes.

(2) Spatial forms and arrangements must be conducive to achievement social and economic inclusion and strengthen nation building.

2.12 Provincial Growth and Development Strategy (PGDS)

The Provincial Administration of the KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is "By 2030, the Province of KwaZulu-Natal should have maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment". The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

- Job creation;
- Human resource development;
- Human and community development;
- Strategic infrastructure;
- Response to climate change;
- Governance and Policy; and
- Spatial equity.

The objectives reflect the needs and priorities of the provincial government and will be used to drive integrated and improved performance of the public sector in the KwaZulu-Natal. The strategic plan takes into account the powers and functions of the provincial government but a critical theme that links all objectives is the inclusive approach to address the challenges.

Strengthened intergovernmental relations and strategic partnerships with all spheres of government, non-governmental organisations and the private sector are critical for the successful implementation of the plan.

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

Programme 1: Governance and Administration: A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services.

Programme 2: Economic Development: Improve economic growth and development; increase formal jobs and enhance skills development.

Programme 3: Community and Social Infrastructure: Maintain and increase the provision of sustainable, integrated basic service infrastructure development.

Programme 4: Human Capacity Development: Improve and invest in skills and education to develop provincial Human Capacity

Programme 5: Health & Social Support: Improve the livelihoods of the poor, reduce vulnerability to infectious diseases (especially HIV & AIDS), healthcare services;, provide social safety nets and build unified, safe communities

Programme 6: Crosscutting Priorities: HIV/AIDS and SMME development; Sustainable Environment, Human Rights, Integration, Capacity Building; Innovation and Technology; Poverty Alleviation, and Risk Management.

2.13 Spatial Development Frameworks (Provincial and Municipal)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. Umhlabuyalingana Spatial Development Framework (SDF) is an overarching document and the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF is aligned with the PSEDS.

2.14 Umkhanyakude District Growth and Development Plan (2015) and Integrated Development Plan

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through Inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

2.15 The Cabinet Lekgotla

The key objectives of the Cabinet Lekgotla are to assess progress on the various targets which government undertook to realize and achieve by 2016.

The key thrust of the Lekgotla focused on:

- ensuring that government remains accountable to the service delivery needs of our people;
- Receive progress reports on the key infrastructure projects.

The Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities. Umhlabuyalingana Municipality in reviewing its Integrated Development Plan has taken into account issues discussed at Cabinet Lekgotla where the following were resolved:

- To add a new strategic integrated project on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs;
- That all spheres of government strengthen implementation and enhance the localisation programme for components and supplies of infrastructure inputs.
- Projects that support regional integration will receive special attention.

The Lekgotla welcomed the work done on cost-containment and measures to address and combat corruption in the infrastructure plan, which will now go through the Cabinet process in the next few months. The Cabinet noted progress on the implementation of government's priorities in health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development.

- The Cabinet agreed that all the relevant departments should develop concrete actions to accelerate progress in those areas where, based on current trends, it appears that the targets may not be met.
- Cabinet Lekgotla welcomed the National Development Plan (NDP) prepared by the National Planning Commission (NPC) and endorsed the objectives and the (18) key targets of attaining these.
- The Lekgotla also acknowledged the NDP as a strategic framework to form the basis of future government detailed planning.
- The Lekgotla concluded that a Cabinet Committee will be set up to develop targets and integrated implementation plans with the Forum for South African Directors-General (FOSAD). The NPC will assess implementation and refine the plan.
- Cabinet Lekgotla received the report from the Presidential Review Committee on SOE's. Cabinet welcomed the report and resolved to discuss the recommendations put forward by the Review Committee.

2.16 Umhlabuyalingana Municipality's Role in Cabinet Lekgotla Resolutions

Umhlabuyalingana Municipality will continue to foster relations with other sector departments including State Owned Enterprises (SOE's). In addition, the municipality has also taken into account all key national development plans such as the National Development Plan (NDP), which the Cabinet Lekgotla has also endorsed including its objectives and targets.

Lastly the municipality will ensure that government priorities including health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development are achieved within Umhlabuyalingana Municipality through the Integrated Development Plan. In this regard the municipality in most cases will play a facilitation role and in some instances implement programmes that are in keeping with the allocated powers and functions.

2.17 The District Lekgotla

The District Lekgotla has not yet taken place. As and when it is held, Umhlabuyalingana Municipality will perform its functions and implement resolutions that would be taken in the District Lekgotla.

2.18 The State of the Nation Address

The President, President. J. G Zuma, in his state of the nation address on the 12th of February 2016 raised a number of development issues and these are summarised below:

The NDP contains proposals for tackling the problems of poverty, inequality and unemployment. It is a roadmap to a South Africa where all will have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality healthcare, recreation and a clean environment. The achievement of these goals has proven to be difficult in the recent past, due the global economic recession.

The government has also scored successes in extending basic services through the infrastructure programme. Close to 200 000 households have been connected to the national electricity grid in 2012.

The president also mentioned that apartheid spatial patterns still persist in our towns and cities. Umhlabuyalingana Municipality cannot deal with the numerous challenges it faces, as the president also highlighted that these challenges need a national approach.

Areas such as Umkhanyakude District remains a priority of government in as far as rural development is concerned, it is crucial that government also develop a national integrated urban development framework to assist municipalities to effectively manage rapid urbanisation.

As part of implementing the National Development Plan, all three spheres of government need to manage the new wave of urbanisation in ways that also contribute to rural development.

2.19 State of the Province Address

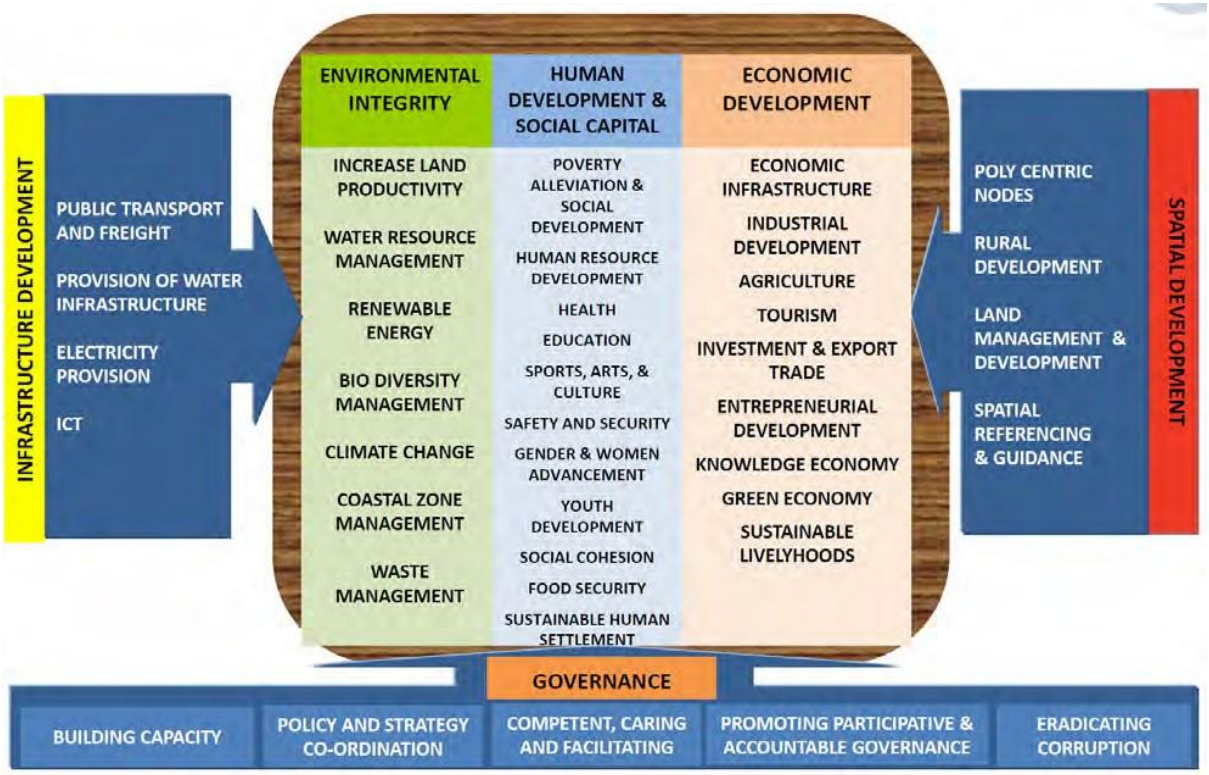
The Premier of KwaZulu-Natal, in his state of the Province Address also stated that the National Development Plan seeks by 2030 to build a just, fair, prosperous and equitable country, most of all, a country that each and every South African can proudly call home. The Premier also stated that President Jacob Zuma also elaborated on the triple challenge of poverty, unemployment and inequality.

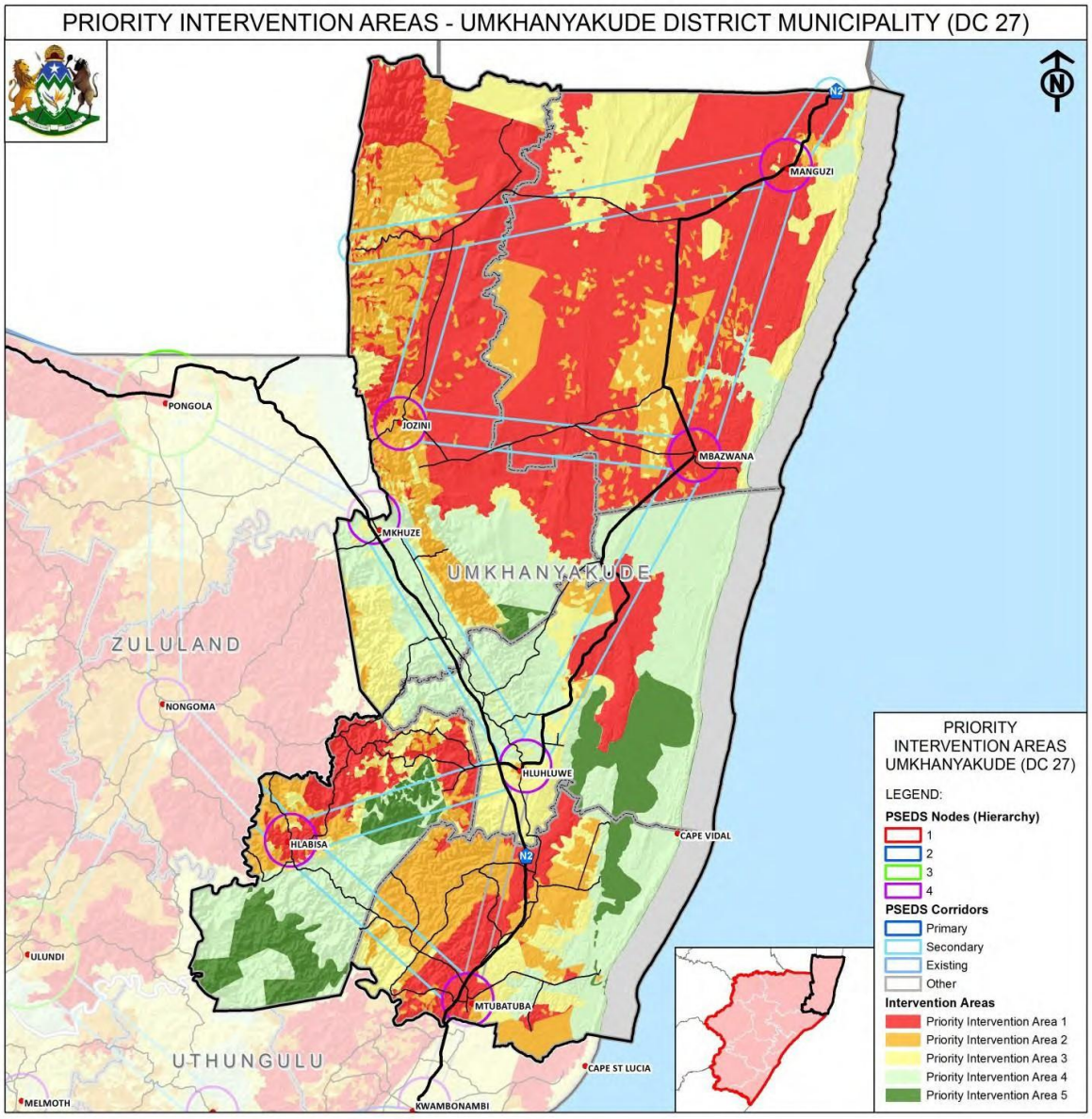
2.20 Provincial Growth and Development Plan – District Growth and Development Plan

The Premier also mentioned that the Provincial Growth and Development Plan has been fully endorsed by organised business, labour and civil society and is fully aligned to the National Development Plan.

He added that a comprehensive Citizen Satisfaction Survey is underway to indicate the specific areas where the people of this Province want us to focus our efforts in the implementation of the Plan. KwaZulu-Natal contribution to the National Plan is expressed in our Vision, namely to ensure that: "By 2030 the Province of KwaZulu-Natal will be a prosperous Province, with healthy, skilled and secure people, acting as a gateway to Africa and the world". This again stresses the point made, namely that, "for South Africa to work, KwaZulu-Natal must work".

The PGDS is firmly embedded within an overall sustainability approach as illustrated in Diagram 2.1.





Map 2.1 Priority Intervention Areas for the uMkhanyakude District Municipality

2.21 Provincial Spatial Economic Development Strategy

The Provincial Spatial Economic Development Strategy (PSEDS) recognises that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth. The sectors of the provincial economy identified as the drivers of growth of the province to address unemployment and poverty are the following sectors:

- Agriculture – including agri-industry

- Industry including heavy and light industry and manufacturing
- Tourism including domestic and foreign tourism
- Service sector including financial, social, transport, retail and government

The PSEDS builds on the concept of developing a comprehensive network of centres throughout the province which would support the delivery of services. In identifying the hierarchy of places existing service centres are strengthened and new or emerging service centres are developed.

2.22 Spatial Planning and Land Use Management Act (SPLUMA), 2013

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

2.23 Inter-Governmental Relations

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

The municipality is part of the District Manager's Forum "a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts. The relationship between the municipality and sector departments is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve issues on cutting across all municipalities (The UDM-IGR-Terms of Reference are atteched)

There are, however, grey areas on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, the municipality cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

2.24 Provincial Spatial Economic Development Strategy

The Provincial Spatial Economic Development Strategy (PSEDS) recognises that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth. The sectors of the provincial economy identified as the drivers of growth of the province to address unemployment and poverty are the following sectors:

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2.25 Integrated Development planning in Umhlabuyalingana

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, Umhlabuyalingana Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

Umhlabuyalingana Municipality IDP will serve as a strategic guide during the term of office of the current councilors to the end of its term. It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within Umhlabuyalingana Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.26 Strategic Alignment with Government Priorities

Umhlabuyalingana Municipality strategic focus is influenced by the Millennium Development Goals, National Development Plan, PGDS, DGDP, UMhlabuyalingana Municipal Development Goals and municipal vision.

2.27 Strategic Alignment with Government Priorities

2.27.1 Millenium Development Goals

The Millennium Development Goals (MDGs) are the eight international development goals that were established following the Millennium Summit of the United Nations in 2000, following the adoption of the United Nations Millennium Declaration. All 189 United Nations member states at the time (there are 193 currently), and at least 23 international organizations, committed to help achieve the following Millennium Development Goals by 2015:

2.27.2 National Plan Priorities

Millennium Development Goals	Alignment With Umhlabuyalingana Vision, Mission, Strategic Goals And Objectives
Eradicate extreme poverty and hunger	To create safe, healthy and sustainable living environment. To ensure all employable people are employed.
Achieve universal primary education	To aspire healthy and educated communities To ensure that all people have access to basic services.
Promote gender equality and empower women	To ensure that all people have access to basic services. To aspire healthy and educated communities
Reduce child mortality	To aspire healthy and educated communities To ensure that all people have access to basic services.

Improve maternal health	To create safe, healthy and sustainable living environment. To ensure that all people have access to basic services.
Combat HIV/AIDS, malaria and other diseases	To create safe, healthy and sustainable living environment.
Ensure environmental sustainability	To ensure human and utilization of natural resources. To create safe, healthy and sustainable living environment.
Develop a global partnership for development	To boost investors' confidence to invest in KZN

Each goal has specific targets and dates for achieving those targets as well as the resources focused to the programs so as to improving health and education and for alleviating poverty.

2.27.3 National Outcomes

National Outcome	Alignment Thereof
Improved Quality of basic education	Improving Citizens Skills levels and education
A long and healthy life for all South Africans	Improve Quality of citizens Health
All people in South Africa are and feel safe	Creation of Secure and Friendly City through fighting crime
Decent employment through inclusive economic growth	Job Creation through economic development
Skilled and capable workforce to support an inclusive growth path	Municipality Resourced and committed to attaining the vision and mission of the organization
An efficient, competitive and responsive infrastructure network	Efficient and Integrated infrastructure and services
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable Economic Growth and Development
Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing

Responsive, accountable, effective and efficient local government system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Protect and enhance our environmental assets and natural resources	To promote environmental; conservation and promotion
Create a better South Africa, a better Africa, and a better world	Promoting Social Cohesion
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
An inclusive and responsive Social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Nation building and social cohesion	Social Cohesion

2.27.4 National Priorities

There are 5 National and Six Provincial Priorities include the following:

5 National Priorities 6 including a Provincial) Priorities	**Alignment**

Job creation (Decent work and Economic growth)	Job Creation through Economic Development
Education	Improving Citizens Skills levels and education
Health	Improve Quality of citizens Health
Rural development, food security and land reform	Integrated Urban and Rural Development
Fighting crime and corruption	Creation of Secure and Friendly City through fighting crime
Nation-building and good governance	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance and Social Cohesion

2.27.5 Provincial Growth and Development Strategy Goals

PGDS Strategic Goals	**Umhlabuyalingana Development Goals**

Job Creation	Job Creation through Economic Development
Human Resource Development	Viable Economic Growth and Development
Human and community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
Strategic Infrastructure	Municipality Resourced and committed to attaining the vision and mission of the organization
Environmental Sustainability	
Responses to Climate Change	To promote environmental; Conservation and promotion
Governance and Policy	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
Spatial Equity	Integrated Urban and Rural Development

2.27.6 Umkhanyakude District Growth and Development Plan

DGDP Goals	Development Goals
Job Creation	Expanded district economic output and increased quantity and quality of employment opportunities
Human Resource Development	Enhanced quality of district human resource
Human and community Development	Improved quality of life and life expectancy
Strategic Infrastructure	High quality infrastructure network to support improved quality of life and economic growth
Environmental Sustainability	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development
Governance and Policy	Excellence in governance and leadership
Spatial Equity	District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development pattern

2.29.6 Alignment with Back to Basics

The core service that the local government provides – clean drinking water, sanitation, electricity, shelter, waste removal and roads – are basic human rights, essential components of the rights to dignity enshrined in our Constitution and Bill of Rights. The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

The National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

During 2014 State of Nation address the President put emphasis on that the people's experience on the Local Government must be a Positive one and local government must be at the forefront of improving people's lives and creating condition for inclusive economic growth. That was followed by the introduction

of The back to basics programme which was launched with the theme "Serving our Communities Better" on the 18th of September 2014, in which The President outlined the government plan of action for the next five years which is to ensure a focused and strengthened Local Government by getting the basics right working with all other spheres of government.

Pillars identified as strategic focus area.

1.	Putting people first.
2.	Adequate and community oriented service provision.
3.	Good governance and transparent administration.
4.	Sound financial management and accounting.
5.	Robust institutions with skilled and capable staff.

2.29.7 State of the Nation Address 2016

The State Of The Nation Address identified the following nine-point plan to respond to sluggish growth

- Revitalizing agriculture and the agro-processing value chain.
- Advancing beneficiation or adding value to our mineral wealth.
- More effective implementation of a higher impact Industrial Policy Action Plan.
- Unlocking the potential of small, medium and micro enterprises (SMMEs), cooperatives, township and rural enterprises
- Resolving the energy challenge.
- Stabilizing the labour market.
- Scaling up private sector investment
- Growing the ocean economy
- Cross- cutting areas to reform, boost and diversify the economy.
- Science, technology and innovation.
- Water and sanitation
- Transport infrastructure.

2.29.8 State of the Province Address 2016

The Premier reconfirmed the KZN Province's commitment to the five (5) Key National Priorities namely:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth;
- Rural development, land reform and food security;
- Improved quality basic education;
- A long and healthy life for all South Africans; and
- Fighting crime and corruption.

SECTION: C
SITUATION ANALYSIS

1. Situational Analysis

While planning and development in Umhlabuyalingana occurs within the national and provincial framework and advances the priorities set therein, it should also build on the inherent strengths and opportunities to respond to the development challenges facing the area and local communities. This section provides an analysis of the current development situation in Umhlabuyalingana. It considers a range of factors including demographic and social patterns, socio-economic profile and spatial structure. It concludes with an outline of the key issues and priorities for the area.

Spatial Analysis

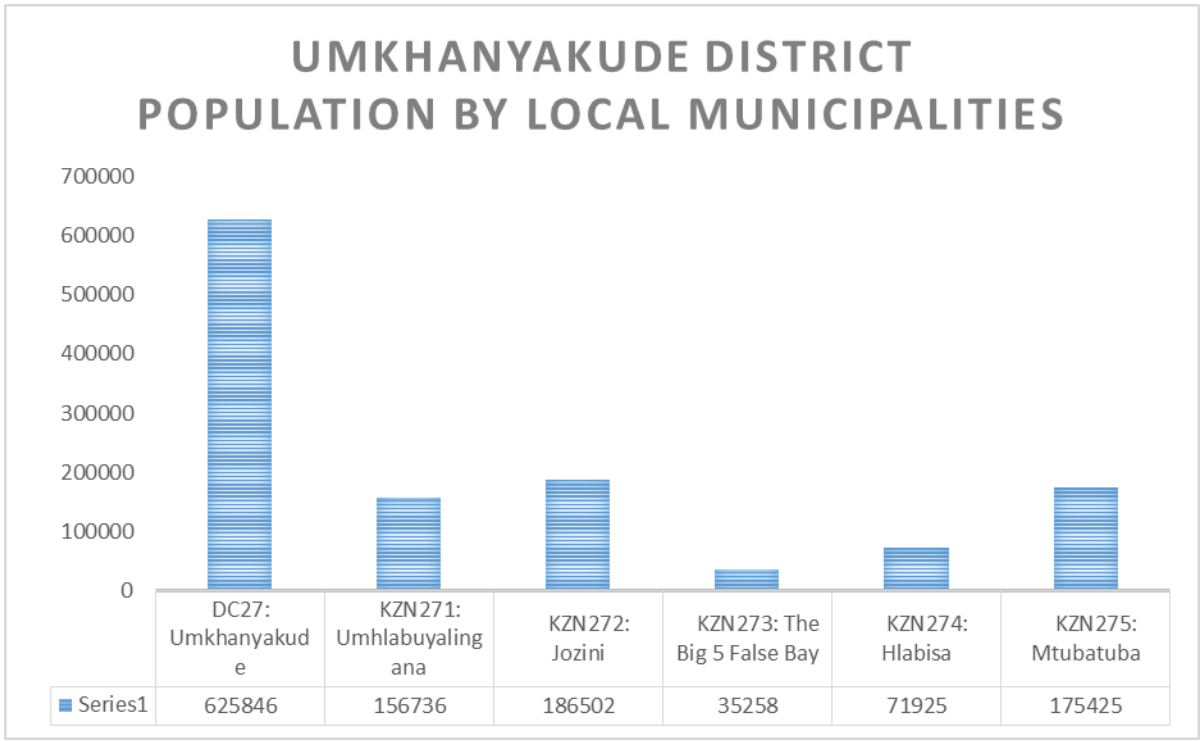
The Umhlabuyalingana municipality is situated in the North Eastern part of KwaZulu-Natal. The Municipality has an area of 3621 km2 and a population of 156 735 people, with an average household size of 5 people per household, according to the Statistics South Africa 2011 census. The municipality

is one of five municipalities that constitute the UMkhanyakude District Municipality. Umhlabuyalingana Municipality has a rural character with 99% of the municipality classified as rural, and consists of 17 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 Demographic Profile

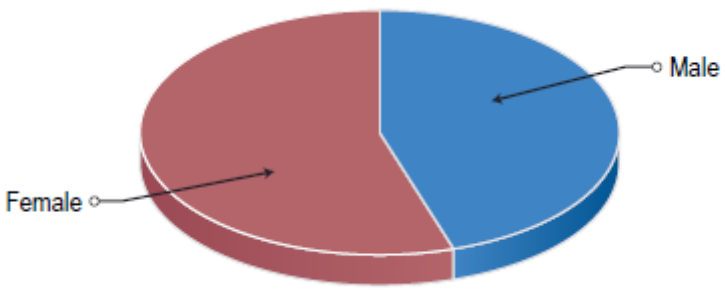
1.2 Population Size

According to the 2011 census Umhlabuyalingana Municipality population is 156 735 people. This represents about 25% of the districts population, which is the third largest in the district, with an area size of 3613 m2.



Source: Stats South Africa: Census 2011

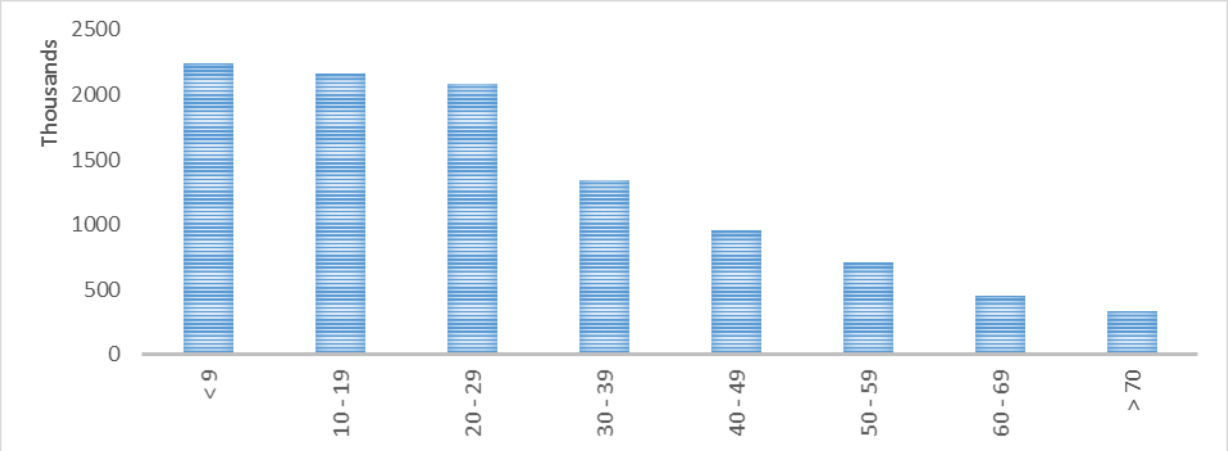
1.2.1 Gender differentiation



Source: Stats South Africa: Census 2011

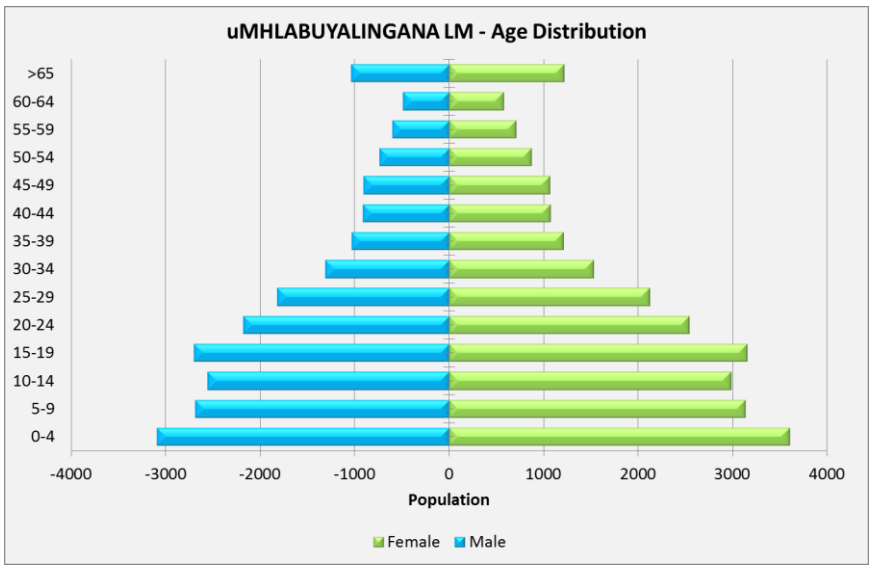
The gender profile of the Umhlabuyalingana is typical of the trend in most other local municipalities in KwaZulu-Natal i.e. there are generally a greater number of females residing in the area as opposed to males. However, the difference is not significant. The municipality has 10% more females compared to their male counterparts. Thus economic interventions are required that target women.

1.2.3 Age Composition



Source: Stats South Africa: Census 2011

The population of Umhlabuyalingana is very young with more than 57 percent falling under the 20 year age category and 34 percent officially defined as youth (1553 years) (Figure 1.4). This has a huge implication for service delivery, education and job creation in the municipality, which has to be prioritized on account of such a young population.



Breakdown of population by age and gender (Stats SA: Census 2011)

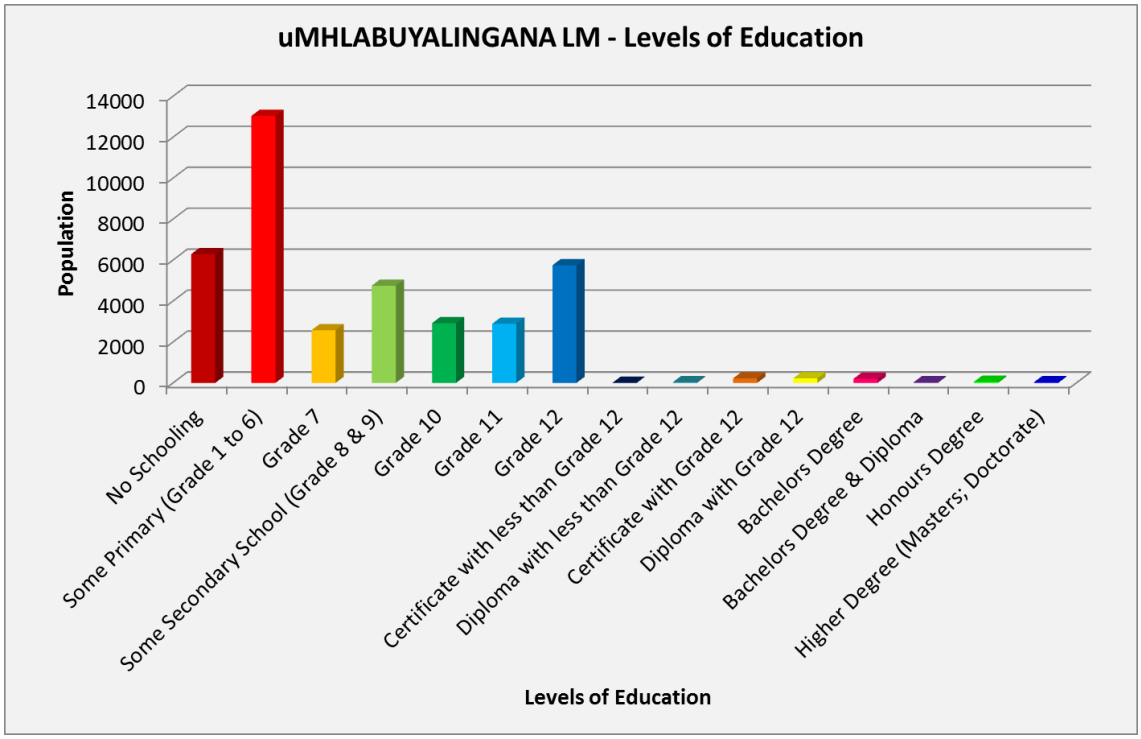
A relatively young population implies a high dependency rate on the working population to meet the needs of this young generation. As such there is significant pressure on the working population to

take care of the youth and the elderly. To further exacerbate the problem, not all the people within the economically active category are employed. A relatively high representation of very young people in Umhlabuyalingana has serious implications for service delivery, education and job creation in the area.

1.2.4 Education Profile and Literacy Levels

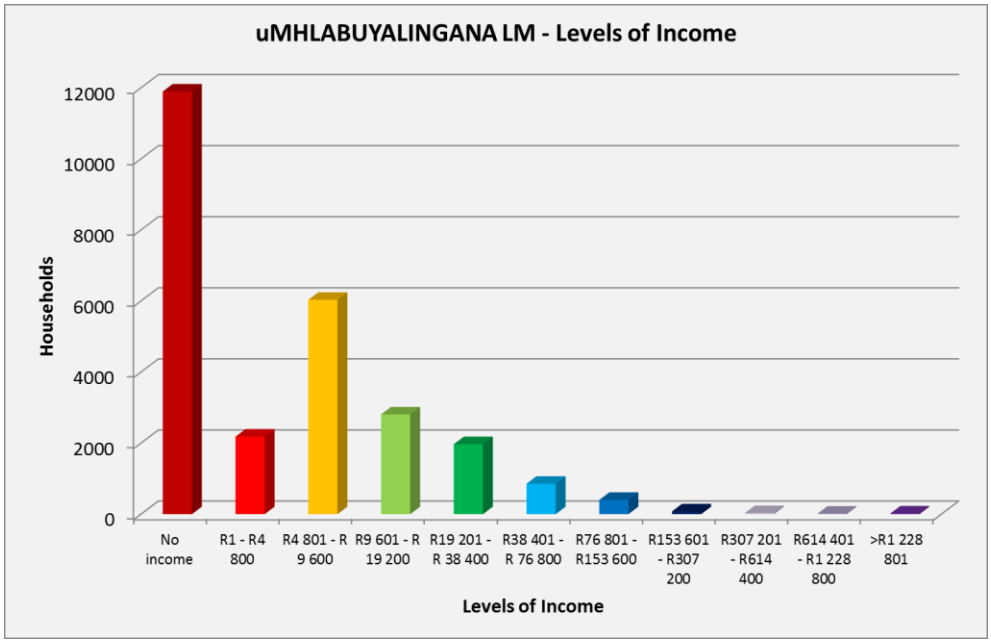
A large number (54%) of people is functionally illiterate meaning that they either do not have school-based education or have not received sufficient school-based education to acquire marketable skills and engage in serious business ventures.

Only a small fraction has secondary education and the representation of people with tertiary education is even more negligible. Poor educational levels also mean that the ability to equip the local population with skills and training in non-agricultural activities becomes more difficult. This situation is aggravated by the lack of access to colleges, technicians and universities for the local population



Source: Stats South Africa: Census 2011

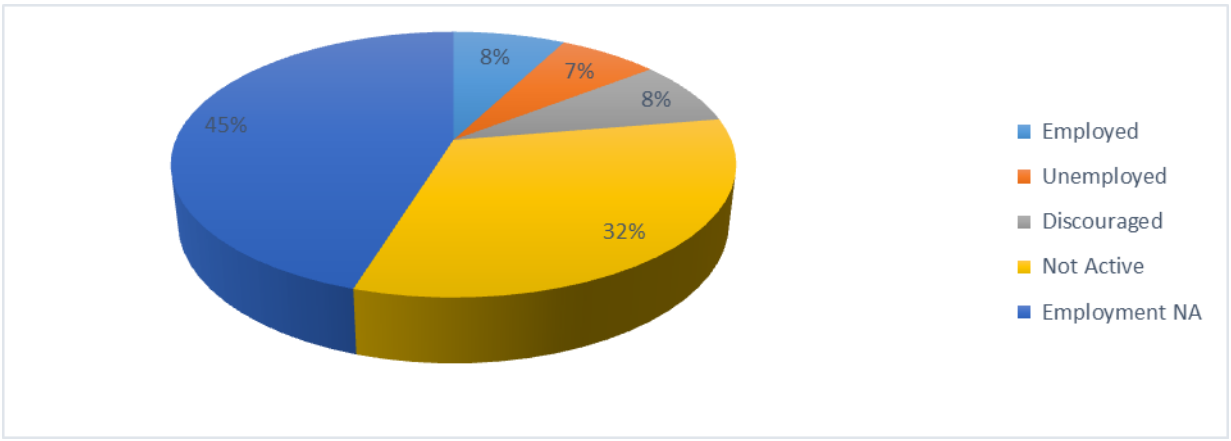
1.2.5 Individual Income



Source: Stats South Africa: Census 2011

Household income levels in the municipality are extremely low, with almost half (44, 9%) the number of households earning no income. The majority of the population survives on around R500 a month. Representation reduces significantly as income brackets increase. There is a relatively high dependence on social grants

1.2.6 Employment Status



Source: Stats South Africa: Census 2011

The classification of employment with regard to industry is difficult since 95, 1% of the local economy could be classified as undermined. The majority of the employed that can be classified, work in the community and government services. The majority of the employed is paid employees. Self-employed people account for less than one percent of the employed population. This indicates poor levels of entrepreneurship within the municipality.

For those who are employed, the majority occupy semi and unskilled positions with a small handful in skilled employment. This indicates the fact that the area has high levels of dependency on the few people that are employed. The low levels of education also limit the ability of local people to be employed. This also points to the levels of poverty in the area.

1.2.7 Socio-economic Profile

HIV and Aids

The prevalence rate of HIV in Umhlabuyalingana could be estimated at 16 percent of the total population. Some of the impacts of the disease in Makhathini Flats are the decrease in life expectancy and increase in the dependency ratio and the number of orphans, as well as the slowing down of the population growth rate (increasing mortality and morbidity) (Figure 1.5). Developmental impacts include a loss in social skills and changes in the distribution of income. A result is an increased demand for healthcare facilities and a reduction in school entrants. The impact of HIV/AIDS on municipalities is likely to be present in all aspects of the municipality's functions, but may lead, in particular, to an increase in the need for poverty alleviation and underutilization of infrastructure in the long run.

Between 2010/11 and 2011/12 the district institutional maternal mortality rate decreased from 130.1/100 000 compared with the National overall MMR of 310/100 000 (SA Strategic Plan for CARMMA) (Table 1.2). It should be noted that a number of maternal deaths occurred following transfer from the district to the regional referral hospital in UThungulu.

The leading contributory cause of maternal deaths is HIV and AIDS, with AIDS-related infections being the leading causes of maternal deaths, followed by obstetric hemorrhage, indicating where attention needs to be applied to further reduce maternal mortality. The decrease might also be due to effective monthly perinatal reviews, training of professional nurses by Region 4 Specialists in the management of major conditions leading to maternal deaths, and training of CCGs on the MCWH Community Care Framework in order to strengthen MCWH services in the community.

Maternal and Infant Mortality in UMkhanyakude District (Stats SA: Census 2011)

Indicator Name	Indicator Type	2010/2011	2011/2012
Total mortality rate	%	7,0	6,0
Facility maternal mortality rate	per 100K	130,1	68,1
Infant mortality rate	%	11,4	8,5
Under 5 years mortality rate	%	9,4	6,6
ANC prevalence survey	%	41,9	40,0

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

The HIV prevalence Anti Natal Clinic (ANC) remains high although it shows a slight reduction from 41, 9% in 2010 to 40% in 2011. The district is one of three districts in the country where the prevalence exceeds 40 percent. Success in the treatment programmes will however increase the life expectancy of women.

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

1.3 Situational Analysis Official Data Sources

The municipalities demographic characteristics including spatial distribution of population, graphically presented through graphs and maps. The situational analysis data used is an official data obtained from Stats SA, Census 2011

2 Cross-Cutting Issues

2.1.1 Regional Access

Access to Umhlabuyalingana Municipality is achieved mainly through the MR 439 also known as Lubombo Spatial Development Initiative. This provincial corridor runs in a north south direction and serves as a major link between South Africa and Mozambique along the coast.

2.1.2 Existing Nodes Service Centres

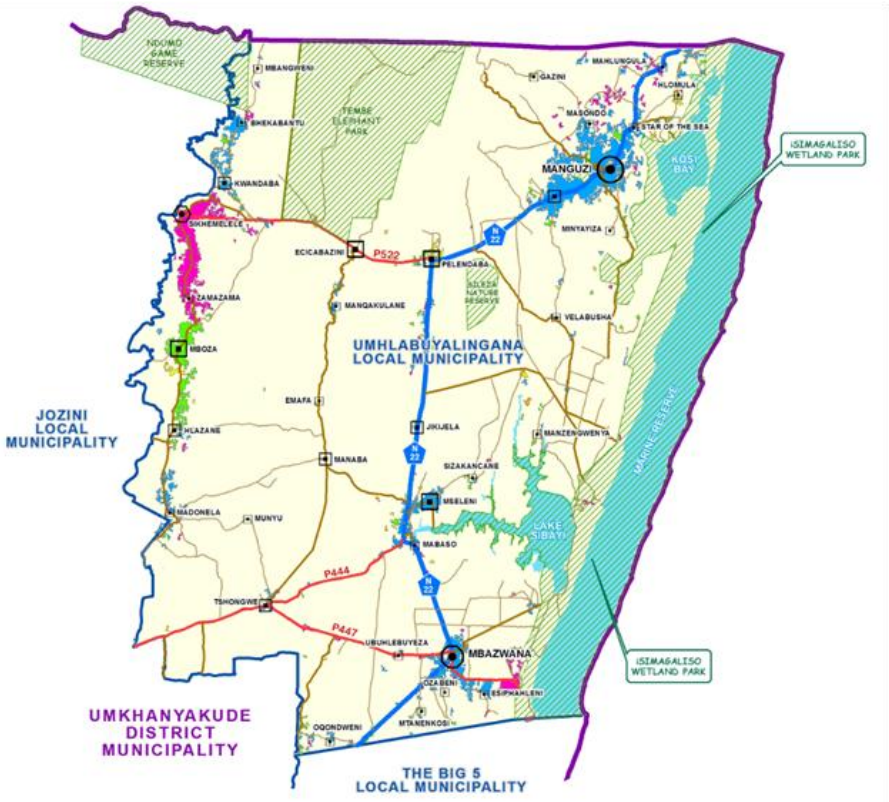
The importance of promoting development in Manguzi, Mbazwana and Skhemelele has been recognized by all spheres of government, particularly Umhlabuyalingana Municipality and UMkhanyakude District Municipality, and is accepted as a priority. Spatial frameworks for both municipalities identify the area as a rural service centre and a catalyst for regional spatial restructuring. This recognizes the role of the centre, and challenges the authorities to focus development and growth in this area, and ensure that spin-offs are generated for the outlying areas.

The district Spatial Development Framework as outlined in the IDP emphasizes the importance of an efficient service delivery system based on the model of development nodes, service centres and development corridors. These are differentiated by the role they play in regional space and the thresholds they serve. Manguzi and Mbazwana are identified as a primary node with both administrative and service delivery functions.

Service centres have a critical role to play is underdeveloped areas with high levels of poverty and service backlog. The current dispersed settlement pattern of the Umhlabuyalingana area forces members of local communities to travel long distances under trying circumstances to access community facilities. The costs of these trips are reflected not only in the financial expenses incurred, but also time spent and opportunities that are foregone.

The existing Nodal Hierarchy within the boundaries of the uMhlabuyalingana Municipal Area is as follows:

Node Classification	Name of Node
Urban Node 1	Manguzi
Urban Node 2	Mbazwana
Urban Node 3	Sikhemelele
Rural Node 1	Mboza
	Pelendaba
	Ecicabazini
	Mseleni
Rural Node 2	Kwandaba
	Hlazane
	Tshongwe
	Manaba
	Jikijela
Rural Node 3	Mahlungula
	Gazini
	Hlomula
	Masondo
	Minyayiza
	Velabusha
	Manzenggwenya
	Sizakancane
	Mabaso
	Ubuhlebuyeza
	Oqondweni
	Mtanenkosi
	Ozabeni
	Esiphahleni
	Emafa
	Munyu
	Madonela
	Manqakulane
	Bhekabantu
	Mbanweni



2.1.3 Umhlabuyalingana Spatial System of Interest

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.

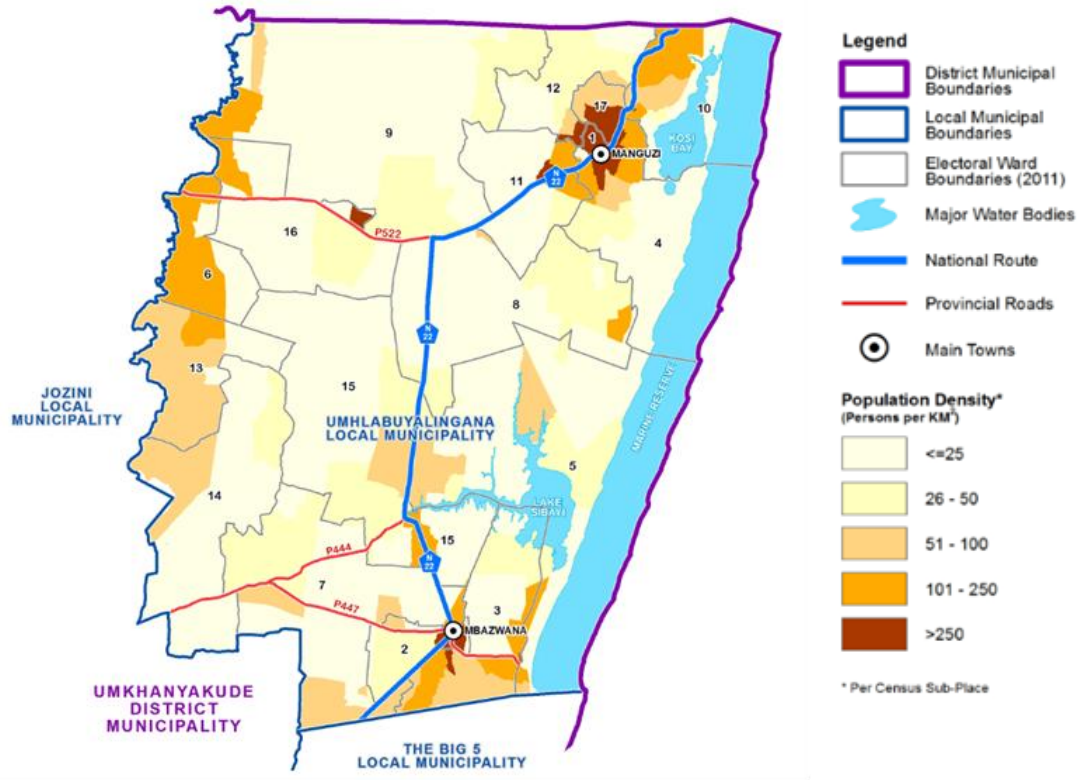
2.1.4 Settlement Pattern

Umhlabuyalingana is generally rural in character and 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 the conurbation of commercial activities in some strategic points thus giving rise to development nodes such as Mbazwana and Manguzi. Other nodal areas within the area include the following:

- Skhemelele
- Mseleni which developed as a result of the public facilities such as a hospital.

- Phelandaba which is strategically located at the intersection of a provincial and district corridors.
- Ntshongwe.

Manguzi and Mbazwana are experiencing relatively high population growth rates due to in-migration into these areas. Unless the formalization process is fast-tracked, these areas run a risk of deteriorating into expansive rural slums which will be very difficult to manage in future.



2.1.5 Land Use Management

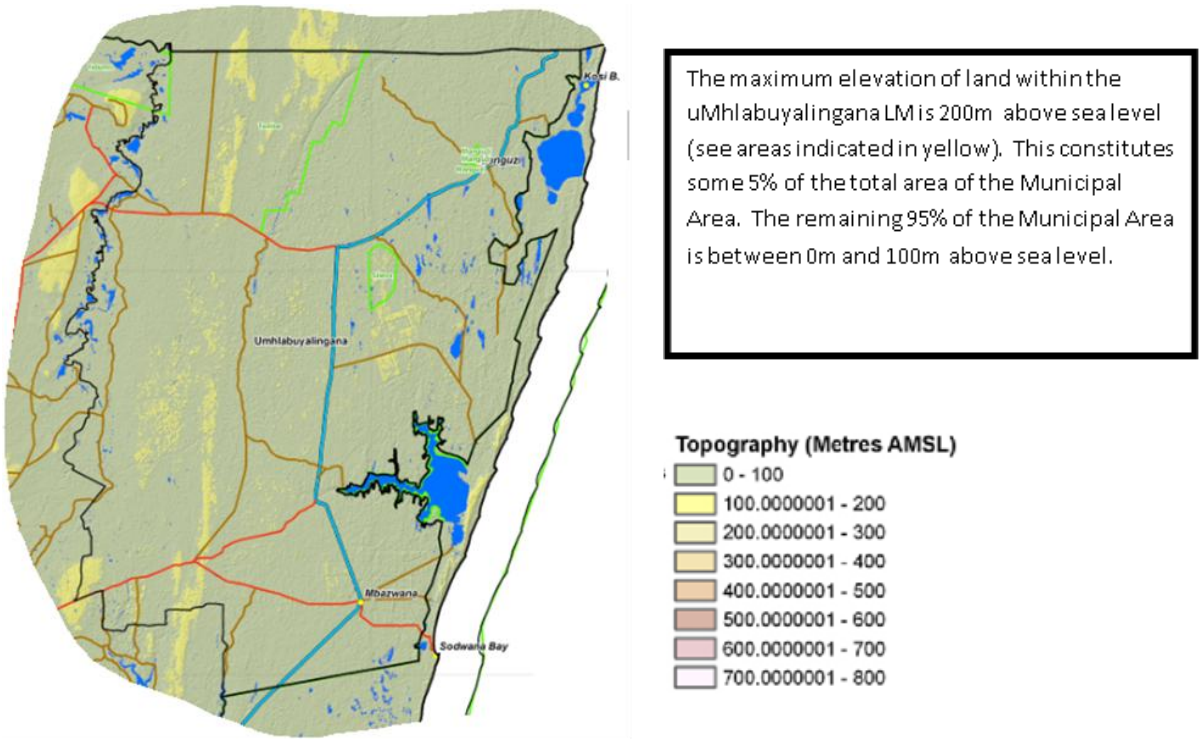
Umhlabuyalingana Municipality has adopted both municipal wide Spatial Development Framework (SDF) and Land Use Management Scheme (LUMS) for Manguzi. Currently there is funding from COGTA to compile a wall to wall scheme for the municipality.

2.1.6 Analysis of the Natural Environment

2.1.7 Topography

The general topography within Umhlabuyalingana Municipal area is flat to gentle rolling. This normally implies that there are limited hindrances to development as far as topography or slope is concerned. The slope in the area is gentle and within acceptable limits for development. However given the sandy nature of the topsoil, any removal of ground cover may result in erosion, especially in areas that are moderately sloping. It is advisable that when planning the developments, activities that involve

significant removal of vegetation or the land cover be avoided in the areas that are sloping. It is also advisable that development-specific geotechnical investigations be undertaken to determine the subsoil stability for the intended activity in the planning of specific developments.



2.1.8 Soil

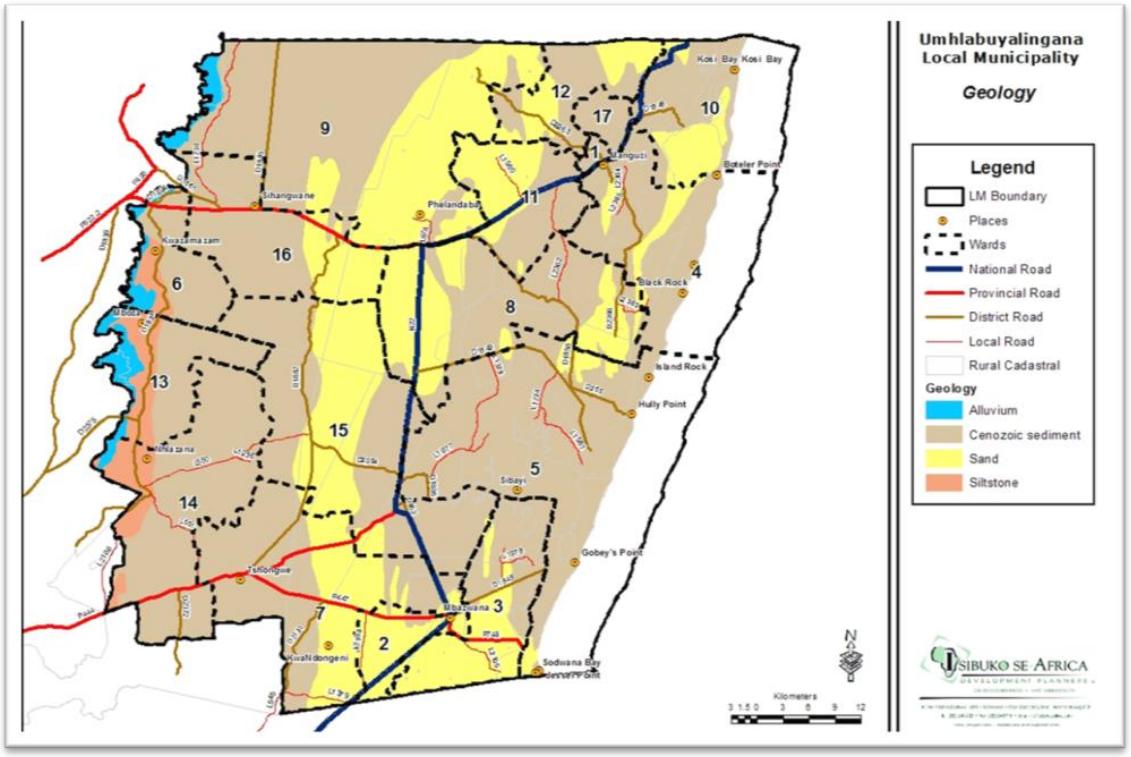
The soil type in the area is varied. However, the most predominant is sandy soil. Sandy soils by their very nature are very unstable and are susceptible to erosion. Thus the soils in the area are sandy and erodible. These soils tend to have accelerated erosion under poor land uses and in areas where the topsoil is exposed. This accounts for the extensive erosion evident in parts of the transformed areas. It would be necessary to ensure that soil erosion prevention measures are planned and vegetation removal is kept to only areas where it is necessary. A rehabilitation programme to combat soil erosion and to re-vegetate eroded areas is also recommended.

2.1.9 Geology

The geology of the central part of Umhlabuyalingana comprises sandy Aeolian (wind-blown) deposits that were deposited during the Quaternary Age. This formation generally comprises poorly consolidated yellowish or greyish sands extending to depths in excess of 30 metres below existing ground level and is characterized by the presence of a shallow water table. The uppermost portion of these soils (i.e. +/- 3m below existing ground level) is usually very loose to loose in consistency and becomes progressively medium dense to dense with depth. The sandy Aeolian soils are anticipated to classify as a fair sub grade material (i.e. G9 and poorer in terms of TRH14 classifications).

The most predominant geology feature is Cenozoic sediments which comprises a 1-20km wide band of Cretaceous age rocks and is further subdivided into the Mzinene formation which consists of a siltstone with shelly concretionary layers. These soils are anticipated to extend to depths in excess of

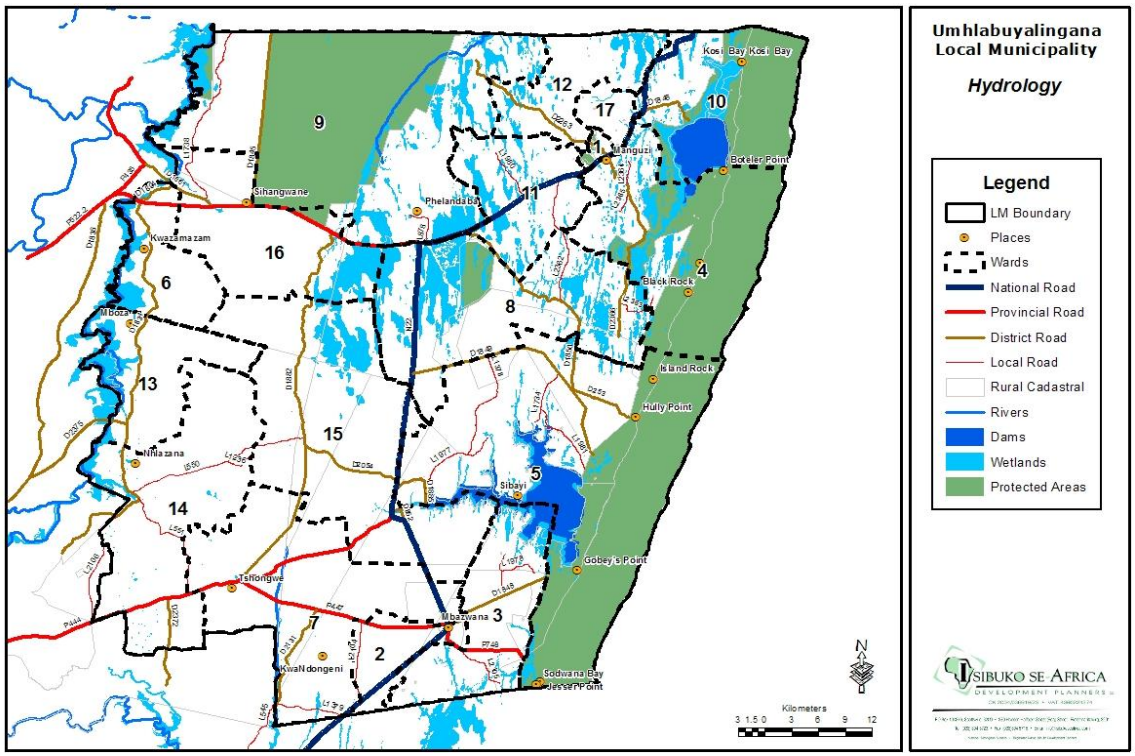
approximately 25 metres below existing ground level and is characterized by the presence of a shallow water table. The geology of the area is characterized essentially by glauconitic siltstone which were deposited during the Cretaceous age respectively.



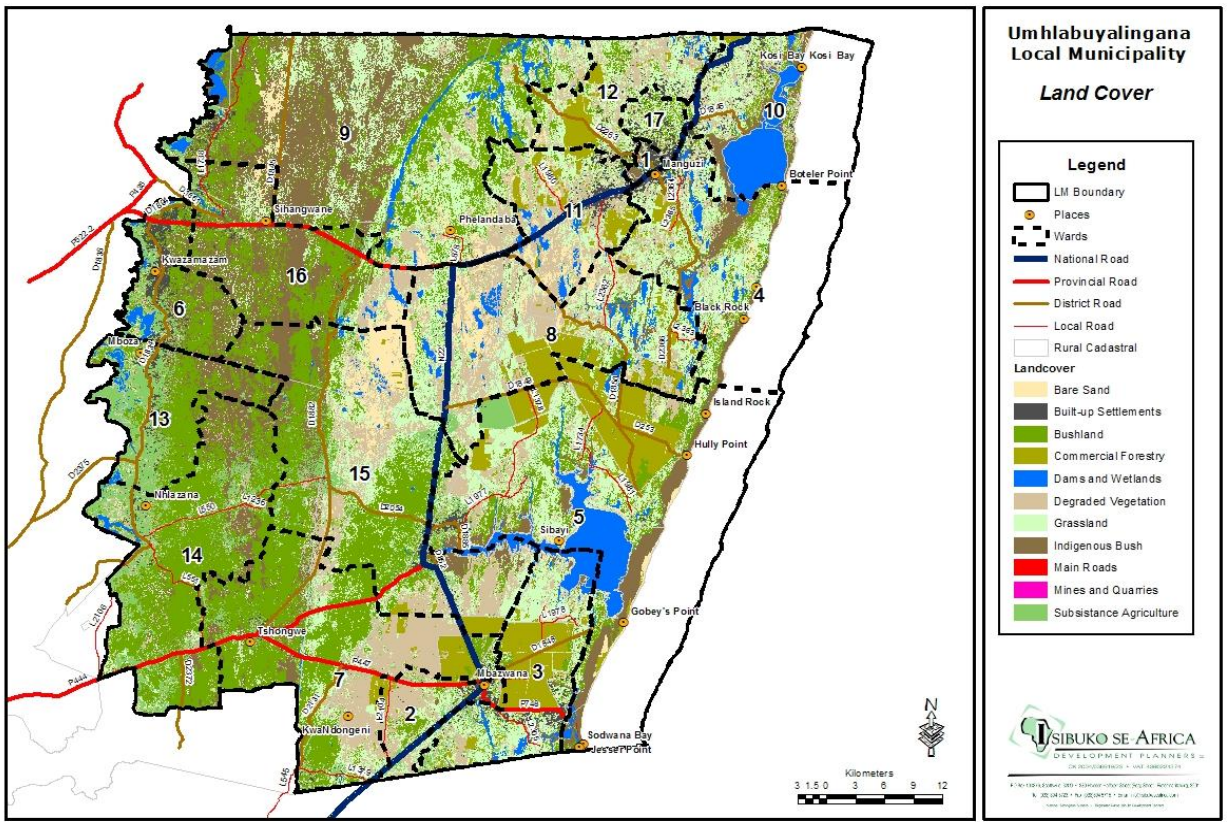
2.1.10 Rivers and Wetlands

The area has limited drainage lines and rivers with exception of Pongola River that runs on western edge of the municipal boundary. However there are extensive wetlands, with the presence of typical wetland vegetation species like the Jancus species (Nncema.) These hydrologically sensitive areas are mainly on the central and eastern sections of the municipal area under investigation. There are also patches of wetlands along the R22 Mbazwana bound road. The typically wet areas may be underlain by clayey sandy soils.

The most significant hydrological system in the area is wetland. Most of the wetlands in the area appear to be functional wetlands with little disturbances. It is known that wetlands function to provide several ecosystem goods and services which for the area under investigation will to a large extent, be provision of grass for crafts and households use and flood attenuation. Thus maintenance of the integrity of the wetland and assurance of its functionality are important management considerations during development planning for the area.


Umhlabuyalingana
Local Municipality
Hydrology
Legend
LM Boundary
Places
Wards
National Road
Provincial Road
District Road
Local Road
Rural Cadastral
Rivers
Dams
Wetlands
Protected Areas
Kosi Bay
Manguzi
Boteler Point
Sihangwane
Phelandaba
Kwazamazam
Black Rock
Island Rock
Hully Point
Nhlazana
Sibayi
Gobey's Point
Tshongwe
Mbazwana
KwaNdongeni
Sodwana Bay
Jessel Point
Kilometers
3 1.5 0 3 6 9 12
SIBUKO SE AFRICA
DEVELOPMENT PLANNERS

C2.1.11 Land Cover and Grassland



The general vegetation type of the area is described as Maputaland Coastal Thicket. This vegetation type is said to be vulnerable to KZN province. According to KZN Wildlife vegetation classification, the province has an estimated 148,840 ha of this vegetation type of which 11.2% is protected. It is estimated that approximately 9.684% of this vegetation type in the province is completely transformed and a further 17.44% degraded. It is said that a total of approximately 73.25% of this vegetation type is still untransformed. In view of these statistics, this vegetation type is classified as vulnerable and therefore care need to bet taken in order protect its conservation significance in the province and in the country as a whole.

It is noted that a fairly large portion of this vegetation type within the project areas especially along the main roads and tracks is degraded or completely transformed. From this it can be seen that majority of the project area still have fairly untransformed Maputaland Coastal Thicket, which is said to be vulnerable. From this assessment also, it was noted that the Maputaland Coastal Thicket is dominated by grassland. Portions of this grassland are still in fairly good condition. The settlement activities in the area have resulted in a significant degradation of the vegetation especially within around Phelandaba and Mbazwana. This confers 'a reduced' conservation significance on the site. However, in terms of environmental legislation, development of any site greater than 1 hectare (whether in a suitably good vegetation condition or derelict), requires authorization from the Provincial Department of Agriculture and Environmental Affairs.

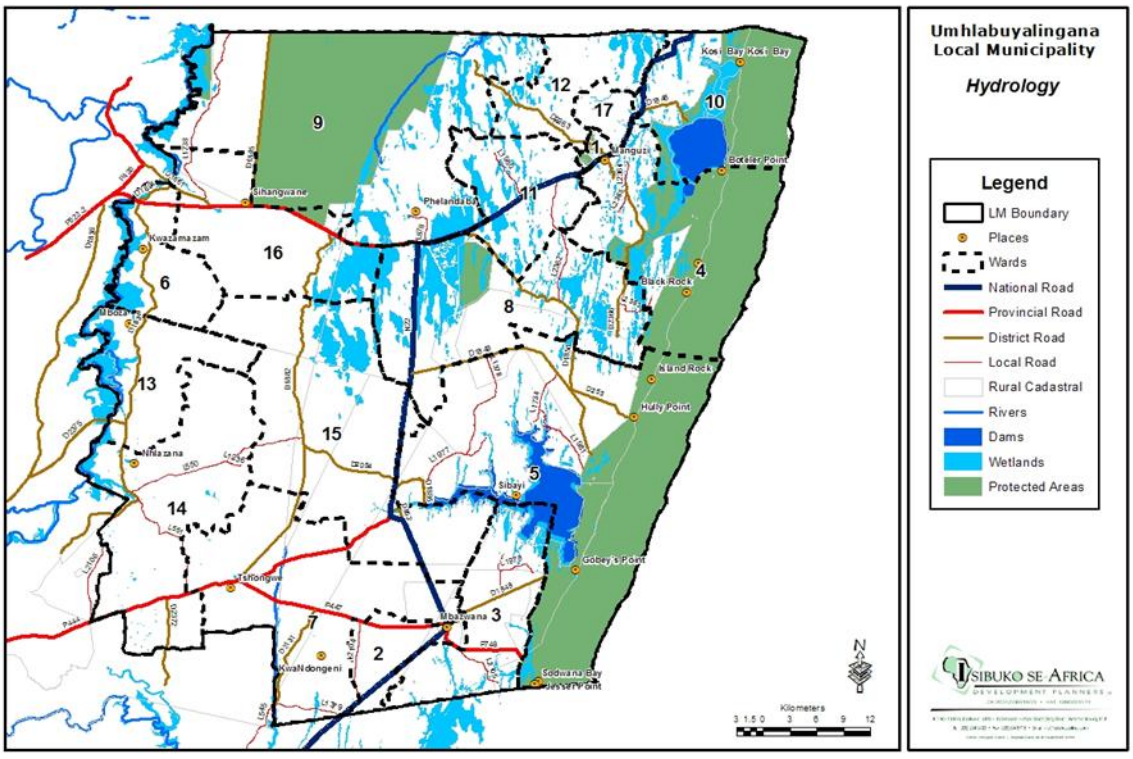
Given the status of the vulnerable vegetation at a municipal level, care needs to be taken in the planning of developments so that unnecessary disturbances would not occur on the untransformed thicket and grassland. Development of any untransformed or derelict area may be subject to an environmental impact assessment. The key environmental issues may be removal of vegetation if the

transformation or the size of the development is more than the allowed size in hectors and degradation of wetland vegetation and subsequent reduction in its functionality.

2.1.12 Hydrology

Umhlabuyalingana comprises16 different wetland types, including:

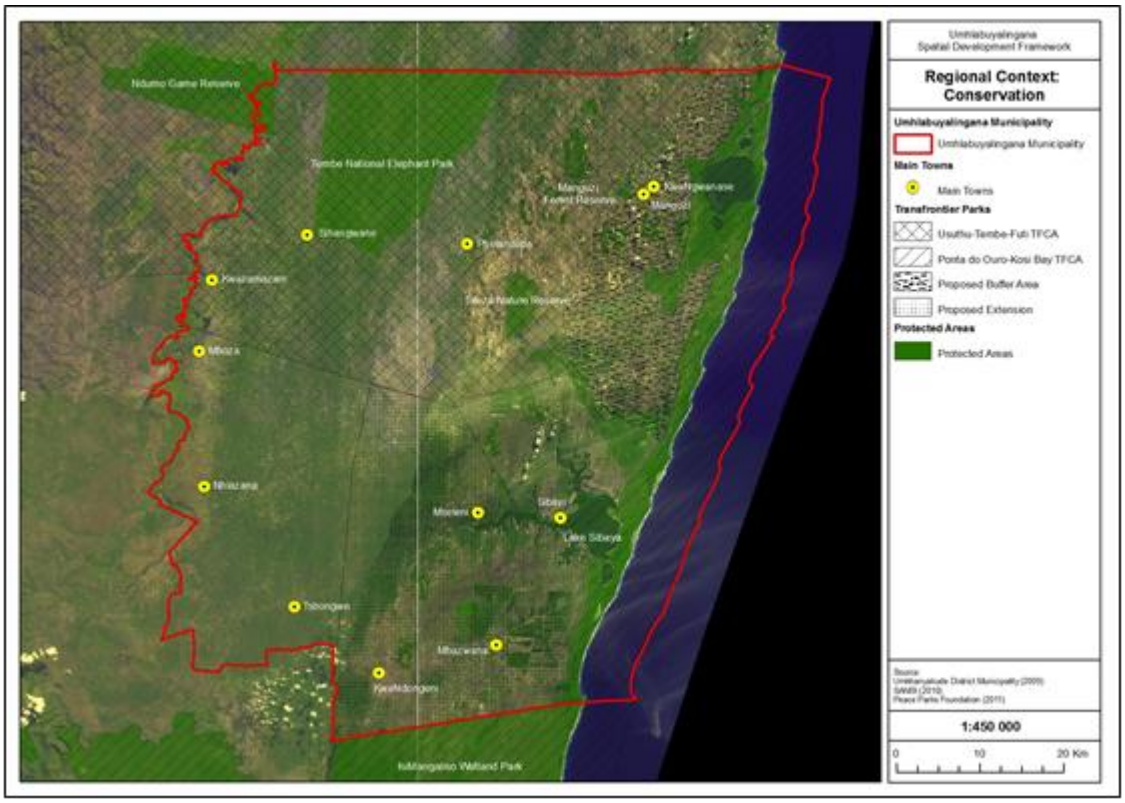
- Shallow marine waters
- Coral reefs
- Sand/shingle shores
- Estuarine waters
- Tidal mudflats, including intertidal flats and salt flats
- Salt marshes
- Mangrove/tidal forest
- Coastal brackish/saline lagoons
- Coastal fresh lagoons
- Deltas
- Freshwater lakes: permanent
- Freshwater lakes: seasonal/intermittent
- Saline/brackish lakes/marches: permanent
- Saline/brackish lakes/marches: seasonal/intermittent
- Freshwater marches/pools: permanent
- Freshwater marches/pools: seasonal/intermittent



2.1.12 Coastal Management

The coastal area of Umhlabuyalingana Municipality was proclaimed as a nature reserve in 1987. South Africa currently has 16 and by 2007 they total to 19 wetlands designated as wetlands of international importance in accordance with the Ramsar Convention, one of which is the Isimanagaliso wetland park system. The site is a Nature Reserve administered by the KZN Wild Life Under the communally owned land falling under the Tembe, Mabaso, Mbila and Mashabane Traditional Council.

Formally protected areas and TFCAs within and surrounding the Umhlabuyalingana Municipality



2.1.13 Spatial Environment

The following section presents a short description of each of the five formally protected areas within the UMhlabuyalingana LM.

1.1.1.1.1 Tembe Elephant National Park

The Tembe Elephant National Park is situated on the Mozambique border in close proximity to Ndumo Game Reserve[1]. The park is approximately 30,000 ha in extent and managed by Ezemvelo KZN Wildlife. The park is situated within the sand veld ecological zone and consists mainly of closed woodland and secondary thicket formation, with clumps of Sand Forest. The zone falls within a vegetation. This results in high diversity of birdlife (340 bird species). The park is also home to approximately 220 elephants, some of which are among the largest in the world. [2]

Manguzi Nature Reserve

The Manguzi Forest Reserve is situated on the outskirts of the Manguzi urban centre. The reserve is 237 ha in extent and managed by Ezemvelo KZN Wildlife. The reserve protects the last significant patch of KwaZulu-Natal Coastal Forest, an Endangered Ecosystem, to the north of Lake Sibaya. There are currently no facilities for visitors to the reserve.

Sileza Nature Reserve

The Sileza Nature Reserve is situated south-west of Manguzi. The reserve is 2,125 ha in extent and managed by Ezemvelo KZN Widlife. The reserve protects a large portion of Maputuland Wooded Grassland, which is classified as Vulnerable. There are currently no facilities for visitors to the reserve.

Tshanini Community Conservation Area

The Tshanini Nature Reserve is a community conservation area to the south of Tembe National Elephant Park. The reserve is approximately 3,000 in extent and managed by the local Tshanini community, with assistance from the Wildlands Conservation Trust[3]. The reserve largely protects areas of Tembe Sandy Bushveld and Sand Forest.

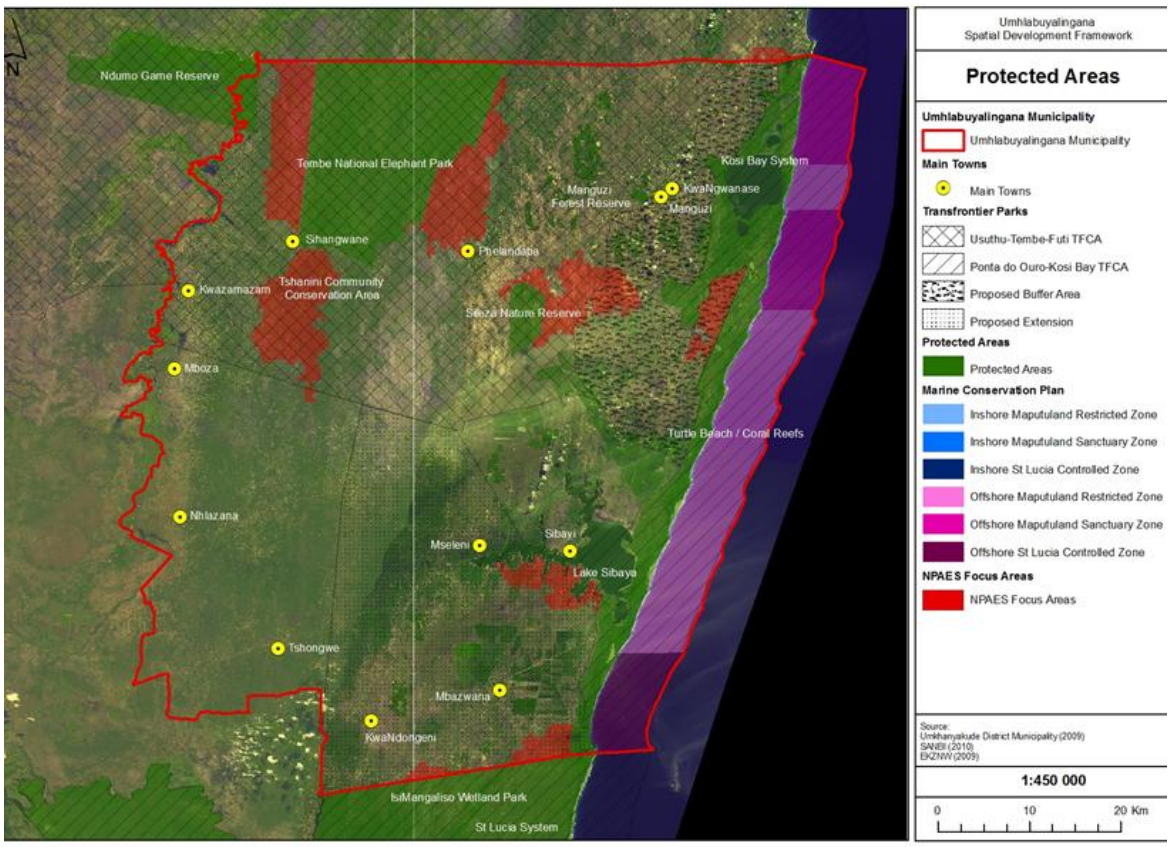
Ndumo Game Reserve

The Ndumo Game Reserve is a registered Ramsar Site which is situated on the Mozambique border. It is located at the confluence of the Great Usutu, which forms its northern boundary, and the Pongola River. The reserve is approximately 11,860 ha in extent and comprises a variety of ecosystems, including floodplain pans, wetlands, reedbeds, savanna and sand forest[4]. It has the highest bird count in South Africa with 430 recorded bird species. This includes several aquatic species, such as Black Egret, Pygmy Geese, and Pelicans, as well as several species of interest, such as the Pell's

Fishing Owl, Broadbill, and Southern Banded Snake Eagle. The reserve is home to a number of game species, including Nyala, Bushbuck, Impala, Red Duiker, Suni, Black and White Rhino, Hippopotamus and Crocodiles.

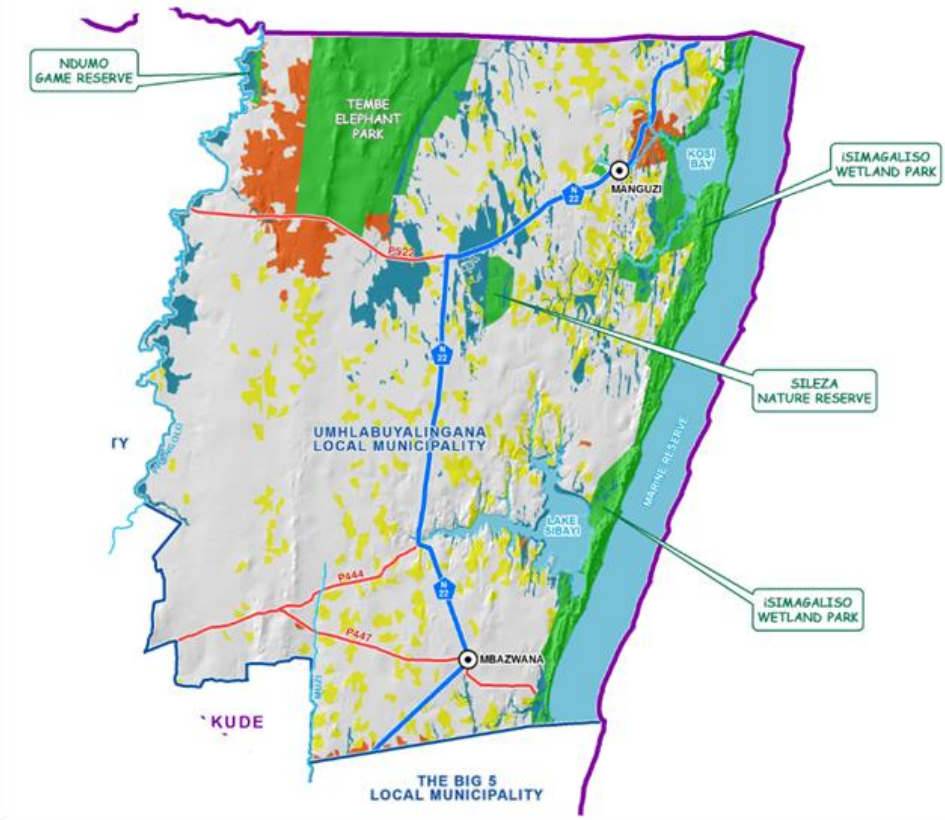
ISimangaliso Wetland Park

The ISimangaliso Wetland Park is South Africa's first UNESCO World Heritage Site. The 332,000 ha park contains three major lake systems, most of South Africa's remaining swamp forest, Africa's



largest estuarine system, 526 bird species, and 25,000 year old coastal dunes. The park also includes an extensive Marine Reserve which protects 190,000 km of the South African coastline. There are also four RAMSAR sites, namely the Kosi Bay System, Turtle Beaches / Coral Reefs, Lake Sibaya, and the St Lucia System within the park.

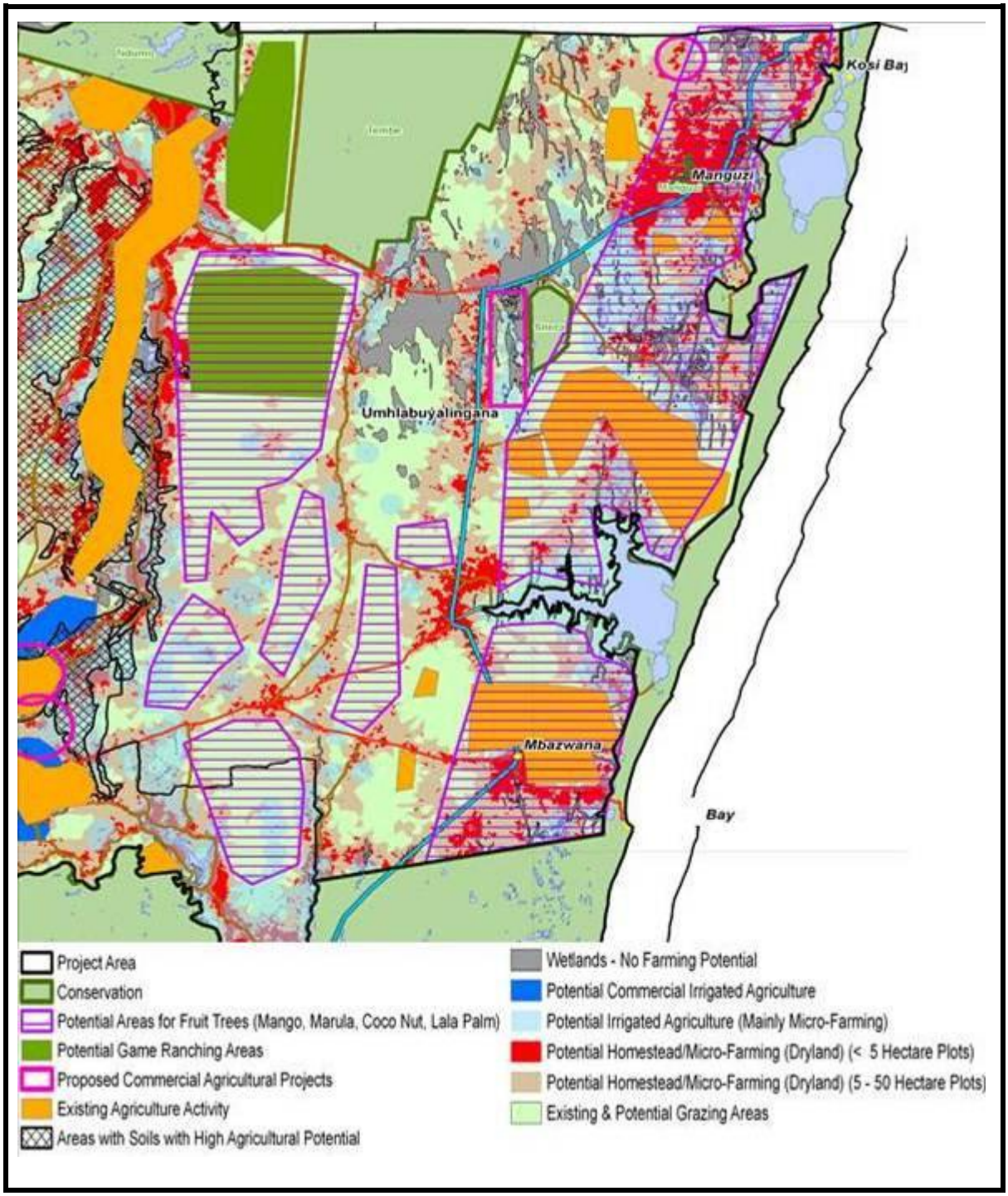
2.1.14 Environmental Sensitive Areas Map



- The environmentally sensitive corridor along the coastline in the eastern part of the Municipality (mainly the iSimangaliso Wetland Park);
- The Makhathini flats along the Pongola River, which forms the western boundary of the Municipal area;
- The Tembe Elephant Park between the P522 provincial road and the Municipality's border with Mozambique, in the north-western part of the Municipal Area.

2.1.15 Agricultural Potential Areas Map

Figure 7: Agricultural potential in Umhlabuyalingana LM (Source: Urban-Econ, agricultural potential map - Makhathini Integrated Development Plan 2007)



Agriculture is one of the two key drivers of economy in Umhlabuyalingana LM, the other being tourism. The majority of the population in Umhlabuyalingana LM is involved in these two sectors.

Agriculture in the municipality is based on commercial agriculture and consumption agriculture which is directed towards meeting consumption needs the population.

The Umhlabuyalingana LM consists of 9 bio resource units. It has fairly flat land with good soil conditions with weather conditions that influences the agriculture production in this municipality. The Umhlabuyalingana LM also falls under the Makhathini Flats area which is also characterized by its flat land and rich soils which make it suitable for agricultural production. Commercial farming has become a key area where investment has been directed in the Makhathini Flats and there has been much focus on development and job stimulation in the agricultural sector in this area.

The Makhathini Integrated Development Plan is one such programme that is being implemented the area which is focused on the provision of agricultural infrastructure to optimize opportunities for crop and animal production in the Makhathini Flats. Although this programme started in the 2009/2010 financial year, efforts for infrastructure development intensified in the 2010/2011 financial year. According to the MEC Johnson's Budget Speech (2011)1 .the main infrastructure projects supported in 2010/2011 include improvement of farm access roads, refurbishment of pumps and irrigation infrastructure, construction of drainage canals and construction of livestock centres in Jozini and Umhlabuyalingana Municipalities. Improvement of irrigation infrastructure will stop water-losses due to leaking pipes while the construction of drainage canals will address water logging currently affecting 2500 ha. Livestock centres aim to support livestock farmers in the Makhathini Flats to improve animal production and enhance local economic development. Implementation of these infrastructure projects created 192 job opportunities for the local people.

The agricultural potential of the land varies throughout Umhlabuyalingana LM; where 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.

Agricultural development in areas in Umhlabuyalingana LM that have a high agricultural potential are hindered by the limited availability of land due to the sandy nature of the soils, by the settlements present in these areas and the fact that these areas often fall within the environmentally protected spaces of the municipality.

Access to water resources also plays an important role in both commercial and consumption agriculture and determines what types of crops that can be grown and where it can be grown. The limited and lack of access to water can further hinder development in the agricultural sector. The major surface water resources in Umhlabuyalingana LM are as follows.

- The Pongola River- which provides opportunities for irrigation along the Pongola floodplains. It is also evident that the Pongola floodplains has been a draw card for settlements that have settled informally and have increased in density in areas close to the floodplains which reinforces the fact that people are dependent on natural resources for their survival in the Umhlabuyalingana LM.
- Usuthu River which runs along the north-western boundary of Umhlabuyalingana LM.
- The coastal fresh water lakes and swamps which includes Lake Sibaya and Kosi Bay

Water sources, in the form of large water bodies, reside on the peripheral ends of the Municipality and include areas such as the Kosi lake system, Lake Sibaya, Bhangazi and the St Lucia system[13]. In recent years efforts have been made to improve the irrigation systems in the Makhathini Flats area however research has indicated that the lack of reliable sources of water for irrigation poses a major constraint on commercial agriculture projects such as the Mboza groundnuts project.

The predominant and forms of agricultural activities that take place in Umhlabuyalingana can broadly be categorized as follows:

- Homestead and community gardens dominated by the production of fresh vegetables.
- Crop production systems (groundnuts, maize, cassava, cowpea, taro (amadumbe), sweet potato (red, white & yellow), jugo (izindlubu and sugar beans).
- Forestry Plantations (pine and eucalypt);
- Livestock farming; and
- Commercial forestry plantations

There is evidence of commercial forestry plantations that are located at Mbazwana and Manzengwenya along the coast. Although the predominant commercial agriculture activities are limited to the production of cashew nuts, ground nuts and a few other niche products is poorly developed, there is potential to expand and this is dependent on a number of factors such as improving the accessibility to water, access to defined blocks of land that are designated to agricultural activities, etc. As consumption agriculture is important activity in the Umhlabuyalingana LM area, community garden initiatives have been established in Umhlabuyalingana LM and play an important role in alleviating poverty and ensure food security. The community gardens are the important generators for fresh vegetables in the area that is directed toward consumption needs. However, the poor design of these community gardens have resulted in a number of problems such and range from lack of infrastructure and funds to group dynamics

Production systems are considered to include the activities that are coordinated either by the government or private companies and such activities in Umhlabuyalingana include the production of:

- Cotton which is concentrated mainly in the Makhathini Flats area;
- Pineapples which are in a process of being introduced in the Umhlabuyalingana;
- Ground nuts;
- Essential oils;
- Honey
- Cashew nuts.

Households involved in consumption agriculture are involved in the production of a range of crops for household consumption which includes crops such as maize, amadumbe, sweet potatoes, etc. The type of crops grown in the various households throughout Umhlabuyalingana is again dependent on accessibility water resources and the type of soil conditions. Research has indicated that there is potential to commercially produce these crops but this is dependent on technology and the supply of

water, for example, the provision of water irrigation systems. Livestock production also forms an integral part of community activities that ensure food security and also as an income generating resource includes livestock such as chickens, cattle and goats.

2.1.16 Agricultural Projects and Potential Areas for Agricultural Development

The areas for potential agricultural development in Umhlabuyalingana LM. it is evident that the full potential of the agricultural sector has not been fully realized in Umhlabuyalingana as the areas of existing agricultural activities is small in comparison to the areas that have agricultural potential. It is evident that Umhlabuyalingana has the opportunity to expand its agricultural sector in the following areas:

- Fruit tree farming - fruits that can be grown in the municipality include mango, amarula, coconut and lala palm
- Game ranching - such a development can impact on both the agriculture sector and the tourism sector.
- Irrigated farming
- Homestead farming in areas that have plot sizes of less than 5 hectares
- Homestead farming in areas that have plot sizes of between 5 and 50 hectares

2.1.17 Cashews Nuts Project and Its Spin-Offs

Cashew nuts is an important part of the commercial agriculture sector in Umhlabuyalingana and it is grown in the areas around Umhlabuyalingana LM where the soils are most favorable. Cashew nuts have been in production in the Maputaland area since the 1980.s and began as part of a research project the Industrial Development Corporation. A joint partnership with Ithala Development Corporation was formed and Coastal Cashew (Pty) Ltd. Was established. In 1994 the scheme of this venture under Coastal Cashew (Pty) Ltd was extended into Manguzi in 1994 to include and is still in operation today. The development of the cashew nut out grower block has stimulated development and interest in other agricultural production initiatives for the Umhlabuyalingana LM and surrounding areas in the Maputaland region which includes:

- Essential oils
- Peanuts
- Honey
- Cashews
- Ground nuts

2.1.18 Ground Nuts

The favorable coastal climate and sandy soils increases the potential for ground nuts production in the Maputaland area. Ground nuts projects have currently been established in Umhlabuyalingana LM where large tracts of land have been made available for this type of projects in areas such as Mboza.

2.1.19 Bee-Keeping and Honey Production Activities

According to the MDIC (2012) bee keeping and honey production activities have been exclusively practiced the community in the forests that are owned by Sappi and Mondi in the Umhlabuyalingana LM. The MDIC further indicates that .honey production can be a lucrative business venture for community development [as] it has very little initial capital cost, little management is required [and it] promotes the retaining of indigenous trees in the area. It is ideal for resource poor farmers, as it requires low cost technology, minimum infrastructure and no land ownership. Eucalyptus trees provides excellent source for pollen and these are found extensively in the [uMkhanyakude] District and another opportunity exists in the natural forests in the game parks.

2.1.20 Palms

Umhlabuyalingana LM is notable for the prolific growth of palms in this area. These palms are used by the local people for the manufacturing of handcrafts, while a significant quantity of the palm fronds (in particular the Lala Palm) is exported to other regions for use by craft workers. The sap of Wild Date Palm, and in particular the Lala Palm is used for the production of palm wine. The over-harvesting of palm could be a problem but current controls and active planting of palms are ensuring their sustainability. However, sale of palm material for craftwork outside of the district should be restricted.

2.1.21 Constraints and Limits to the Development of the Agricultural Sector

A number of constraints that impede or limit commercial agricultural development in Umhlabuyalingana LM were identified in Umhlabuyalingana LM. Local Economic Development Strategy in 2007 and includes, but is not limited, to the following:

- Access to adequately sized agricultural land is limited. Dispersed settlement patterns with no formal defined areas designated for agricultural production further limits agricultural production activities as well as access to sufficient land in areas under traditional leadership is limited. Settlements which are dense also occur primarily in high potential agricultural areas, limiting land availability for agricultural activities.
- Land Claims - large portions of land under state authority cannot be developed until land claim issues are resolved. This is largely limited to the coastal forestry reserve and the Pongola flood plains.
- Management and control of communal grazing areas for livestock. The management and stock of communal grazing land is difficult. This is largely due to overstocking of livestock in some areas which leads to the degeneration of land, the land that is available for grazing is not managed or maintained, livestock are often not contained in a specific area and their movements are not controlled and negatively impact on other areas such as croplands and conservation areas.
- Consumption agriculture - Food security is naturally the prime motivation for crop selection and general agricultural practice. The change to producing a commercial cash crop has real risks associated with it, and it is difficult to overturn the habits and rituals of many generations. Way of minimizing risks and appropriate ways of introducing commercial ventures into the areas where consumption agriculture is practiced need to be employed.

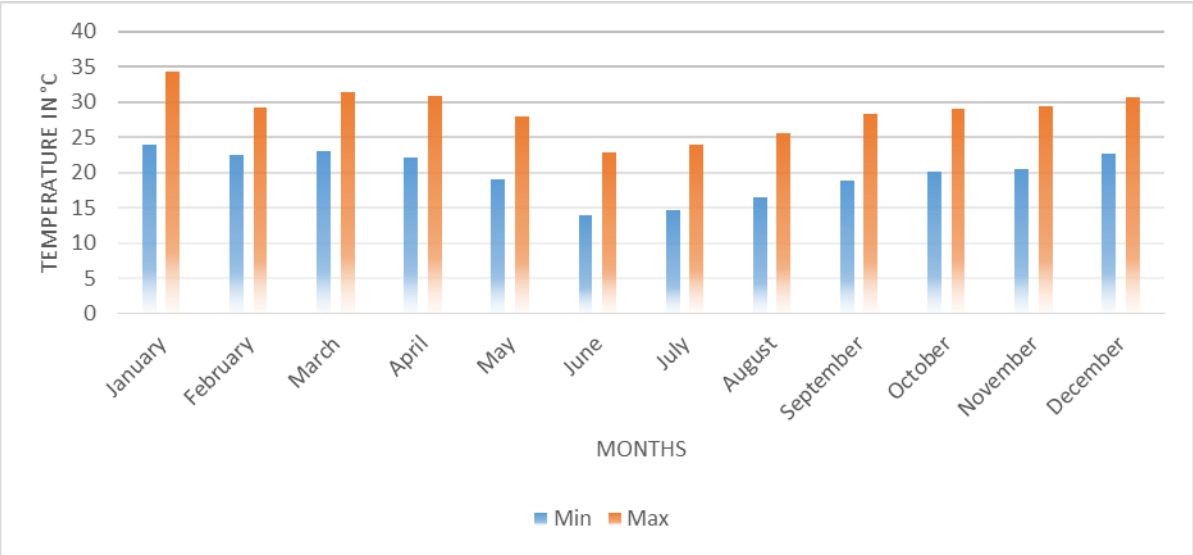
- Technical and financial support there is a lack of technical expertise and knowledge where the production of high value cash crops or niche market products is required.
- Lack of sector strong organization. Although farmers groups do exist, and some activities such as ploughing may rely on the sharing of resources, there are generally not strong and effective agricultural organizations within the tribal areas. This denies the farmers benefits that could be derived from joint buying of seeds or fertilizer's, collective use of machinery, collective marketing and transport strategies.
- Inadequate Processing and Storage Facilities. Processing and storage facilities are absent or lacking within Umhlabuyalingana LM, especially if high valuable, perishable and/or produce requiring processing is required. This is particularly so in the more remote, north eastern parts of the area, where the conditions are most conducive to tropical fruit production and aquaculture, where these facilities would be in the most demand (PS2 Consortium 2001:78 in Umhlabuyalingana LM 2007).

2.1.22 Air Quality

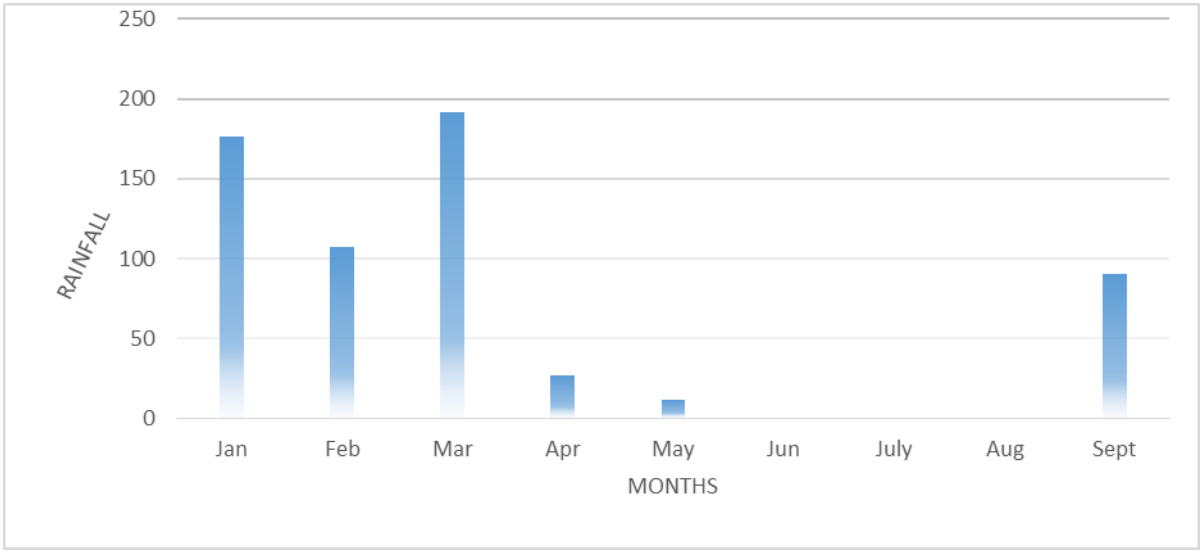
There is no data for air quality and will be incorporated during 2017/18 financial year.

2.1.23 Climate

The climate condition of Umhlabuyalingana Municipal area is always warm and humid and is normally frost free.

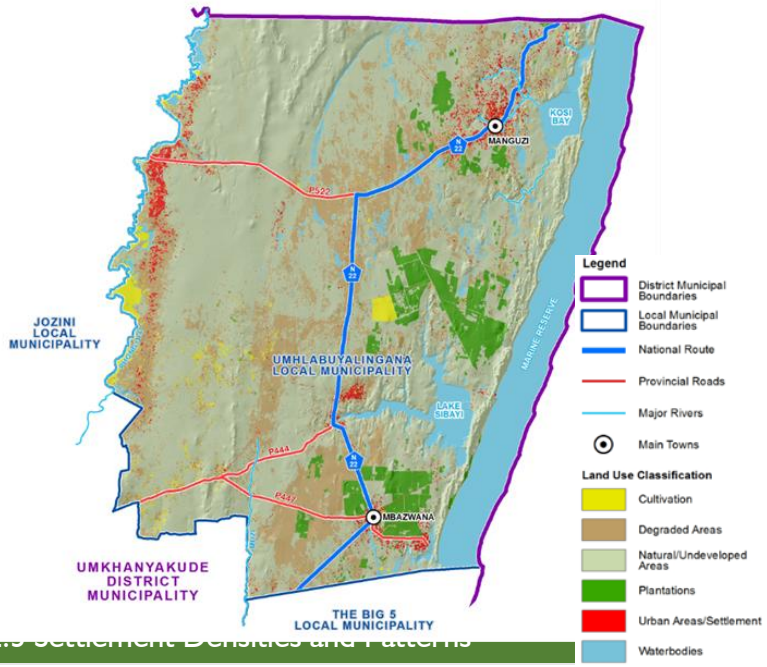


The graph indicating a rainfall recorded from January to December 2011



2.1.24 Desired Spatial Form and Land Use

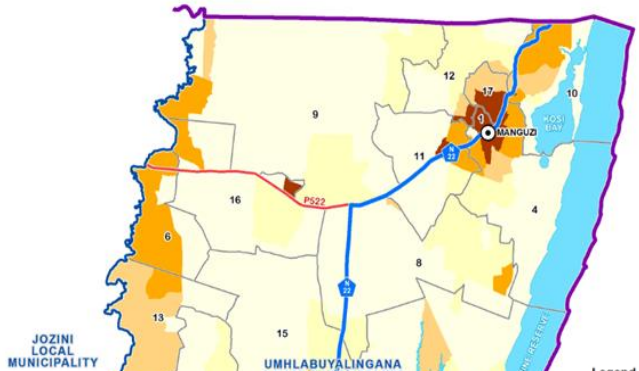
2.1.25 Land Use Map



Please note that the Marine Reserve is included in the area calculations

- The uMhlabuyalingana Municipal area is dominated, from a land use perspective, by undeveloped natural areas (58% or 2553km^2)
- Degraded areas (dongas, overgrazed areas, etc.) accounts for 17.8% (or 784km^2) of the total area of uMhlabuyalingana – mainly along the central part of the Municipality
- 1.9% (or 83km^2) of the total area of the uMhlabuyalingana Municipal area is utilised for cultivation purposes. Cultivation mainly occurs along the fertile flood plain of the Pongola River.

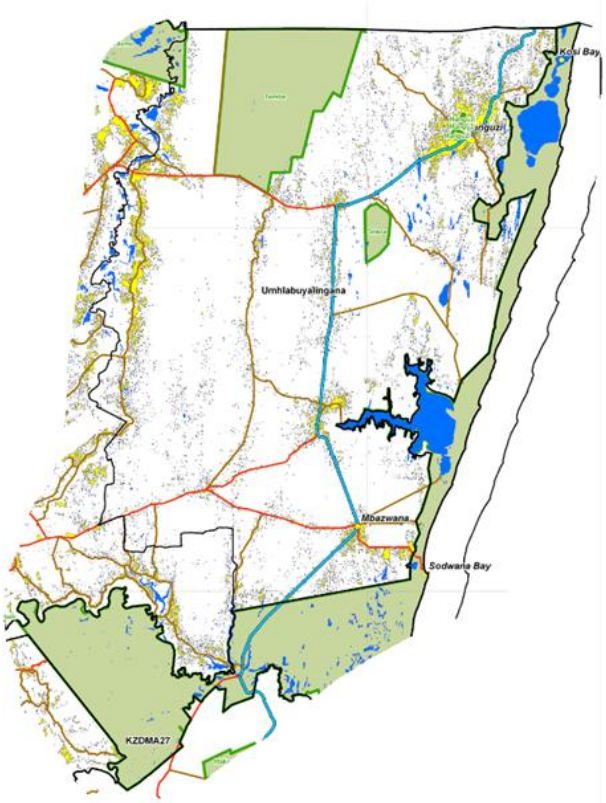
2.1 Settlement Densities and Patterns



Please note that the statistics are dated, i.e. 2001 Census.

- Population Densities are higher, in comparison to other areas within the Municipality, in the areas immediately surrounding the Manguzi and Mbazwana nodes.
- The areas adjacent to the Pongola River are also relatively densely settled.
- Large tracts of the municipal

2.3.1 Settlement Pattern and Household Distribution

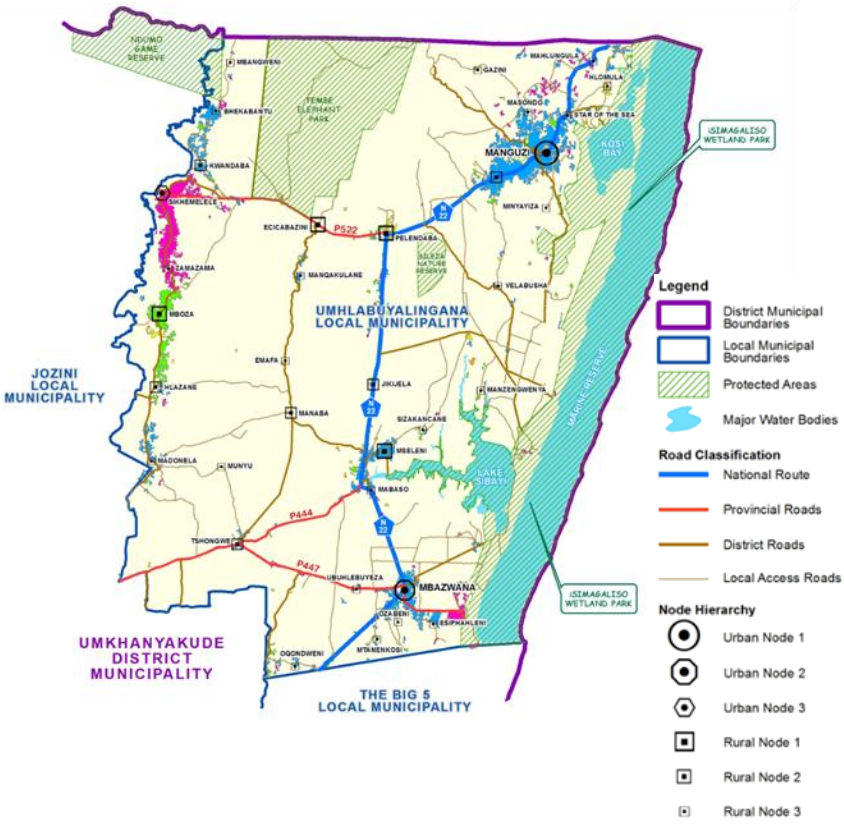


- The distribution of households is mainly along the road infrastructure, particularly along D1834 – a gravel road that runs from south to north all along the Pongola River Floodplain and the western boundary of the uMhlabuyalingana Municipal Area.
- Concentrations of households are event around the nodes of Manguzi, Mbazwana and Mseleni, as well as along the P447 between Mbazwana and Sodwana Bay.
- Very few households, at low densities, are visible in the Central areas of the Municipal Area.
- Denser scattered settlement (still at very low densities) is evident to the north of Manguzi Node, up to the Municipality's northern boundary with Mozambique.

Project Area
Local Municipalities
Towns
National Roads
Provincial Roads
District Roads
Water Bodies
Conservation
Settlement Clusters (DLA 2007)
Households (DLA)

2.3.2 Existing Nodal & Corridor Hierarchy

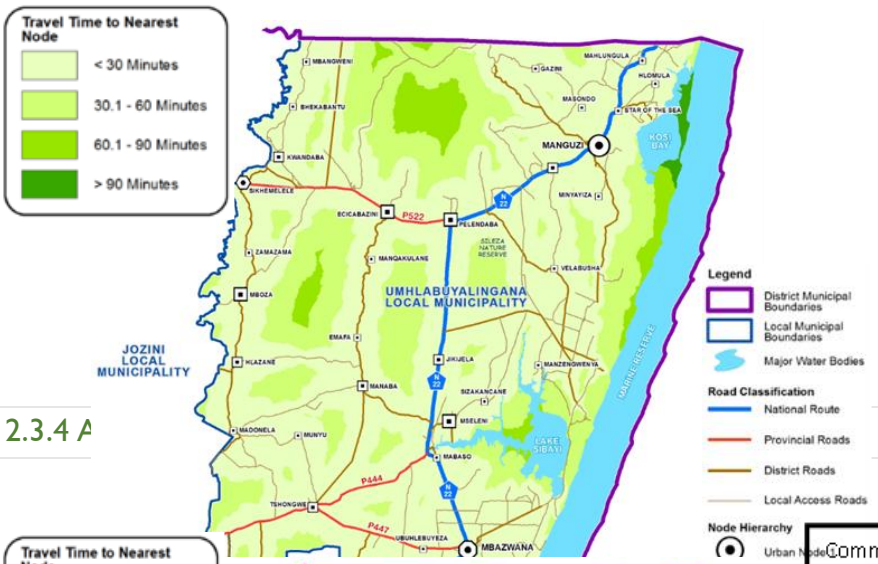
Map: Existing Nodal Hierarchy (as well as Number of Households per Ha)



The existing Nodal Hierarchy within the boundaries of the uMhlabuyalingana Municipal Area is as follows:

Node Classification	Name of Node
Urban Node 1	Manguzi
Urban Node 2	Mbazwana
Urban Node 3	Sikhemelele
Rural Node 1	Mboza
	Pelendaba
	Ecicabazini
	Mseleni
Rural Node 2	Kwandaba
	Hlazane
	Tshongwe
	Manaba
	Jikijela
Rural Node 3	Mahlungula
	Gazini
	Hlomula
	Masondo
	Minyayiza
	Velabusha
	Manzenggwenya
	Sizakancane
	Mabaso
	Ubuhlebuyeza
	Oqondweni
	Mtanenkosi
	Ozabeni
	Esiphahleni
	Emafa
	Munyu
	Madonela
	Manqakulane
	Bhekabantu
	Mbanweni

2.3.3 Access to all Nodes (urban and rural)



Community access to Nodes (inclusive of all nodes – from Urban Node 1 to Rural Node 3) are very good, i.e. less than 30 minutes by Public Transport.

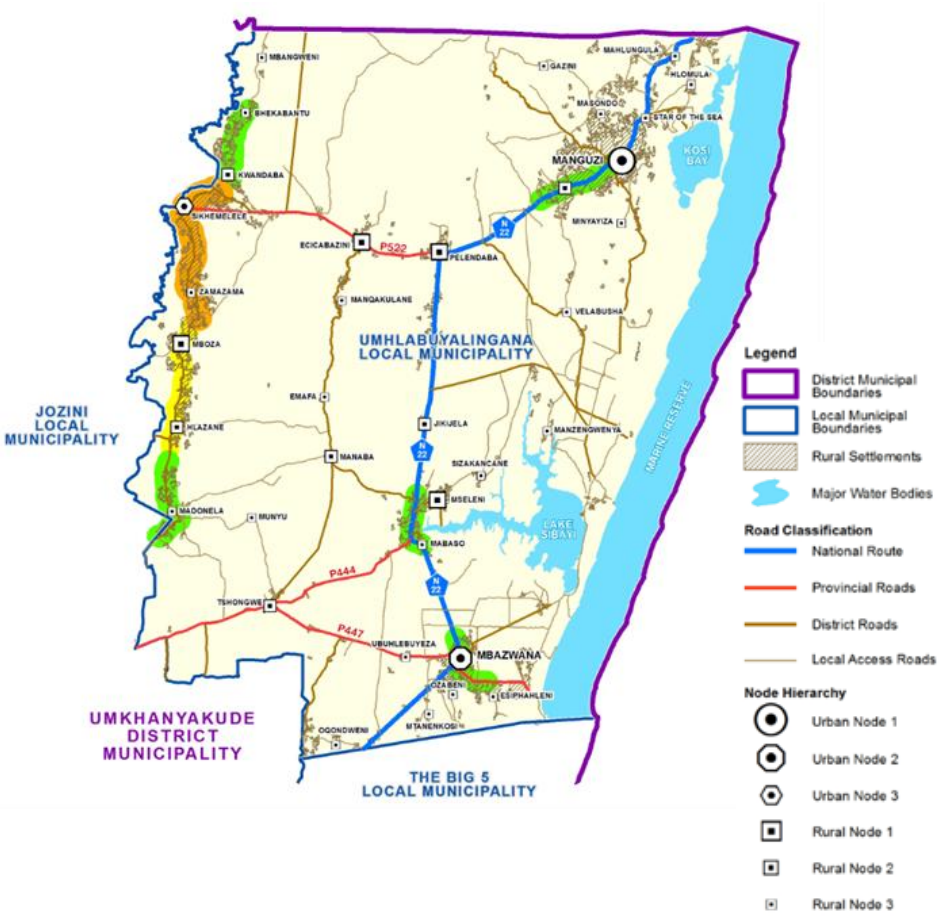
The only areas where access seems to be problematic are the rural area between the nodes of Mboza and Emafa (these areas are basically vacant from settlement), as well as the area north of Ecicabazini, i.e. the centre of Tembe Elephant Park.

Accessibility to nodes, as set out in the adjacent map, might be misleading, since whilst accessibility might be good, services and facilities at most of these nodes (particularly Rural Node 3) are limited.

2.3.4 A

Community accessibility to Urban Nodes only (Manguzi, Mbazwana and Sikhemelele) is considered moderate. For the majority of people in the Municipal area, it takes some 30 to 60 minutes, by public

2.4 Settlement Corridors



Three Settlement Corridors have been identified, which might well become investment corridors.

What is clearly evident is the fact that the highest settlement densities are along the Pongola River floodplain and the D1834 District Road (graveled). It is assumed that the reason for this is that people want to settle where subsistence farming can be practiced, i.e. where the opportunity to survive, through the production of food, is greatest.

There is also evidence of two settlement corridors on the N22 National Road, i.e. between Mseleni and Mabaso Nodes in the south and a 10km strip before Manguzi Node.

2.5 Cross Cutting SWOT Analysis

STRENGTHS	WEAKNESSES

▰ Approved SDF identifying all the nodes within the municipality ▰ Approved Land Use Management Scheme for Manguzi Area ▰ Precinct Plans zooming on the nodes that has been identified by the SDF	▰ Non-efficient and co-ordinated use of land ▰ Poor response with regard to public involvement in the implementation ○ of the Land Use Management Scheme and Land Management ▰ Rapid increase of illegal developments within the nodes ○
OPPORTUNITIES	**THREATS**
▰ SDF to provide for more organized Land Use Management ▰ Scheme to provide for a legal framework in which Land Use Management operates and standardize zones and district which will apply throughout the municipality	▰ Rife increase in illegal developments ▰ Non responsive from public with regards to Planning Development Legislation

2.6 Disaster Management Status Quo in Umhlabuyalingana

Introduction

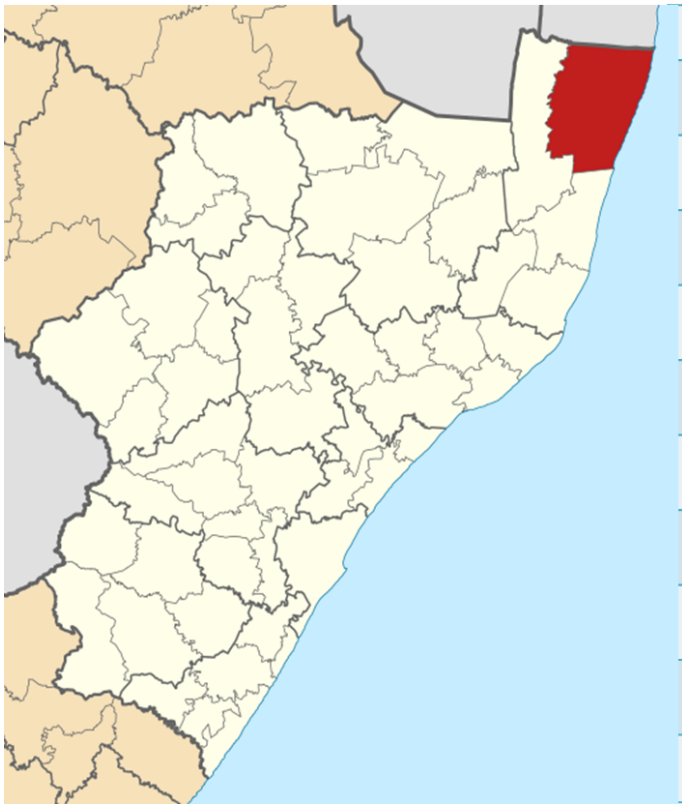
The municipal Integrated Development Plans (IDPs) are reviewed and updated annually to ensure relevance. Each unit, sector or municipal entity is required to give its input to a broader IDP to be implemented during a particular financial year in terms of planned programmes, targets and the budget thereof. Hence this document outlines the input from Umhlabuyalingana Disaster Risk Management Centre, mainly focusing on Disaster Risk Reduction (DRR) programmes and strategies planned for the financial year 2015/2016, as well as the response and recovery mechanisms.

Background

Section 53 of Disaster Management Act No. 57 of 2002 "DM Act" requires each municipality to prepare a **Disaster Management Plan** according to the circumstances prevailing in its area. Besides requirements of the DM Act, Section 26 (g) of the Municipal System Act No. 32 of 2000 also requires Municipal Disaster Management Plans to form an integral part of the municipality's **Integrated Development Plan (IDP)**.

uMhlabuyalingana Local Municipality is extremely rural, with informal settlements at Mbazwana and Manguzi. The area is influenced by the influx of people who migrate from Swaziland and Mozambique. The major structuring elements of the uMhlabuyalingana Municipality are the Pongola River along the western boundary, the road from Sikhemelele to Manguzi (east-west linkage), and the recently completed road (MR22) from Hluhluwe. The municipality consists of a number of District Management Areas (DMAs), which fall under the municipal jurisdiction of the uMkhanyakude District Municipality, as well as the urban settlements of Manguzi, Mbazwana, Mseleni, Sikhemelele and Mboza. The DMAs are located along the northern, eastern and southern boundaries of the municipality (Local Government, 2015). Table 1 indicates the demographics and locality map of the municipality

Table 1: uMhlabuyalingana Locality Map and Demographics



DEMOGRAPHICS	
Population	156 736
Number of Households	33 857
Area km²	4 402km²
Number of Wards	17
Formal Dwellings	57.70%
Dependency Ratio	82.50 Per 100 (14 - 64)
Unemployment Rate	53.90%
Average Household Size	4.50
Female Headed Households	58.90%
Source: Statistics SA (Census 2011)	

The Disaster Management Act No. 57 of 2002 requires the uMhlabuyalingana District Disaster Risk Management to take the following actions:

- To prepare a Municipal Disaster Risk Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players;
- To co-ordinate and align the implementation of its Municipal Disaster Risk Management Plan with those of other organs of state, institutional and any other relevant role-players; and
- To regularly review and update its Municipal Disaster Risk Management Plan (refer to Disaster Management Act No. 57 of 2002 - Section 48).

The Municipal Disaster Risk Management Sector Plan should:

Form an integral part of the Municipality IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,

- Anticipate the likely types of disaster that might occur in the Municipality area and their possible effects,
- Identify the communities at risk, at a ward level.
- Provide for appropriate prevention, risk reduction and mitigation strategies,
- Identify and address weaknesses in capacity to deal with possible disasters,
- Facilitate maximum emergency preparedness,
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. These Standard Operation Procedures (SOPs) will also form the basis for a more comprehensive disaster response.
- Incorporate all special Hazard / Risk-specific and Departmental DRM Plans and any related emergency procedures that are to be used in the event of a disaster. These will provide for :

    a) The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
    b) Prompt disaster response and relief;
    c) Disaster recovery and rehabilitation focused on risk elimination or mitigation;
    d) The procurement of essential goods and services;
    e) The establishment of strategic communication links;
    f) The dissemination of information.

Purpose

The Municipal Disaster Risk Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002 and Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000.

Fundamentally, the identified disaster risk reduction activities must be integrated and aligned with the main activities contained in the municipal IDP. Hence the purpose of this Disaster Risk Management Sector Plan is to outline approach and procedures for an integrated and co-ordinated disaster risk management in the district that focuses on:

- Preventing or reducing the risk of disasters;
- Mitigating the severity of disasters;
- Emergency preparedness;
- Rapid and effective response to disasters; and
- Post-disaster recovery.

This Disaster Risk Management Sector Plan is intended to facilitate multi-departmental, multi-agency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions.

New Approach to Disaster Management

Until recently, the approach to Disaster Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric syndrome to holistic and integrated approach with emphasis on prevention, mitigation and preparedness.

Since 1994 the South African government's approach to dealing with disasters has changed significantly (NDMC, 2008). The change in legislation governing disasters prior 1994 was driven by several factors. One of the main reasons was the need to bring the law into the modern era so that it would be in line with international best practice in the field of disaster risk management. In addition, the government intended to systematically mainstream disaster risk reduction into developmental initiatives at national, provincial and municipal levels.

The uMhlabuyalingana Disaster Risk Management Centre approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks.

The uMhlabuyalingana Disaster Risk Management Centre is the custodian of the Municipal Disaster Risk Management Plan. Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Service's / Entity's Disaster Risk Management plans. Along with the various specific Hazard DRM Plans, the Service / Entity Disaster Risk Management Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

Key Performance Area 1

The objective is to establish integrated institutional capacity within the District to enable the effective implementation of disaster risk management policy and legislation.

Institutional Capacity for Disaster Risk Management

Municipal Disaster Management Centre

UMhlabuyalingana has not yet constructed a disaster management centre.

Municipal Disaster Risk Management Policy Framework

As required by Section 53 of the Disaster Management Act No.57 of 2002, the applicable Municipal Disaster Risk Management Policy Framework was developed in 2008 and is line with ethos of the National Disaster Risk Management Policy Framework of 2005

Municipal Disaster Management Plan

As required by Section 53 of the Disaster Management Act No.57 of 2002, the applicable Municipal Disaster Risk Management Plan was developed in 2008. The hazards and disaster risk are dynamic hence various methods have been used to ensure that the accurate risk profile of the district is known.

Capturing and keeping of incidents or disaster data is one of the methods that have been employed to ensure that the spatial location of prevailing hazards and risks are well known particularly at a ward level.

The municipality has used this scientific method to understand and spot the spatial or geographic locating of hazards and associated risks and for the purpose of designing specific disaster risk reduction activities that are targeting affected communities.

Municipal Disaster Management Inter-Departmental Committee

Internally, the portfolio committee that deals with matters relating to Disaster and Disaster Risk Management is functionally and meets every month or as in when necessary.

District Disaster Risk Management Practitioners Meeting

The Municipality is actively involved in the District Disaster Risk Management Practitioners Meeting. The main objective of these meetings that are held on quarterly basis or when necessary is to share experiences, best practices and to ensure capacity development as well as uniform approach as envisaged by disaster management legislation and policy.

Municipal Disaster Management Advisory Forum (DMAF)

The Local Disaster Management Advisory Forum is functional and held quarterly or as in when necessary. The District DMAF is a fundamental structure that gives platform for interaction of all relevant role-players responsible for disaster risk management in the district.

Key Performance Area 2

A disaster risk assessment, supported with good monitoring systems, is essential for effective disaster risk management and risk reduction planning.

Disaster Risk Assessment

2.7 List of Priority Risks (Hazards)

The uMhlabuyalingana Municipality just like any other municipality in the Province is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard. Below is a list of priority hazards that are affecting the Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Table 1: Priority hazards identified at Umhlabuyalingana Municipality.

HAZARDS	LOCATION

1. Severe weather conditions:	
a. Lightning	All 18 Wards
b. Strong winds	All 18 Wards
c. Hail	All 18 Wards
d. Heavy rain	All 18 Wards
e. Extreme temperatures	All 18 Wards
2. Fire	All 18 Wards
3. Accidents (MVA)	Mainly along R22, P748, P522 & P447
4. Drought	All 18 wards
5. Foot & mouth diseases	Wards 6; 8; 9; 10; 11; 12; 16
6. Communicable diarrheal diseases	All 18 wards
7. Malaria fever	All 18 wards
8. River/Sea drownings	Wards 3; 5; 6; 8; 9; 10; 13
9. Elephants crossing border from Mozambique	Wards 9; 10; 12

Key Performance Area 4

The objective is to ensure effective and appropriate disaster response and recovery by:

- implementing a uniform approach to the dissemination of early warnings in the district;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

2.8. Municipal Capacity in terms of Response and Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors.

Preparedness levels shall be kept high all the times through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign programmes as well as through the media and other methods.

Ward Councillors, Ward Committees, Traditional Leadership, CDWs and Volunteers will be utilized to carryout response and recovery activities.

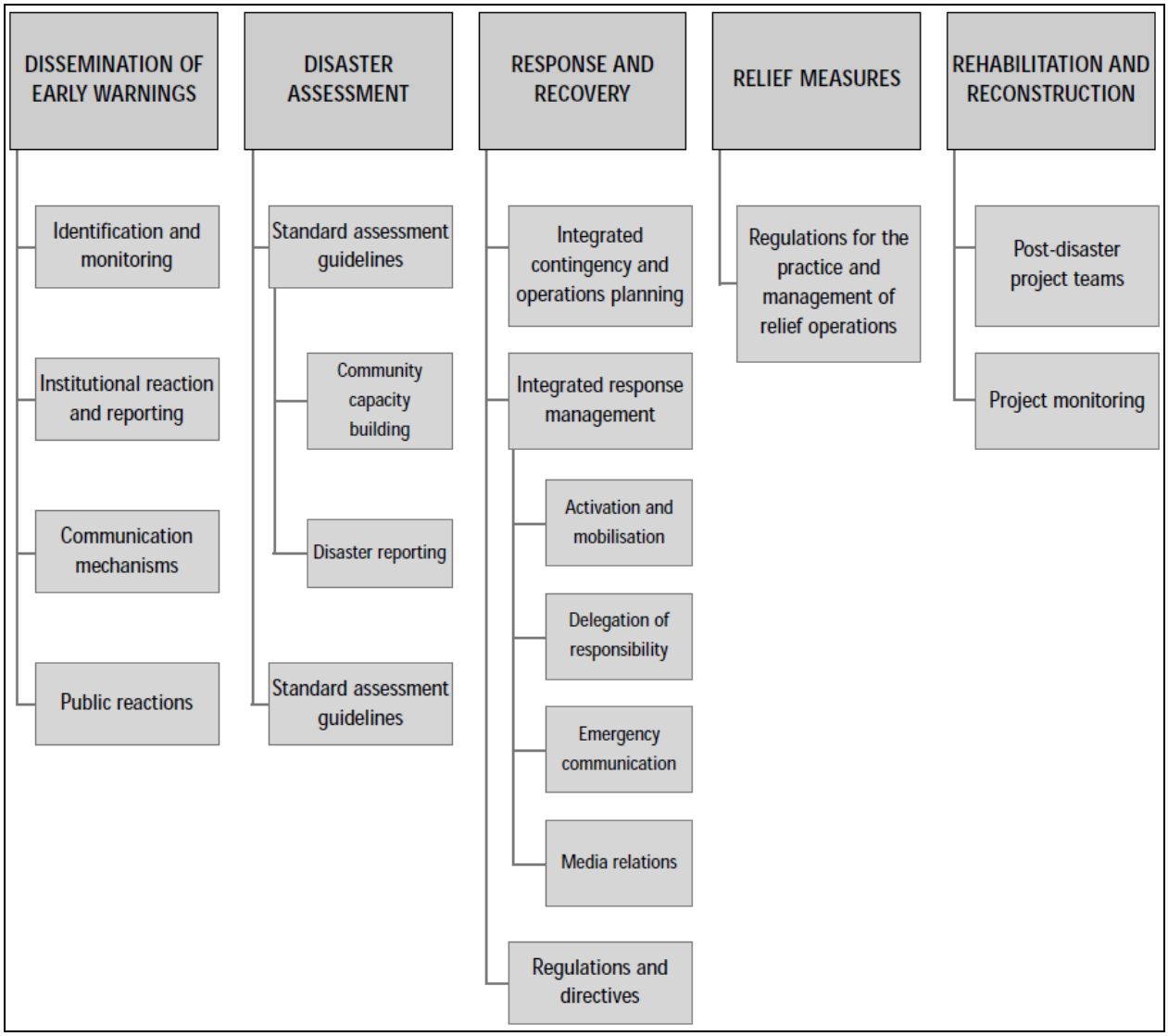


Figure 1: District Disaster Response and Recovery Framework

7.2. List of relevant stakeholders in Response and Recovery

The following is the list of relevant role-players in disaster response and recovery.

INSTITUTION	CONTACT PERSON	CONTACT NO.	EMAIL ADDRESS
uMkhanyakude Disaster Management Centre	Mr ES Mngoma – District Disaster Manager	083 731 8381	sifisom@ukdm.gov.za
	BT Nhlozi – Chief Fire Officer	082 961 9949	thulaninhlozi@gmail.com
	K. Ntshangase – DRM Officer	082 440 3726	Khaya7616@gmail.com
uMhlabuyalingana Disaster Management Centre	Rev. SS Thwala – DRM Officer	072 011 5503	thwalass@mhlabuyalingana.gov.za thwalomkhulu@gmail.com
	Mr. KH Zulu – Manager Protection Services	076 511 7767	Khaya.zulu@icloud.co.za
	Mahaye LS – Superintendent Law Enforcement	076 896 3776	
	Zisongo BV	081 433 9985	
	Mthembu BS - Firefighter	072 335 5155	

	Mthimkhulu JB - Firefighter	074 480 6829	
	Zikhali BD - Firefighter	073 279 9389 072 583 1089	
	Buthelezi P - Firefighter	076 885 8412	
	Mdletshe TN - Firefighter	072 809 0405	
	Zondo MM - Firefighter	072 995 5442	
SANRAL	Call Centre	084 466 2198	
	Kew Supervisor Erick Mkhize	076 814 1138	
	Bernard Mfeka	072 326 2562	
	Hlalile Tembe	082 390 4755	
Cross Border –	Vincent Botha	082 412 2748	
Diplomats –	Major Jacques Beukes	082 465 6402	
Road Accident Fund (RAF) –	Mrs. Dlamini	031 365 2790 061 107 8346	charity@raf.co.za

SASSA	Miss Dube Nomthandazo	072 218 8528	
DSD - Mbazwana	Mrs. Z Ngwenya	083 035 571 0143	ngwenyaz@kznsocdev.gov.za
DSD - Manguzi	Mr. Nkosi		ngwanase@socdev.gov.za
Mbazwana SAPS	Lt. Col. Zungu	082 417 5722 072 363 3495 082 955 8499	zungd@saps.org.za
Manguzi SAPS	Capt. Tembe	083 768 9655 079 881 1038	
	Major Mkhumbuzi	084 366 0874 035 592 0103	
Manguzi Hospital	Senzo Tembe	081 047 2103	Senzo.tembe@kznhealth.gov.za
Mseleni Hospital	Dr VG Fredlund		victor@mseleni.co.za
	Fikile Sangweni		Fikile.sangweni@mseleni.co.za
	Thabani Ntuli		Thabani.ntuli@mseleni.co.za

Human Settlement	Ayanda Zulu	082 771 4636	Ayanda.zulu@kzndhs.gov.za
Department of Agriculture	Mrs. Thulie Mathenjwa	083 990 8775 076 941 7176	Thulisiwe.mathenjwa@kzndae.gov.za
DAFF –	Mr. A Mthembu	076 116 7617 082 890 6718	mthembuat@gmail.com
	Morris Ngubane	0829494667	
Tembe Elephant Park	Tembe Mandla	082 256 8816	tembem@tiscali.co.za tembem@kznwildlife.com
NCS Manguzi	Zulu Leonard	079 915 6699	zululeo@kznwildlife.co
NCS Sodwana	Mr. Luthuli	078 035 3476	
Big5 False Bay Local Municipality	Mvelase	079 098 5378	
Jozini Local Municipality	Mthembu Thabani	071 670 4756 035 573 8500	tmthembu@jozini.org.za
Emergency Medical Rescue	Nkala Bongani	083 746 7135	Bongani.nkala@kznhealth.gov.za

Services		076 597 3749	
Environmental Health	Zulu Slindile - Mbazwana	078 221 4143 035 571 0973	
	Kubheka Ntombifuthi - Manguzi	079 380 3388 060 960 9403	futhik@ukdm.gov.za
Dept. Enviro. Affairs	Tembe	083 737 1737	
Isimangaliso Wetland Park	Sizo Sibiya	083 260 5008	sizo@isimangaliso.co.za
Water Affairs	Bhabha Mkhungo	082 874 4438	
SAPS – Kosi Border	Lt. Col. Hamilton	082 557 8297	HamiltonIC@saps.gov.za
Home Affairs - Immigration	Serene	035 780 8000	
National Sea Rescue Institute Richards Bay	Dorian Robertson	082 990 5949	
Working on Fire	Mortas Khambule		Mortas.khambule@wofire.co.za
	Makhosi Dladla	074 277 4110	Makhosi.dladla@wofire.co.za
KZN RTI	Gugu Zuma	082 214 3515	Gugu.zuma@kzntransport.gov.za

Ithala Bank	Miss M Mbanjwa		mmbanjwa@ithala.co.za

Enabler 1

The objective is to ensure a comprehensive information management and communication system and establish integrated communication links with all disaster risk management role-players.

Information Management and Communication

2.9 Information Management and Communication System Model

The Municipality aspires to establish an information and communication system that satisfies all the requirement of the framework on figure 4.

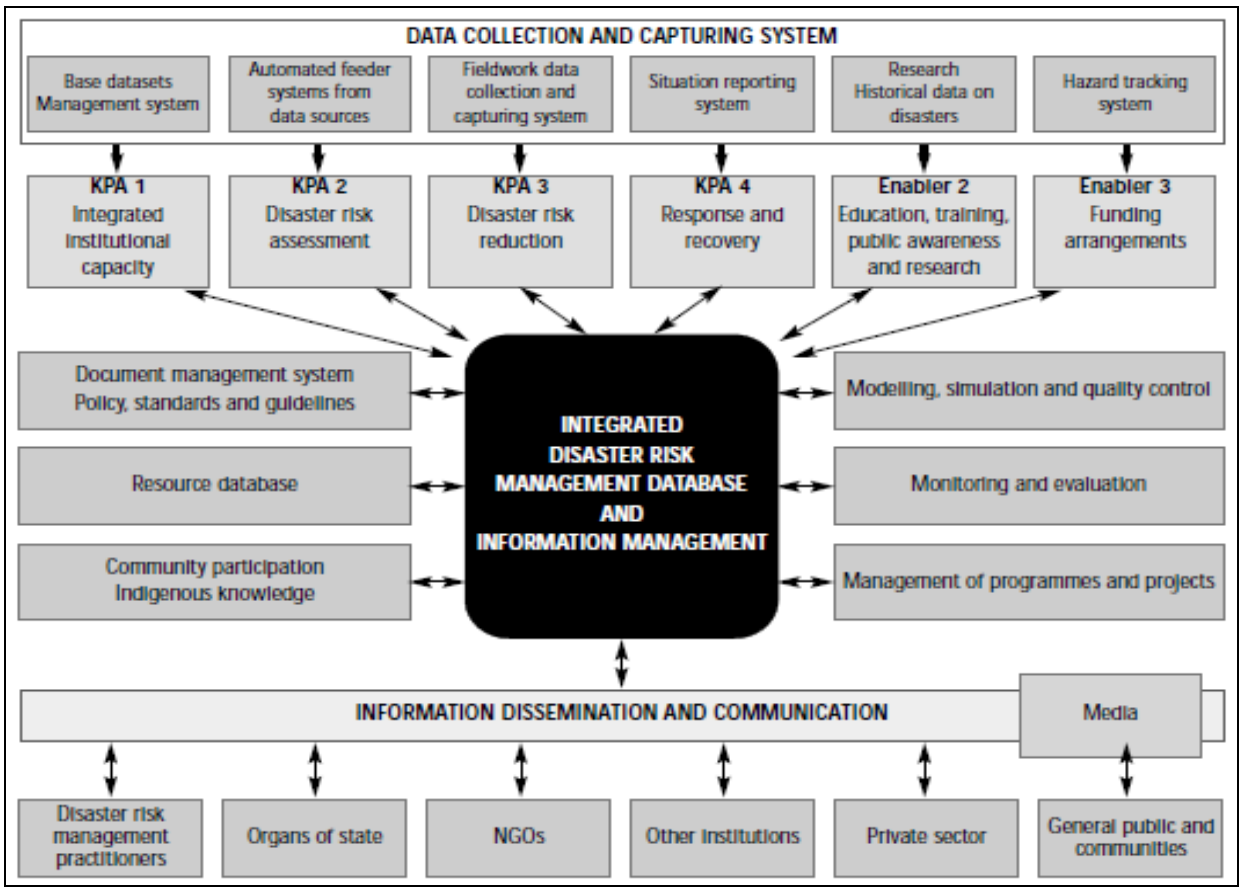


Figure 2: Model of an integrated information management and communication system for disaster risk management (Source: NDRMPF, 2005).

It is envisaged that the system will link the District and all its Local Municipalities and as well as all other relevant stakeholders. At the moment the existing system is mainly used for capturing as well as monitoring of incidents and response thereof. The vision is to have an integrated municipal call centre

where all queries regarding the services will be directed and attended to efficiently. The current collection and storage of incidents/disasters assist in disaster risk reduction planning and strategic development of interventions.

Enabler 2

The objective is to promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research.

Education, Training and Public Awareness

An integrated capacity building and public awareness strategy for Umhlabuyalingana has be developed and continuously implemented to encourage risk-avoidance behaviour by all role players, including all departments, and especially in schools and in communities known to be at risk. Such a strategy seeks to promote an informed, alert and self-reliant society capable of playing its part in supporting and co-operating with the District in all aspects of disaster risk and vulnerability reduction.

2.10 Capacity Building Programmes

Table 2: Capacity building workshops will target various critical role players as shown on the table below.

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR
1. Training of Councillors	R20 000	All Wards	2016/2017
2. Training of Traditional Leaders	R20 000	All Wards	2016/2017
4. Training of Ward Committees	R10 000	All Wards	2016/2017
5. Training of Volunteers		All Wards	2016/2017
6. Lightning Conductor	R1 000 000	All Wards	2016/2017
7. Awareness Campaigns	R150 000	All wards	2016/2017
8. Advisory Forum	R20 000	Meets once per quarter	2016/2017
9. other stakeholders	~	All Wards	2016/2017

2.11 Public Awareness Campaigns

Table 3: Public awareness campaigns will target critical sectors of our society as shown on table below.

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR
1. Schools	~	All Wards	2016/2017
2. Communities (at risk)	~	All Wards	2016/2017
3. Informal Settlements	~	All Wards	2016/2017
6. other stakeholders	~	All Wards	2016/2017

ENABLER 3

Given the provisions of the DM Act, funding arrangements must be designed in a manner that ensures that disaster risk management activities are funded adequately and in a sustainable way.

Funding Arrangements for Disaster Risk Management

Does the Municipality have an allocated budget for disaster management?

Sources of Funding

- uMhlabuyalingana municipality
- uMkhanyakude District Municipality
- Provincial Disaster Management Centre
- National Disaster Management Centre (prospective)

2.12 Budget and Planned Programmes

Table 4: Budgets for programmes

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR
1. Awareness Campaigns	R150 000	All Wards	2016/2017
2.Advisory Forum	R20 000		2016/2017

3. Capacity Building	R50 000	Training of new council, Traditional leaders, ward committees	2016/2017
4. Local Support/ Relief materials	R150 000	Relief materials like blankets, sponge mattresses, etc.	2016/2017
5. Fire services	R250 000	Procurement of tools and servicing of equipment	2016/2017
5. Lightning conductors	R1 000 000	To assist families affected by lightning	2016/2017
5. Solar panels	R2 000 000	Assist families for burnt homes due to lack of electricity	2016/2017
7. Fire Station	R20 000 000	Construct fire station at Phelandaba	2016/2017

SWOT Analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	***Strengths*** • Good management • Disaster Management Plan is in place with all identified risks • All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters • Disaster Management Advisory Forum is in place • We have two other firefighting organisations in the area (Firewise	***Weaknesses*** • Insufficient human resource (Staff) • *Vehicle shortage* • Efficient provision of disaster management services is reliant on ongoing cooperation between all role players within the municipal and district areas • No Fire Station • Lack of resources , equipment • Lack of capacity to adequately handle all kinds of Disaster related incidents. • Insufficient funds allocated to the section.

	and Working on Fire)	
External origin (attributes of the environment)	***Opportunities*** • Employment of more staff. • Existing disaster management centre located at the Traffic Station • Potential growth in terms of expanding and economical	***Threats*** • The location of the municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats. • The settlement of communities in disaster high risk areas leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. • More than 60% of the area is prone to lightning and strong winds. • 98% of the area is rural, sandy soil, bushy and mostly can be accessed by 4x4 vehicles

Climate Change:

Climate change already causes and will continue to cause a number of challenges for this municipality, linked to impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), severe heat, sea level rise and climate variability.

Climate change impacts may include:

- An increase in the frequency and intensity of floods and droughts;
- A decrease in water availability due to changed rainfall patterns and increased evaporation; this will affect subsistence dry land farmers the most.
- An increase in erosional capacity of river courses, resulting in the loss of more top soil, thus decreasing the agricultural value of land and increasing siltation in dams.
- Infrastructural damage as a result of extreme weather events causing flooding, affecting human well-being and safety as well as insurance costs;
- An increase in erosion of coastal areas due to sea-level rise;
- Higher energy consumption due to increased residential cooling load;
- An increase in economic losses due to property damage and decreased tourism revenue;
- An increase in heat-related vector-borne (e.g. malaria) and water-borne (e.g. cholera) illnesses;

- An increase in heat stress, leading to dehydration, particularly for those that reside in the Municipality, as well as children and the elderly;
- Changes in the geographical distribution of plants and animals with extinction of species that are unable to move and an increase in the prevalence of alien invasive species. This will negatively affect the biodiversity and the associated ecosystem services;
- Further loss of critically endangered grassland habitats as they are outcompeted by woody species able to utilize the higher concentrations of CO2 in the atmosphere.
- A reduction in yield of staple food crops, such as maize;
- Changes in the optimal planting and harvesting dates for crops as well as land suitable for crop production;
- Heat stress increasing livestock and poultry mortality rates;
- An increase in respiratory problems in the Municipality due to a decrease in air quality (e.g. changes in the concentration and distribution of near-surface ozone) and increased dampness;
- Deterioration of foods leading to increased incidents of food-borne diseases;
- The loss of land above the current high water mark due to sea-level rise. Shoreline Management Plans are required to determine what adaptation interventions, if any, are required now or in the future.

To respond to these changes the municipality and the district municipality have attended the Durban Adaptation Charter (DAC) conference to see how the metro tries to adapt to the changes caused by climate. This is a phased programme, which has focused on climate change adaptation and enhancing the Municipality's ability to cope with climate change impacts. The likely climate change impacts have been assessed and plans, programmes and projects will be developed to assist the Municipality

3. Municipal Transformation and Institutional Development

The functions under Municipal Transformation and Institutional Development are as follows:

- Human Resources
- ICT development
- Council structures functionality
- Records Management
- Staff Performance

Human Resources function entails sub-functions performed within, these are; recruitment and selection, training and capacity building, benefits administration, employee wellness, occupational health and safety, labour relations, employment equity administration and implementation.

3.1 Human Resource Strategy

The municipality is in the process of developing Human Resource Strategy which will be tabled to Council for adoption during 2016/17 financial year. The Human Resource Strategy is meant to give strategic direction to ensuring that the municipality has the necessary human resource capacity that is aligned to the long-term objectives and development plans of the municipality to further ensure that the human resource capacity in the municipality is dedicated to meet the strategic objectives set out in the IDP.

Further to the Human Resources Strategy a Human Resources Plan is also in the development stage and it will serve to translate the strategy to action driven plan.

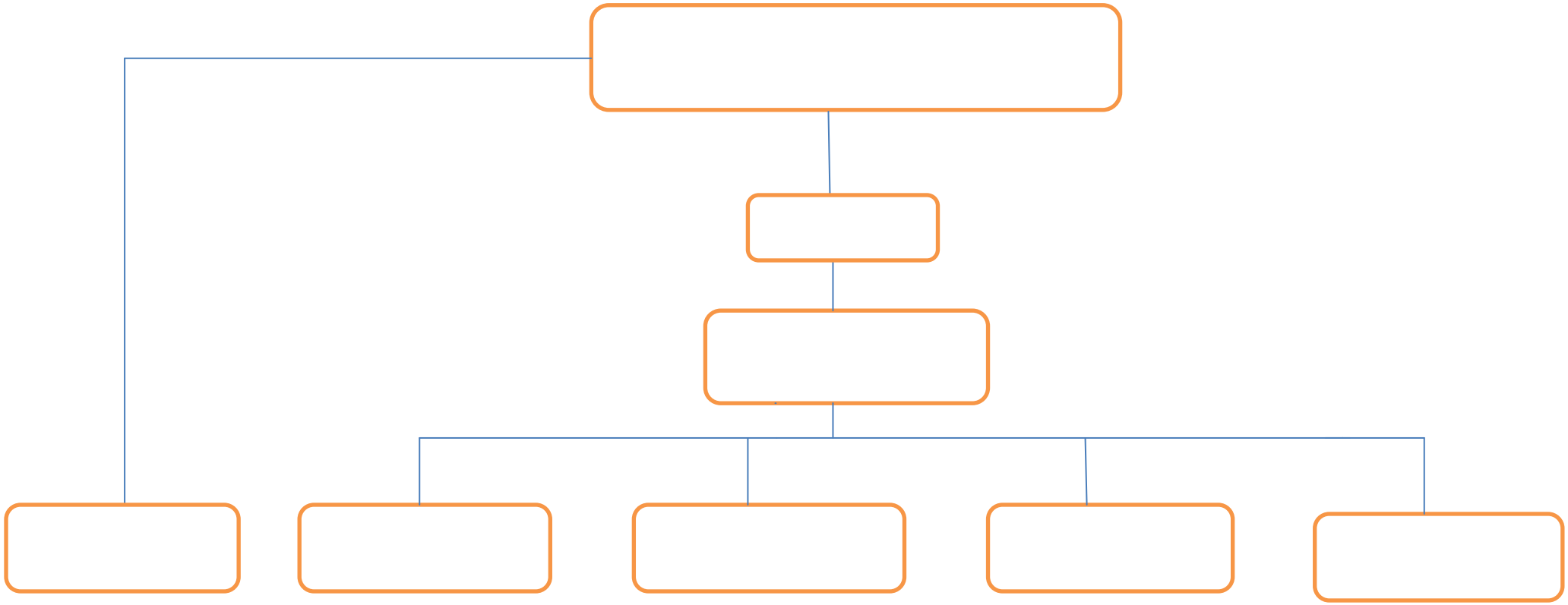
3.2 Environmental Management Personnel

The Municipality has full capacity to carry out all its functions according to departments. The municipality currently relies on the District Shared Service for environmental management services.

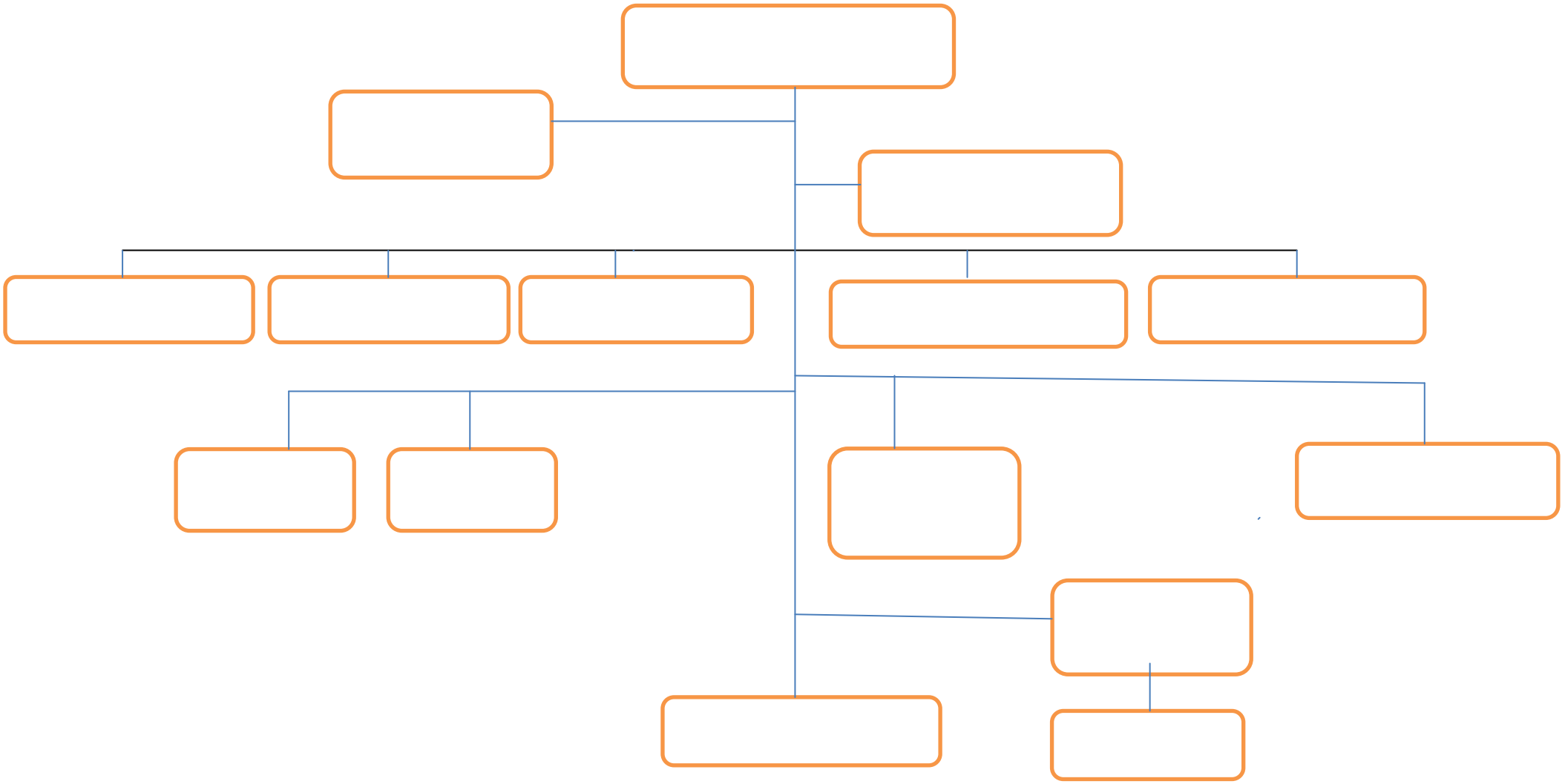
3.3.1 Council Approved Organizational Structure

The IDP contains a council approved organizational structure / organogram that aligns to the long-term development plans of the municipality as reflected in the IDP, as well as the Powers & Functions of the Municipality. The vacancy rate is indicated as well as the filled positions.

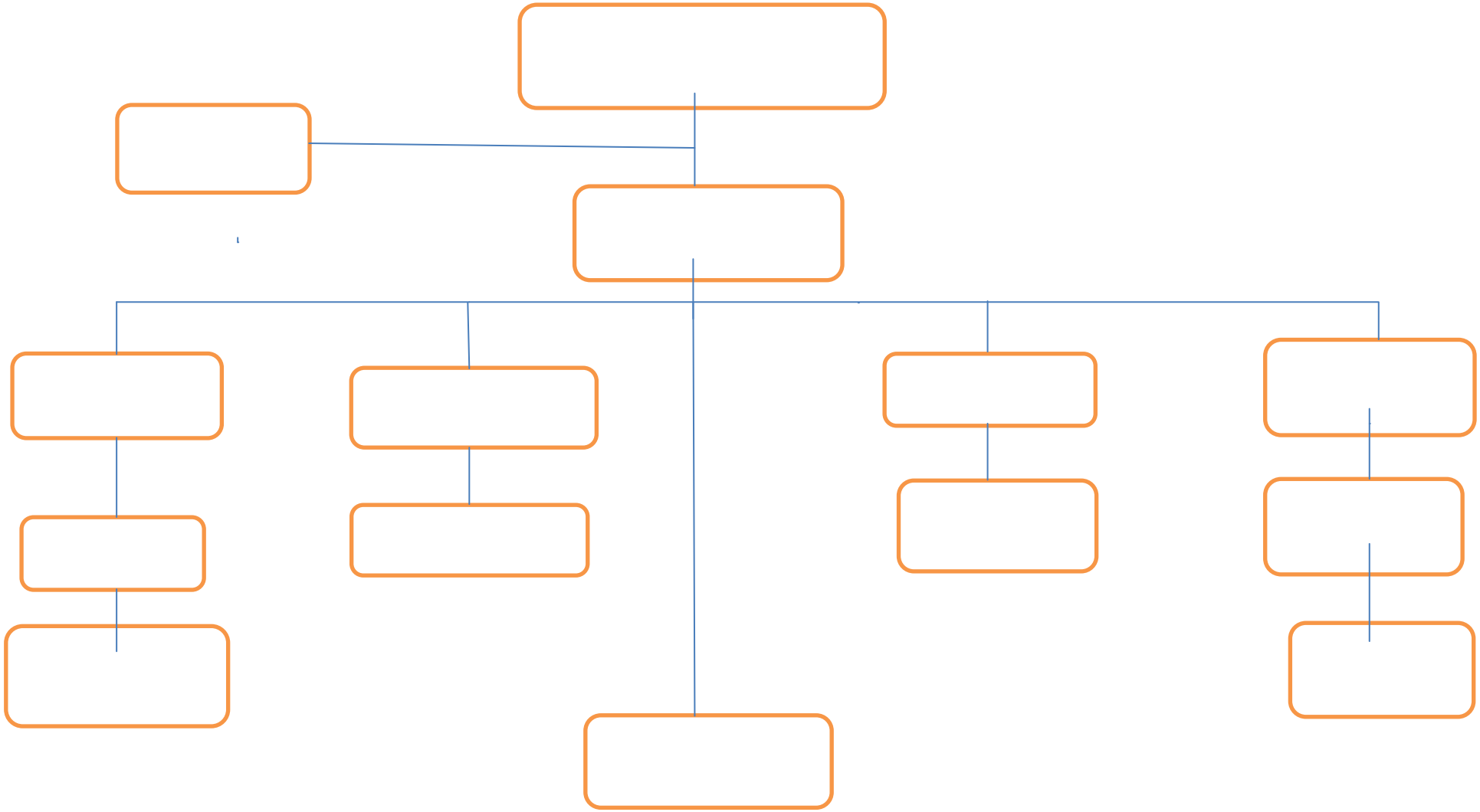
UMHLABUYALINGANA MUNICIPAL ORGANOGRAM



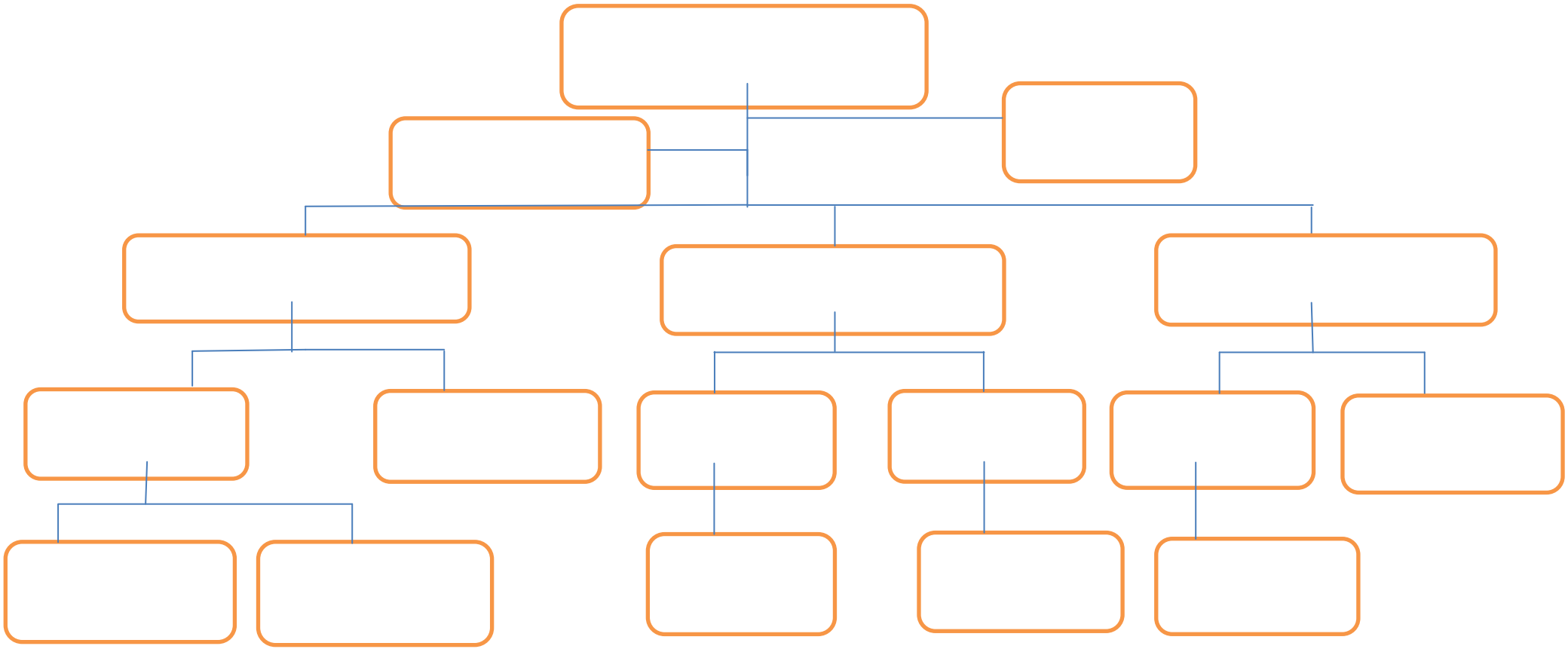
MANAGEMENT DEPARTMENT



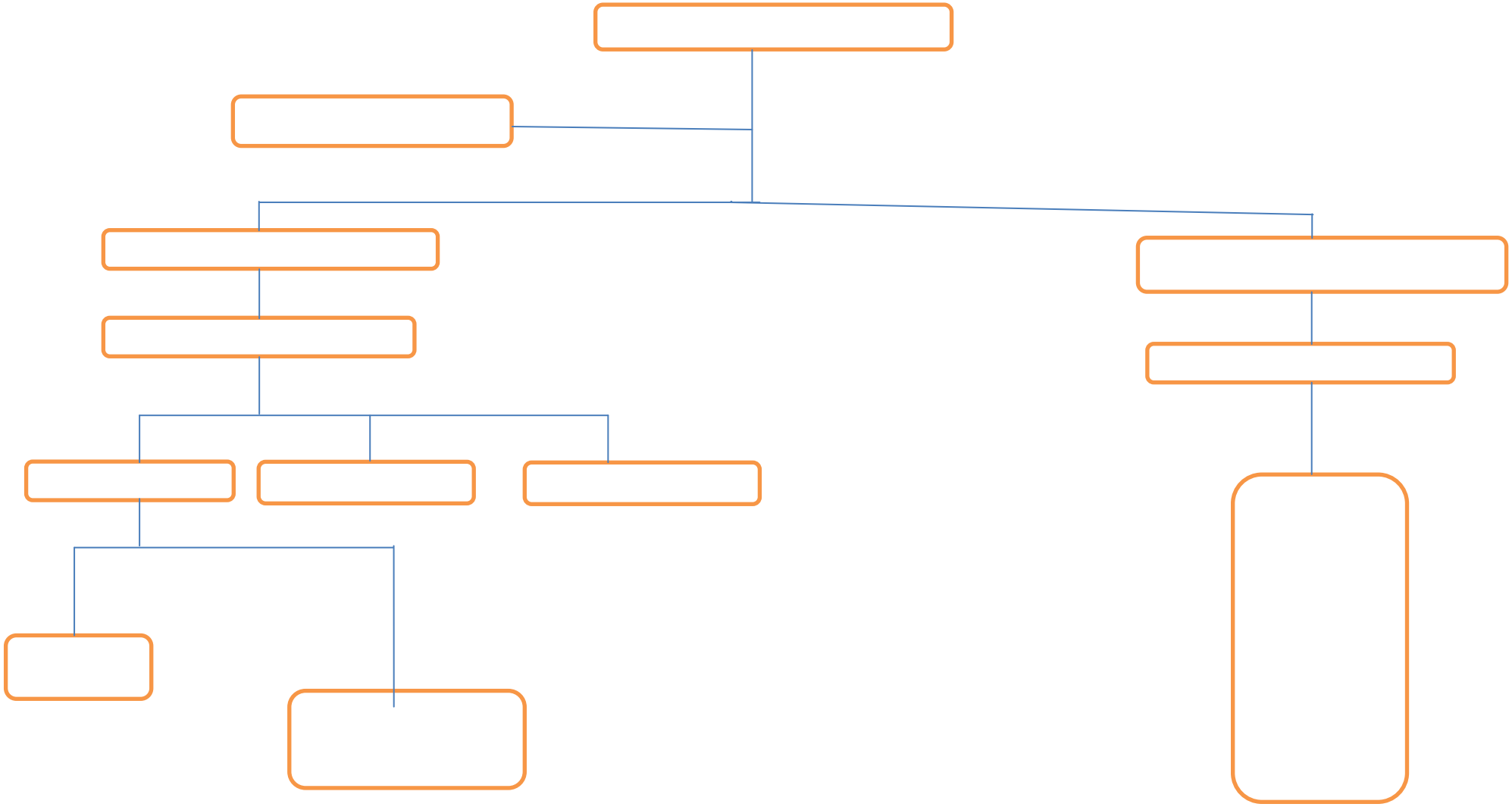
CORPORATE SERVICES:



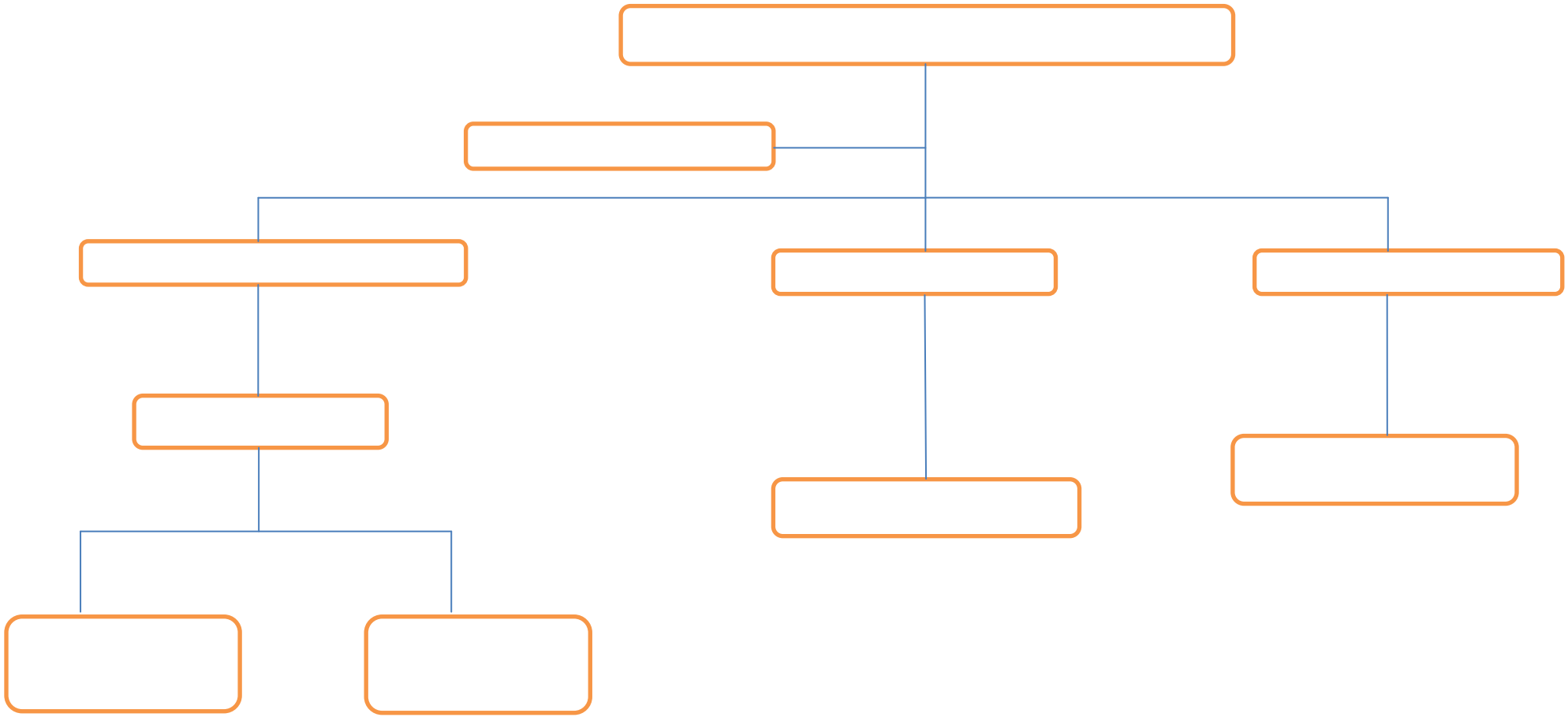
FINANCE DEPARTMENT:



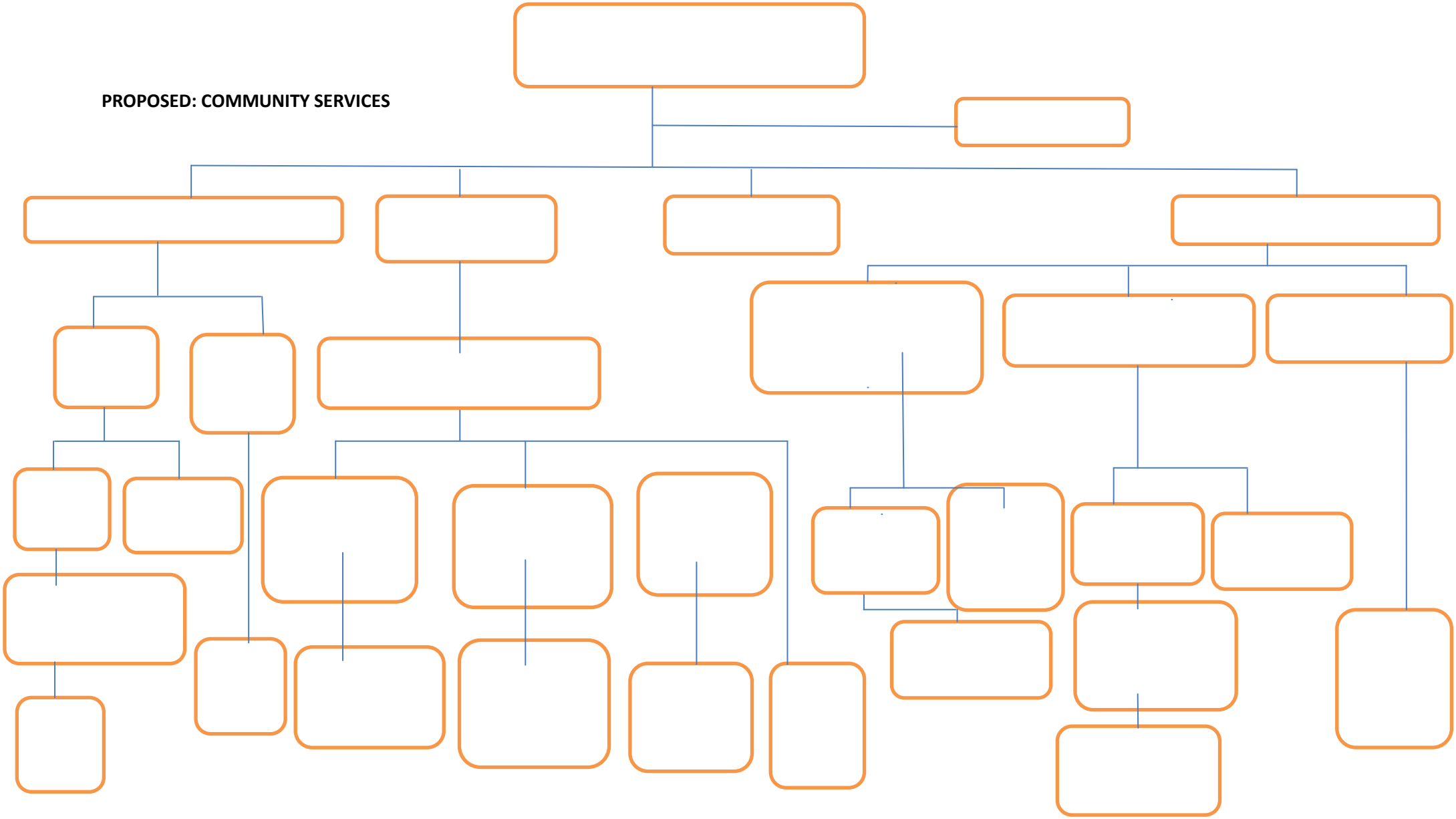
CURRENT: TECHNICAL SERVICES



PROPOSED: PLANNING



PROPOSED: COMMUNITY SERVICES



3.3.2 Powers and Functions

Institutional Arrangements

Umhlabuyalingana Municipality has in its bid to fulfill legislated functions has arranged the Council committees and as per delegations, roles and responsibilities as follows:

Governance

The Council is exercising its powers in terms of Section 161 of the Constitution and as regulated by the Municipal Structures Act. In exercising its powers it also delegates other functions to other legislated committees like Executive Committee, Section 79 and Section 80 Committees.

Council

Consist of 34 Councillors, who are then allocated to serve in different portfolios formed and aligned to internal departments and functions. Council meets on quarterly basis as legislated which reflects 100% functionality.

Exco

Executive Committee meets on monthly basis and consider reports from respective portfolio committees prior to these reports and items being presented to Council.

Portfolio Committees

Portfolio Committees exercise political oversight on respective departments within the municipality where departmentally the members have monthly meetings where issues are tabled, discussed and recommendations are made to EXCO and to Council for approval. The portfolio committees have been arranged as follows:

- Corporate Portfolio
- Finance Portfolio
- Planning, LED and Infrastructure Development Portfolio
- Community Portfolio

MPAC

Municipal Public Accounts Committee (MPAC) established in terms of Section 79 of the Structures Act, convenes on quarterly basis as prescribed to consider matter related to exercising oversight on financial and governance matters, as promulgated in Council adopted terms of reference.

Audit/Performance Committee

Audit and Performance Committee appointed to assist Council in strengthening its role, the committee meets on quarterly basis and as at and when required to deal with matters at hand. The

Committee has Chairperson for Audit Committee and a Chairperson for Performance which covers all regulated matters to be considered by the committee.

3.3.3 Municipal Powers and Functions

The municipality derives its powers and functions from the prescripts of the Constitution, Schedule 4, part B read in conjunction with Section 152, which contains the objects of local government. Municipal transformation and institutional development relates to a fundamental and significant change in the way the municipalities perform their functions, deploy resources and the institutional strategies applied to achieve optimum results for delivery of quality services to the communities served.

Transformation and institutional development is expected to take shape where the following is addressed as part of our strategic planning and direction.

Powers and Function of Municipalities

Schedule 5 Part B **Functional Areas of Concurrent National and Provincial Legislative Competence**	**Schedule 4 Part B** **Functional Areas of Exclusive Provincial Legislative Competence**
▪ Air pollution ▪ Building regulations ▪ Child care facilities ▪ Electricity and gas reticulation ▪ Firefighting services ▪ Local tourism ▪ Municipal airports ▪ Municipal planning ▪ Municipal health services ▪ Municipal public transport ▪ Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this	▪ Beaches and amusement facilities ▪ Billboards and the display of advertisements in public places ▪ Cemeteries, funeral parlours and crematoria ▪ Cleansing ▪ Control of public nuisances ▪ Control of undertakings that sell liquor to the public ▪ Facilities for the accommodation, care and burial of animals ▪ Licensing of dogs ▪ Licensing and control of undertakings that sell food to the public ▪ Local amenities

constitution or any other law - Pontoons, ferries, piers and harbours, excluding the regulation of international and national shipping and matters related thereto - Storm water management systems in built-up areas - Trading regulations - Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	- Local sport facilities - Markets - Municipal abattoirs - Municipal parks and recreation - Municipal roads - Noise pollution - Pounds - Public places - Refuse removal, refuse dumps and solid waste disposal - Street trading - Street lighting - Traffic and parking

3.4 Filling of Critical Posts (MM and Section 56) and Progress with Appointments where critical posts are vacant.

The organogram reflects an overview of the municipal council approved administrative structure which has been approved by the Council. The municipality consists of five main departments namely; Finance, Community, Corporate Services Planning, LED and Infrastructure Development and the Office of the Municipal Manager.

3.4.1 Are all critical posts filled (MM & Section 56 posts)?

The posts of Municipal Manager, as well as all Section 56 posts, are considered as critical posts. All these posts, with the exception of Director Planning, are filled. This post has not been filled due to financial constraints. Council has resolved that this position will be filled in 2016/2017 financial year.

The Municipality has five departments which are performing functions as per table below:

FINANCE	CORPORATE	COMMUNITY	PLANNING, LED AND	OFFICE OF

	SERVICES	SERVICES	INFRASTRUCTURE DEVELOPMENT	THE MM
Budget	Human Resources	Public Safety (Disaster and Risk Management)	Access Roads	Internal Audit Function
Financial Reporting	Information and Communication Technology	Waste Management	Construction of Municipal Facilities	Risk Management and Compliance
Revenue Management/Debt Collection	Registry and Records Management	Library Services	Electrification	IDP and PMS Function
Expenditure Management/Credit Management	Contract Management and Administration	Public Safety (Law Enforcement)	Fleet Management	Communication
Supply Chain Management	Legal Services	Municipal Facilities	Local Economic Development and Tourism	Ward Committees
Asset Management	Council Support			Special Programmes
				Planning and Development

3.5 Council adopted Employment Equity Plan

UMhlabuyalingana Municipality has an Employment Equity Plan which was tabled to Council in December 2015. The employment equity plan covers a period of five (5) years but it is imperative to review the plan on annual basis to determine whether the municipality is making any progress or regressing in meeting its employment equity targets. The Employment Equity Plan is sensitive to national general key performance indicator that regulates number of people from employment equity groups employed in the three highest levels of management. A table with Employment Equity Targets is attached as Annexure 1.

The municipality has set targets on attracting people from previously disadvantaged individuals. One of the targets that the municipality is working on is attracting people living with disabilities (PLWDs) to apply for positions and ensuring that there is accessibility to the municipal offices and all amenities. Continuous review of policies ensure that meeting employment equity targets are achieved. The source documents for developing Employment Equity is based on Census 2011 population

demographics. In terms of the statistics, 50.68 % is accounted for female in UMhlabuyalingana and male account for 49.32 % and 6.36% for people living with disabilities. The targets in municipality's Employment Equity Plan are aligned to achieving these targets in terms of appointment which must be achieved over the next 5 years. The municipality is currently complying with the Performance Regulations and general national key indicator, which regulates setting employment equity targets on appointment of people from in the three highest levels of management. The focus has been stressed in Section 54, Section 56 and Section Managers.

In 2015/2016, the statistics were, 64.28 % with a total of 9 positions out of overall total of 14 positions and 35.71% for female. The plan in alignment to approved organogram where there are 4 (four) positions have been incorporated and approved in the organogram. The 2016/2017 EE targets, aim at appointing 2 females and 2 males at Section Manager Level.

3.5.1 Council adopted Workplace Skills Plan

Workplace Skills Plan aligns training programmes and capacity building initiatives to strategic objectives of the municipality, this assist the municipality in achieving its overall objectives. The municipality has focused on project management (which will cut across all departments capacitating its staff in managing their programmes and projects), supervisory skills, records management, traffic management as part of enhancing law enforcement, leadership development course (enhancing political oversight), administration (for producing quality reports to be tabled to Council and Council committees), performance management system and other trainings.

Workplace Skills Plan drafted for 2016/2017 is focusing more on organizational development and change management, legislative prescripts, taking into consideration that this is a new five year term for governance, which must be based on a solid foundation for the next five year operations. This will be submitted to LGSETA as required. The number and levels of employees from designated is provided in the annexure.

3.6 Implementation of EEP & WSP (Training and Capacity Building)

Integral part of the Human Resources Strategy is ensuring that the set strategic objectives of the municipality are achieved through deployment of capacitated individuals who will drive programmes and projects articulate under each strategy. In addressing this role the municipality develops the Workplace Skills Plan based on the skills audit and skills gap analysis. The analysis report is translated to training programmes identified and incorporated into WSP.

The process of skills audit is updated annually to ensure accuracy of information at hand which must be translated to WSP. Furthermore the municipality has taken initiative in 2015/2016 to cascade Individual Performance System to all staff members and as part of Personal Development Plan (PDP); employees identify their skills gap, which in turn assist in identifying training needs.

In a bid to capacitate management and finance department, the municipality has enrolled its staff to complete Municipal Finance Management Programme.

3.6.1 Organizational and Individual Performance Management System

The municipality tabled a Performance Management System Framework to Council in March 2015, the framework regulates organizational PMS and Individual PMS at a management level and also cascading it to all levels. The process is currently being monitored for full implementation.

In a bid to capacitate management and finance department, the municipality has enrolled its staff to complete Municipal Finance Management Programme. National Treasury has introduced Municipal Standard Chart of Accounts (MSCOA) and the municipality has identified training programmes to mitigate the implementation of MSCOA which comes to effect on 01 July 2017.

3.6.2 Labour Relations

To maintain sound labour relations, the municipality established Local Labour Forum as prescribed in the Main Collective Agreement (South African Local Government Bargaining Council (SALGBC).The main focus of Labour Relations is to manage and strengthen relations between Trade unions and Management. Local Labour Forum serve as the main structure for consultation on matters of mutual interest between labour and management and all other matters prescribed in the Main Collective Agreement.

The forum has other sub-committees which are formed as per collective agreement and as per legislative prescripts which are as follows:

- Training Committee/Human Resources Development Committee/ Employment Equity Committee:
- This committee is formed to deal with training matters and also incorporates a legislative committee which is established to deal with employment equity matters as regulated by the Main Collective Agreement.
- Basic Conditions /Health and Safety/ Employee Assistance Committee:
    - This committee is formed to deal with basic conditions, health and safety and employee assistance matters.
- Workplace and Services Restructuring Committee:
- This committee is formed to deal with introduction of new technology.
- The following activities are performed by Human Resources Unit under labour relations:
- Facilitation of preparation meetings for Local Labour Forum (LLF prep);
- Attending of Local Labour Forum meetings;
- Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees;
- Workshop disciplinary process and procedures with employees;
- Assist in building relationships between management and labour;
- Assist and advise line management and employees on supervisory functions.

3.6.3 Employee Assistance Programme (EAP)

The municipality is implementing Employee Assistance Programme which is an intervention programme aimed at an early identification and resolving of the employees personal and work related problems, which may have an adverse effect in their work performance. This is done through awareness workshops, procuring services of specialist for counselling and assistance in dealing with psycho-social challenges. This may enhance the municipality's profitability by reducing absenteeism, turnover, tardiness, accidents, medical claims and thus, improving service delivery.

Wellness day held in November 2015, marked another initiative aimed at exposing employees and stakeholders to the programme and its benefits. This initiative and other related services will be done on an annual basis.

Wellness day held in November 2015, marked another initiative aimed to benefit employees and stakeholders on EA programmes (personal financial management, personal health and wellness, life skills and financial planning. This initiative and other related services will be done on an annual basis.

Employees are referred to EAP Specialist for trauma and counselling, especially employees in the emergency services who are often exposed to traumatic incidents.

3.7 ICT Policy Framework

The Council has approved ICT Framework which was tabled for approval in June 2014. The framework was based on the Department of Public Service and Administration (Public Service Corporate Governance of Information and Communication Technology Policy Framework) and SALGA (A Municipal Guide/Roadmap to Successful ICT Governance). It has been realized that there is a continuous need to review the municipal framework as it lacked some of the important aspects contained in the two documents.

One of the most aspect was to develop IT Strategy which align IT functions to IDP strategic objectives, the other aspect that had been omitted in the first adoption was defining roles and responsibilities of key stakeholders from Council to all affected within the municipality. The third aspect was to ensure that the framework incorporates King III Code of Good Governance. These have been incorporated to the current strategy which was tabled to Council in June 2015

Currently there is IT/Audit Steering Committee which assist in ensuring implementation by considering all matters related to IT, (IT Policies, system procedures, acquisition of new technology), the committee also considers the AG raised findings and Action Plan thereof and IT Risk Register and Management.

3.8 AG Action Plan

Our Municipality received a clean audit for the financial year 2014/15. A table summarizing the AG opinion, responses and actions that the municipality will undertake to address them is attached as an annexure.

3.9 Municipal Transformation and Organizational Development SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Good relationship between Council and Administration ▪ Council structures functional and meet as per Council Approved Calendar ▪ Adequate human resources capacity ▪ Availability of HR Policies ▪ OPMS Framework & IPMS-Policy ▪ Capacity building programmes for councilors and staff	▪ N/A ▪ Non-sitting of the Council structures as per Council approved Municipal Calendar ▪ No Human Resources Strategy ▪ Poor implementation of HR Policies ▪ Lack of implementation of the OPMS & Cascading of IPMS to municipal employees ▪ Lack of funding for training of councilors and staff as per WSP
OPPORTUNITIES	**THREATS**
▪ Council Approved OPMS Framework & IPMS-Policy	▪ Slow progress in finalization of TASK Job Evaluation hampering the grading of posts within the municipality and causing unrest.
▪ Council Approved ICT Framework	▪ Network infrastructure resulting in poor ICT (Poor infrastructure, geographical location and cable theft posing challenges).

4 Basic Service Delivery and Infrastructure Development Analysis

4.1.1 Water Services Authority

Umhlabuyalingana Local Municipality is not the Water Service Authority. UMkhanyakude District municipality is a Water Service Authority and a Water Services Provider for all the areas under the Umhlabuyalingana Municipality. This means that the primary responsibility of the District Municipality is to ensure that local people have access to water and sanitation.

4.1.2 Water Services Development Plan (WSDP)

The WSDP was reviewed during 2016 and the District Municipality has a Draft Water Services Development Plan in place.

4.1.3 Operations and Maintenance for Water & Sanitation

The municipality is also not responsible for operations and maintenance of water services infrastructure in all its areas. However, as a developmental local government which is assigned powers to plan for its development within its jurisdiction, the municipality monitors the provision and ensures wide household access to basic services and lobby relevant authorities to deliver such services at required. There are lower levels of access to clean water in the district.

4.1.4 The Status of the Infrastructural Backlogs, Needs and Priorities

The water services backlog was determined utilising a combination of Census 2011, the UKDM asset register, and verified data from consultants to produce a combined GIS infrastructure database that shows a backlog of 30% of the population (access below National Standard). This is a significant improvement from the Census 2011 backlog of 53%.

UKDM Backlog

Local Municipality	Population	Percentage of the population with access BELOW National standard level of water service

		Census 2011 Level of Water Services	Asset Register Infrastructure Data	Verified Consultants Infrastructure Data	Combined Infrastructure Data
Umhlabuyalingana	155140	52.7%	50.6%	60.2%	28.5%
Jozini	185790	62.4%	67.4%	47.1%	42.3%
The Big 5 False Bay	35195	37.0%	28.2%	32.5%	20.7%
Hlabisa	71902	60.8%	48.7%	37.9%	36.4%
Mtubatuba	175359	44.0%	50.3%	28.9%	17.6%
uMkhanyakude	623387	53.2%	54.1%	43.3%	30.0%

Source: Draft DC27 WSDP 2016

Historically the area has been characterised by many small stand-alone schemes utilising local water resources; supplying to a basic level of service in rural areas, and a higher level of service in urban areas. The Shemula, Jozini, Hluhluwe, and Mtubatuba are the only areas currently served by large capacity water treatment works. The remainder of the DM is served by small conventional or package treatment works, or schemes with chlorination only. The number of schemes, and the accessibility to these, has resulted in management and maintenance challenges, with schemes regularly not functioning at an optimal level, in some cases falling into disrepair, and others simply not having power or diesel to operate the pumps. These challenges have led the municipality to investigate bulk supply scheme options to try and improve on the sustainability of supply, and reduce the O&M challenges. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources (including groundwater) with bulk supply sources.

A basic calculation of the current WTW capacity (94.5Ml per day) and the demand based on current level of service (59.7Ml/day), shows there is sufficient treatment capacity at present. This capacity excludes all boreholes that are utilised without a WTW, which provide significant additional water across the DM every day. The demand, however, takes into account only 15% water loss (good practice), and the current perceived need for additional treatment capacity is most likely due to high water losses. The previous lack of a water conservation water demand management strategy in the UKDM resulting in additional strain on the water resources, and the curtailment of losses should be viewed as a priority "water source" prior to the building of additional infrastructure capacity. As per the strategy of national government, expressed in the National Water Resource Management Strategy 2 (2014), the development of new water resource infrastructure will not be approved by the Department of Water and Sanitation, if WCWDM measures are not first implemented. Considering (1) the considerable problem with water losses; and (2) the large scale plans for water resource infrastructure development, the need for WCWDM interventions needs to be prioritised.

Water Demand Model

In order to have the flexibility to determine water demands for different spatial groupings, such as scheme or supply footprints, a zero base demand model based on Census demographics (with an applied growth rate to get current figures) and levels of service (at smallest grouping) was adopted for the demand modelling. Although the demand model is based on the official Census data and agreed unit demands it is not a stochastic model, involving random demographic and unit demand sampling and probability behaviour. It also does not allow for level of confidence or degree of accuracy calculations of the Census data, growth rates, nor of the unit demand values adopted. The low and high results represent the extremes of what the predicted water demands could be. These are calculated in the model by using the extremes of the range of each data item in determining the results. No statistical probability or reliability measure can be attributed to these figures, except to say that all actual results should fall somewhere within this predicted range.

Water Demand Summaries

Row Labels	Sum of Cur AADD(Rest LOS) Ave	Sum of Future AADD LOS 2020 Ave	Sum of Future AADD LOS 2025 Ave	Sum of Future LOS AADD 2030 Ave	Sum of Future AADD LOS 2040 Ave	Sum of Future AADD LOS 2035 Ave	Sum of Future HHI 2045 Ave
Hlabisa	5 228	8 867	9 498	10 759	15 099	13 363	18 571
Jozini	8 702	15 932	16 989	19 105	28 135	24 523	35 360
Mtubatuba	12 300	19 803	21 927	26 176	36 890	32 605	45 462
The Big 5 False Bay	5 762	7 814	8 503	9 880	11 578	10 899	12 936
Umhlabuyalingana	9 761	15 396	16 679	19 246	25 966	23 278	31 342
Grand Total	**41 752**	**67 811**	**73 596**	**85 166**	**117 669**	**104 668**	**143 671**

Row Labels	Sum of CurLOSSPDAverage	Sum of Future SPF LOS 2020 Ave	Sum of Future SPF LOS 2025 Ave	Sum of 2030LOS SPDAve	Sum of Future SPF LOS 2035 Ave	Sum of Future SPF LOS 2040 Ave	Sum of 2045HHI SPD Ave
Hlabisa	7 690	12 503	13 445	15 331	19 206	23 082	26 958
Jozini	11 883	20 847	22 476	25 733	34 008	42 283	50 559
Mtubatuba	18 152	28 286	31 404	37 641	46 962	56 283	65 604
The Big 5 False Bay	8 845	11 699	12 743	14 831	16 118	17 405	18 692
Umhlabuyalingana	13 142	19 281	21 635	26 344	32 320	38 297	44 274
Grand Total	**59 712**	**92 616**	**101 704**	**119 879**	**148 615**	**177 351**	**206 086**

Source: Draft DC27 WSDP 2016

The average annual average demand (AADD) for 2015 (current), at five (5) year intervals to 2045 at a local municipality grouping are shown in the first table below, the with Gross Summer Peak Demands in the second table above.

Existing and Planned Infrastructure Capacity and Functional Evaluation

Deciding what footprint base to use to determine the demand; discuss or review the existing infrastructure or scheme capacities was found to be quite a challenge. Anomalies were found between the DWS Water Reconciliation Strategy footprints and the current distribution infrastructure. In addition, the level of detail in various infrastructure reports/GIS obtained from previous PSPs differed and subsequently was difficult to compare with one another.

The solution was to develop "Water Master Plan supply areas", which are comprised of a larger supply area that simulate the seven (7) regional schemes aspired to by UKDM, bounded in instances by rivers, distance from source, topography; with smaller sub-schemes within those regional boundaries that are aligned with the existing infrastructure supply footprints and operational small schemes areas.

The six (6) water master plan supply areas are areas are Shemula, Jozini, Hluhluwe, Mpukonyoni, Mtubatuba, and Hlabisa. Water demands have been determined on sub-scheme level and the infrastructure evaluated at the same or sub-zone level. Sub-zones were defined for the specific purpose of reviewing bulk distribution main capacities, where the existing diameters were known and could be assessed.

The **Shemula WMP Supply Area** is divided into Shemula Eastern Sub-Supply Area and Shemula West and Central Sub-Supply Area.

Shemula Eastern Sub-Supply Area is divided into four (4) Sub-Schemes:

- Mshudu
- Thengani (Kwangwanase)
- Manguzi
- Enkanyezini

The Combined demographics and water demand for Mshudu, Thengane, Manguzi and Enkanyezini are:

- Total backlog of 9076 stands (ito Census 2011) that need to receive access to RDP supply
- Household growth of the combined eastern Shemula sub-schemes is from 11015 to 15069 households and a movement/migration of LOS as indicated achieving 25,8% YC supply by 2030.
- The capacity of the treatment works of 6,8Mℓ/day is sufficient for the current demand of 3,5Mℓ/day for 2015, or 4,52Mℓ/day with 50% losses
- The 20 year (2035) GSPD (Gross Summer Peak Demand) is 11 Ml/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- The current WTW capacity is 6.8Mℓ/day. This is sufficient for the current demand of 3.5Mℓ/day. The demand will surpass the capacity by 2025 and will increase to 11Mℓ/day by 2035.

- The demand shortage can be addressed by utilising the Shemula Western and Central water Sub-Supply Area source.

The demand from Shemula Western and Central Sub-Supply Area water source can be either 4Mℓ/day where the current Shemula Eastern region water sources are retained or 11Mℓ/day where the Shemula Eastern region water sources are discontinued.

This will require an assessment of the bulk distribution from the Shemula Western and Central Sub-Supply Area.

The Shemula West and Central Sub-Supply Area is divided into six (6) Sub-Schemes:

- Manyiseni
- Ingwavuma
- Ndumo
- Emboniseni
- Phelandaba North
- Phelandaba South

The combined demographics and water demand for Manyiseni, Ndumo, Ingwavuma, Emboniseni, Phelandaba North and South are:

- Total of 14325 stands (ito Census 2111) that need to receive access to RDP supply
- Household growth of the sub-schemes combined is from 27057 to 31882 households and a movement/migration of LOS as indicated achieving 42% YC supply by 2030.
- The 20 year (2035) GSPD (Gross Summer Peak Demand) is 29 Ml/day.

The infrastructure capacity and upgrade requirements for Western and Central Shemula (Ingwavuma to Phelandaba) is summarized as follows:

- The current demand for the supply area is 11Mℓ/day
- The water treatment works has currently been upgraded and has a combined capacity to produce 27.5Mℓ/day and will therefore address the current demand shortfall.
- There is a shortfall of 1Mℓ/day for the projected 2035 demand

The water treatment works will also supply the demand from Shemula Eastern Region. This will increase the demand of 28Mℓ/day to 32.7Mℓ/day if the Eastern Region current supply sources are retained or 39.5Mℓ if the sources are discontinued.

Infrastructure Project Development

All projects have been prioritised using a combination of weighting criteria - Strategic Importance; Extent of Cost Ratio; Per Capita Consumption (l/capita/day); Non-Revenue Water; Functional Criticality of Scheme; Institutional Capacity; Available Co-funding; and Implementation Readiness. Furthermore, the location of the project was evaluated by identifying 1) the associated per capita cost, 2) the percentage of people who are currently unserved within that project footprint, and finally the per capita daily demand (ℓ/c/d). A high per capita daily demand would signal a large number of

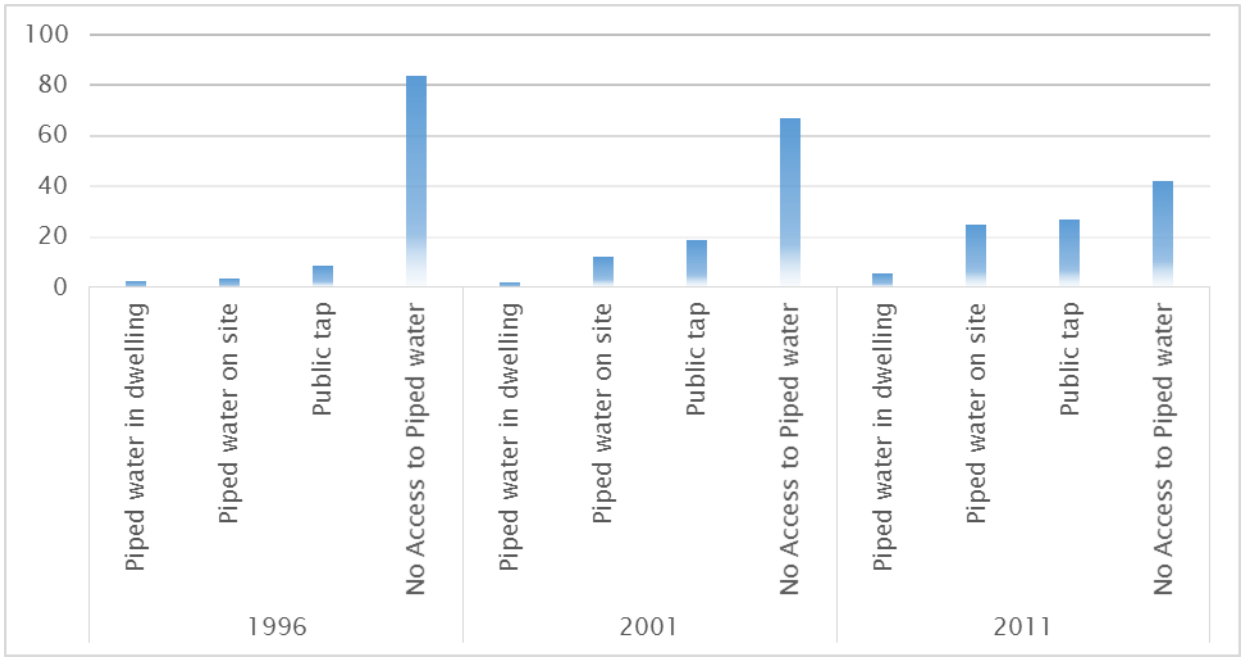
households who currently have a reasonably high level of service and are therefore less of a priority than areas which are completely unserved.

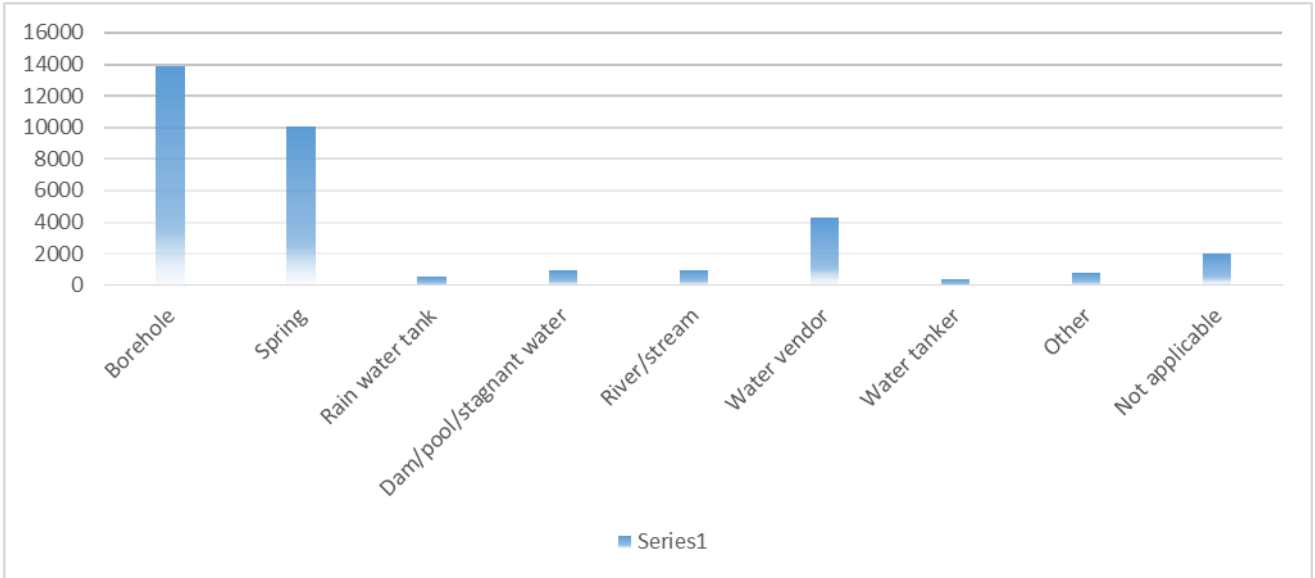
Water Supply

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

Distribution of households by access to piped (tap) water and municipality 1996, 2001 and 2011

Municipality	Piped (tap) water inside dwelling/yard			Piped (tap) water on a communal stand			No access to piped (tap) water		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
KZN271: Umhlabuyalingana	1 149	3 394	10 107	1 633	4 974	9 278	16 382	17 955	14 472





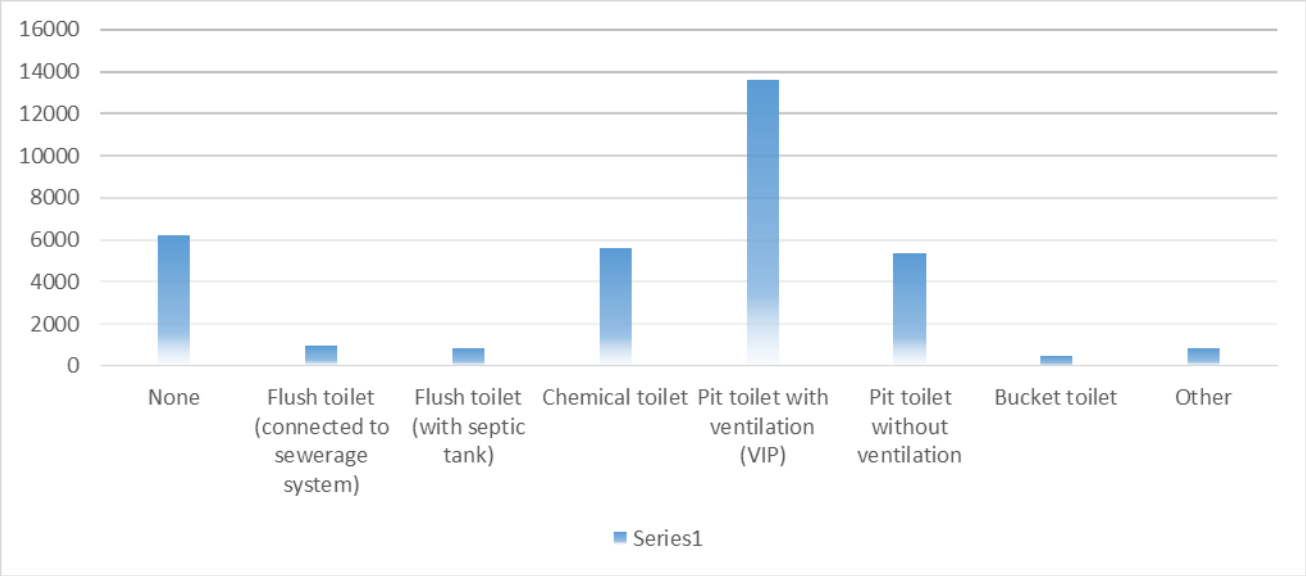
Source of water: 2011 census

Sanitation

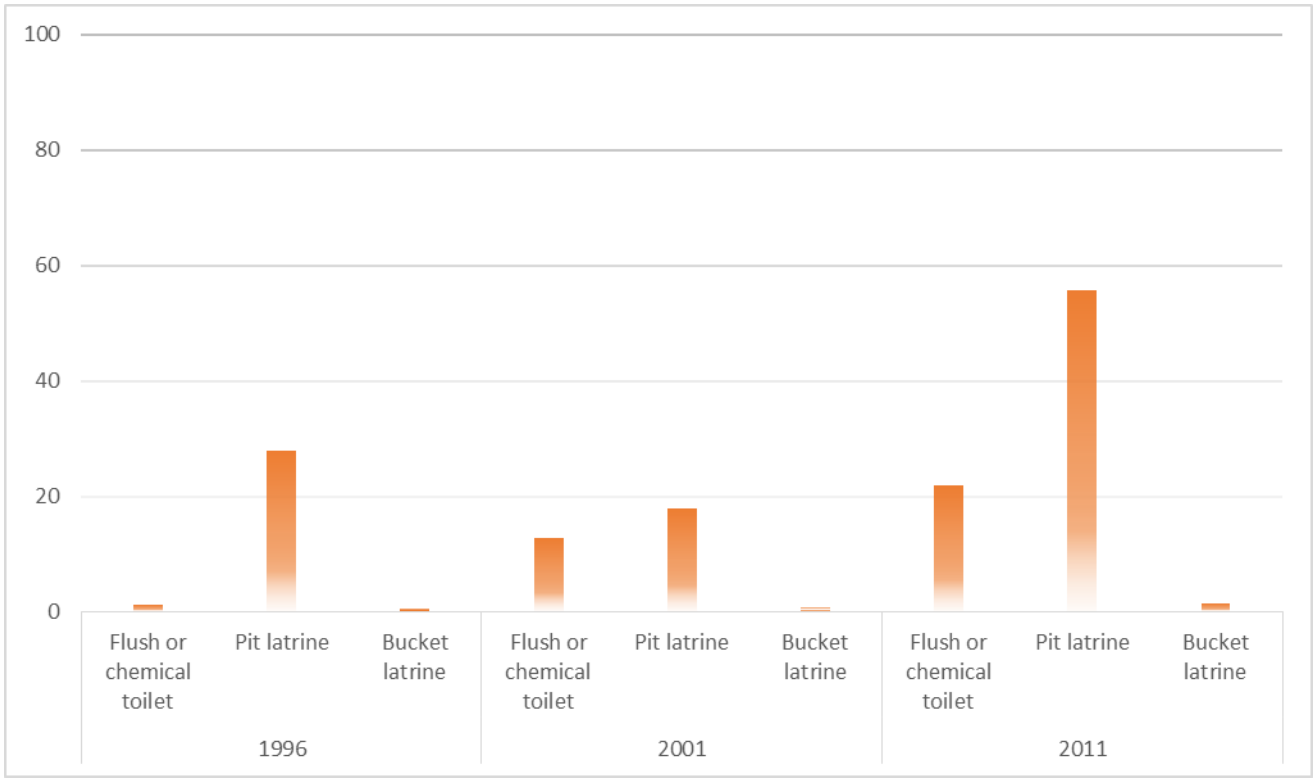
The table below illustrates the type of sanitation facility utilized by households. There are very few households which have access to the flush toilet sewer (including flush septic tank). A positive trend between 2001 and 2007 has been the decrease in the number of individuals who do not have access to any form of sanitation facility.

Distribution of households by type of toilet facility and municipality- 1996, 2001 and 2011

Municipality	Flush or chemical toilet			Pit latrine			Bucket latrine			None		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
KZN271: Umhlabuyalingana	214	3 159	7 400	5 461	4 615	18 933	122	218	476	13 542	18 333	6 226



Toilet facilities: Source Stats South Africa: Census 2011



Municipal Co-ordination of Development Activities with relevant Sector Departments and Service Providers

The municipality has successfully managed to co-ordinate its developmental activities with relevant sector departments, service providers and Umkhanyakude District Municipality. The primary role of the municipality is to facilitate the delivery of its services to its communities. It is therefore imperative for the municipality to understand the extent to which households in its areas of jurisdiction have access to various services that are essential for their livelihood.

4.2 Solid Waste Management

Waste in South Africa is currently governed by means of a number of pieces of legislation, including:

- The South African Constitution (Act 108 of 1996)
- Hazardous Substances Act (Act 5 of 1973)
- Health Act (Act 63 of 1977)
- Environment Conservation Act (Act 73 of 1989)
- Occupational Health and Safety Act (Act 85 of 1993)
- National Water Act (Act 36 of 1998)
- The National Environmental Management Act (Act 107 of 1998)

- Municipal Structures Act (Act 117 of 1998)
- Municipal Systems Act (Act 32 of 2000)
- Mineral and Petroleum Resources Development Act (Act 28 of 2002)
- Air Quality Act (Act 39 of 2004)
- National Environmental Management: Waste Act, 2008 (Act 59 of 2008)

Umhlabuyalingana Local Municipality has the prerogative to ensure that all waste related legislation are complied with whilst delivering the service of waste collection and disposal, serious strides have been made towards compliance as far as most of the abovementioned legislations are concerned.

4.2.1. The Status, Backlogs, Needs and Priorities for Solid Waste Collection, Removal and Disposal

The municipality has a Council approved Integrated Waste Management Plan in place. Currently, the municipality is collecting waste in 51 businesses in Mbazwana, Manguzi and Skhemelele Towns. Umhlabuyalingana Local Municipality is currently focusing on projects that will enhance its revenue and promote job creation from the waste management service. Some waste management projects that are planned for implementation during 2016/17 financial year are as follows:

- Registration of landfill sites,
- Review of waste management policies, plans, bylaws and tariffs,
- Signing of waste removal agreements for businesses and business waste removal
- Campaigns on Collection and Removal of Waste

4.2.2 Integrated Waste Management Plan

The municipality has a Council approved Integrated Waste Management Plan in place The Integrated Waste Management plan was approved in 2014 and is being implemented.

4.2.3 The Status of Land Fill Sites

Currently, municipality has 3 landfill sites namely: Thandizwe, Mbazwana and Skhemelele. Mbazwana and Skhemelele Landfill sites are under registration and licensing process.

4.2.4 System to Divert Waste from Landfill Sites for Recycling

The municipality is planning to establish the re-cycling projects within the landfill sites which will also create job opportunities for local people and increase revenue for the municipality.

4.3 Transport Infrastructure

4.3.1 Existing and Future Transport Infrastructure

Road Network

At a regional level, Umhlabuyalingana has a well-established road connectivity comprising national and provincial which link different areas within the municipality. The routes that currently play this role include R22, P522, P447 and P444. These routes connect the main settlement areas and emerging towns which include Mbazwana, Manguzi, Somkhele and Phelandaba. R22 in particular link the area with Hluhluwe town, N2 and a number of towns towards the south of Umhlabuyalingana while it also connects the area with Mozambique towards the north. The upgrading of R22 and its declaration as an LSDI Route during the early 2000s has drastically improves accessibility and connectivity at a regional scale and serves as an opportunity for corridor based development.

However the same cannot be said about the three other significant connector routes. P522 link the area town of Jozini. Although it is a tar road, this route had deteriorated to a very bad state with potholes that stretches for many kilometers. It appears as if the more focus has been placed on temporally patching the potholes without addressing the root cause of the road situation i.e. to re-tar and reseal the entire route since it has exceeded its lifespan. P447 and P444 are the provincial routes that link different settlements (especially in Mashabane) with the town of Mbazwana. These are currently the gravel 'sandy' roads which need serious attention. This also bears in mind the fact that the light vehicles are unable to easily use these routes during the heavy rainfall seasons.

At a local level, the road network tends to be very problematic. 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. This is due to a number of existing roads being informal and in need of upgrading. These mainly include the local access roads that provide direct access to settlements. The majority of these roads exist as tracks.

Public Transport

According to UMkhanyakude District IDP (2008/09), there are 33 taxi facilities in the form of formal and informal taxi ranks and routes Umhlabuyalingana. The "bakkies" which are considered to be illegal passenger transport vehicles still they provide a service that could be considered as parallel. They actually operate on the routes where taxis do not want to move onto due to the weak quality of the roads. There are no bus termini facilities that are provided within the area. The table below gives an indication of accessibility of public transport within the municipality.

Main Route	Main Route Description	No. of passengers per peak	% of active seats used	No. of trips	Average occupancy per vehicle
KZN-R0032F-U	Jozini to Sikhemelele	224	100.00	15	14.9
KZN-R0036F-U	Manguzi to Ezangomeni	570	95.96	38	15.0
KZN-R0061F-U	Mbazwane to Mseleni	285	100.00	19	15.0
KZN-R0066F-U	Mbazwane to Sodwana Bay	267	100.75	20	13.4
KZN-R0056F-U	Mbazwane to Manzibomvu	170	116.47	17	11.6

It is clear that most of the routes inside and linking the municipality to other major centers within the district are operating at capacity, and that consideration to expand route capacity should receive high priority. Transport whether motorized or non-motorized faces many challenges within the Municipal area. These can be summarized as follows:

Poor Conditions of Roads

- Inadequate pedestrian signs and markings and off-loading areas especially within the few urban areas;
- An absence of traffic lights, especially at major intersections;
- Unavailability of adequate public transport facilities especially for the disabled;
- Lack of pedestrian and non-motorized transport facilities.

The areas that should be considered for intervention should include improving pedestrian signs, markings and off-loading areas especially in the urban areas. The traffic calming measures within areas of high accidents should also be explored and wherever possible the provision of traffic lights especially at major intersections should be provided.

Poor Road Linkages

An efficient and effective road network enables people and goods to traverse to and from all areas within the Municipal area. It opens up development opportunities which could lead to economic growth and associated job creation.

Poor critical road linkages, which includes the non-existence of critical linkages and existing roads that are in poor to inaccessible condition, have been identified within the uMhlabuyalingana LM:

Poorly maintained existing gravel road between Madonela and Sikhemelele. Significant denser settlement occurs all along this road, which runs in close proximity and parallel to the Pongola River

and it's rich flood plains. Intensive agriculture, mainly subsistence, occurs along the river and the road. In heavy rains, this road is nearly impassable. What is also important to note is that this settlement corridor joins up with the P522 provincial main road between Ingwavuma and Manguzi. At this juncture, the urban characterized settlement of Sikhemelele has developed over time. Sikhemelele settlement, as well as the Mbosa to Sikhemelele Corridor, is the most densely settled area within the uMhlabuyalingana LM;

The existing road linkages between Madonela and Tshongwe are poor and do not support a direct primary route from Tshongwe through the agricultural development corridor leading to Sikhemelele. This is considered very important link, since it will provide an alternative south-north route, from Hluhluwe, within the uMhlabuyalingana Municipality. This route is deemed more economical for the conveyance of fresh goods and value-added products from the identified agricultural corridor to the major markets of Richards Bay and Durban

The east-west road linkages are primarily located in the north (P522 Main Road linking Ingwavuma with Manguzi) and in the south (P444 and P447 linking Mbazwana with Mkhuze) of the uMhlabuyalingana Municipal Area. The east-west road linkages in the central western part of the Municipal area exist only as a local road (essentially a track). In order to contribute towards a road network that is both effective and efficient – particularly in light of the recommended upgrade of the Madonela – Sikhemelele road – it is recommended that the road between Hlazane to Manaba to Mseleni be upgraded, functioning as an additional east-west centrally located link;

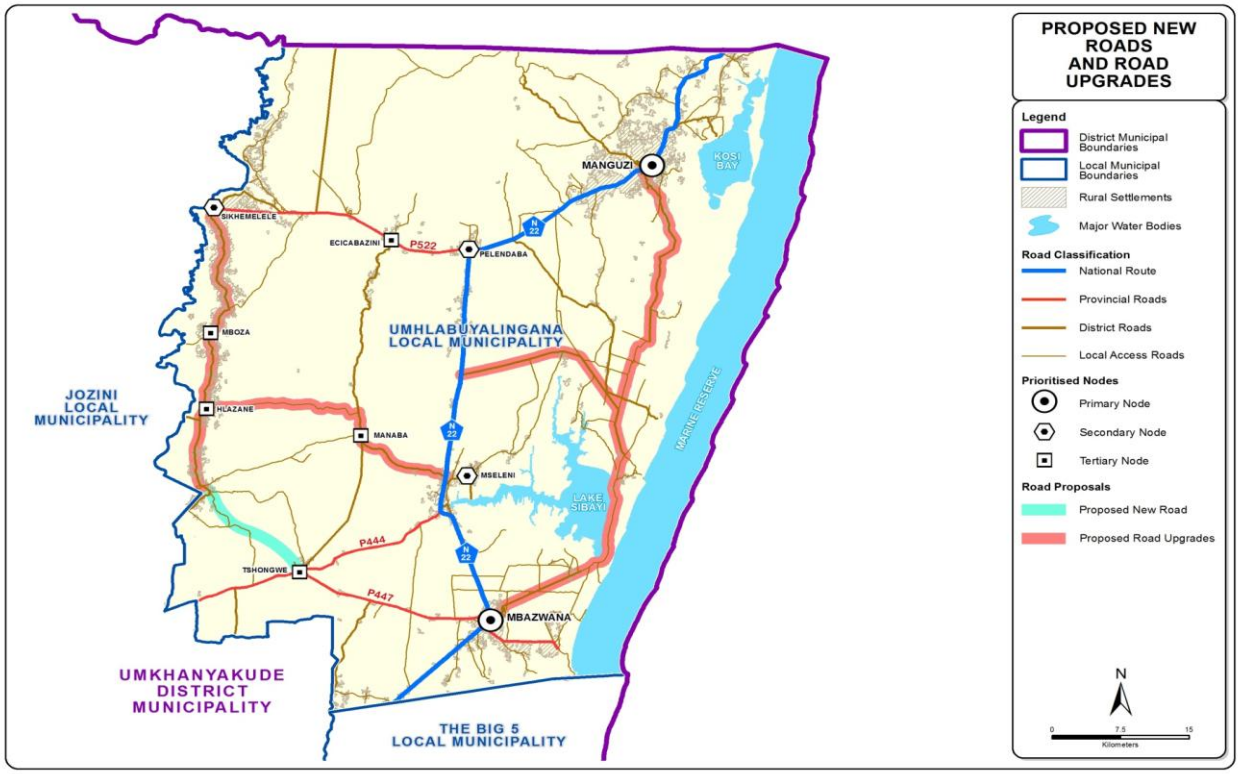
In order to expose the unique environment along the Municipality's east coast, which is administered by Isimangaliso Trust, to a broader audience which will result in further tourism –related development, the road from Mbazwana , pass Lake Sibaya on its eastern shore, through Manzengwenya, to Manguzi need be upgraded and made freely accessible to the public.

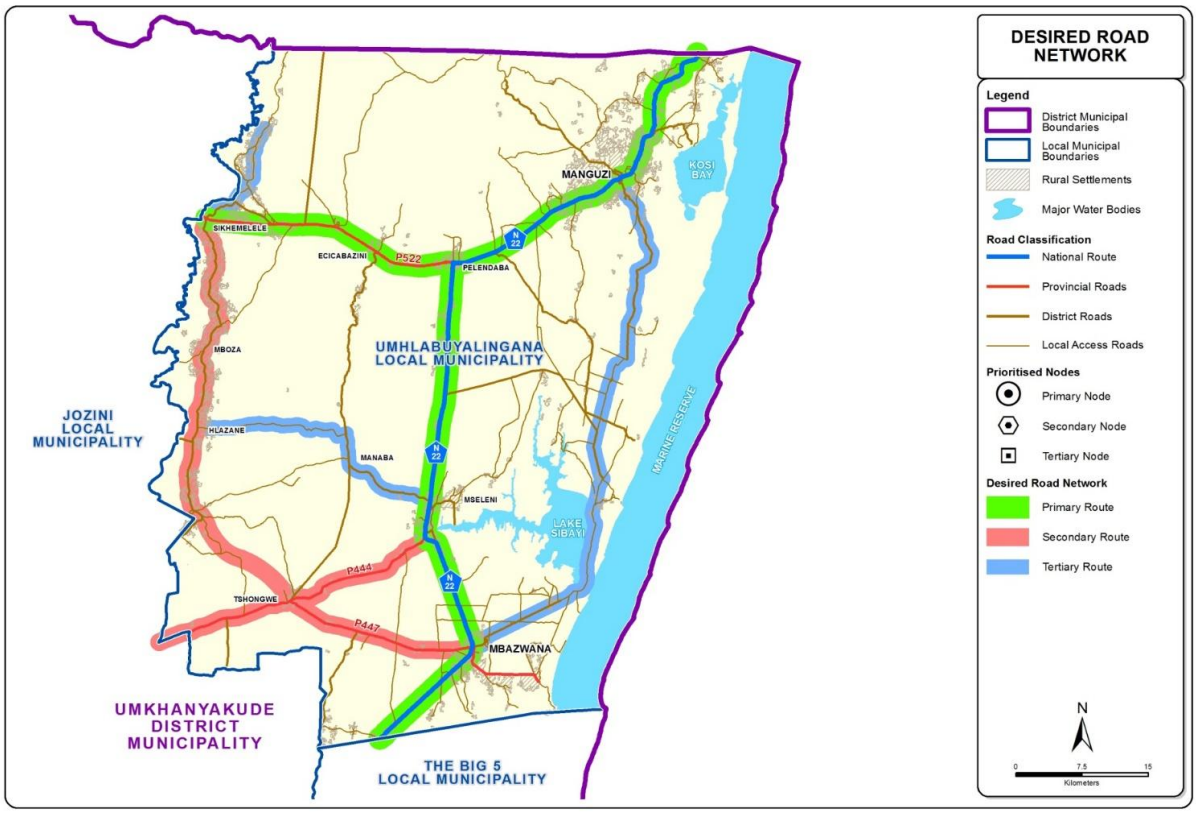
Upgrade the road from the State Forest Road north of Jikijela Node inland to Manzengwenya. This will provide an improved west-east link to the coastal areas.

A well-developed road network, improving accessibility:

- Upgrade the existing gravel road between Madonela and Sikhemelele to a blacktop road
- Develop a blacktop road between Tshongwe and Madonela
- Upgrade the road between Hlazane and Manaba
- Upgrade the road between Manaba and Mseleni
- Upgrade of the road from Mbazwana , pass Lake Sibaya on its eastern shore, through Manzengwenya, to Manguzi
- Upgrade the road from the State Forest Road north of Jikijela Node inland to Manzengwenya

Map 1: Proposed New Roads and Road Upgrades (Umhlabuyalingana SDF, Page 259)





Map 2: Desired Road Network (Umhlabuyalingana SDF, Page 260)

Rail

Umhlabuyalingana does not have an established public and goods rail transport system. The railway line runs parallel N2 within UMkhanyakude District. It cuts across Mtubatuba, The Big Five False Bay, Hlabisa and some parts of Jozini to Swaziland but is passes outside of Umhlabuyalingana administrative boundary. In any case it also appears as though this transport service was discontinued some time ago.

Air Transport

Umhlabuyalingana does not have an established and operational air transport system. The small landing strip (airstrip) exists within both Mbazwana and Sodwana Bay. However the condition of these facilities is currently unknown.

4.3.2 Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorized as national, provincial and local on maps.

4.3.3 Operations and Maintenance

The municipality will participate in the Review of the Road Maintenance Plans of Sanral, DoT and Umkhanyakude DM in order to ensure a well maintained road network, improved accessibility and full alignment with the SDF. An Operations and Maintenance Plan is Attached as annexure-2

The municipality has a Council approved Operations and Maintenance Plan as most of the gravel roads within uMhlabuyalingana Municipal Area are in poor condition and in-accessible on occasions, especially after heavy rains. This impacts on the free movements of goods and people on the one hand and results in increased operating costs to the road users. Further, road safety conditions are adversely affected.

4.3.4 IDP Situational Analysis

The IDP situational analysis is reflected via maps critical road, rail, public transport needs and linkages, as well as the status, of these (i.e. Existing and upgrade needs, non-existent and those new needs that need to be developed)

4.4 Energy

4.4.1 Electricity/Energy Provider

The municipality is not an Electricity / Energy provider.

4.4.2 Energy Sector Plan

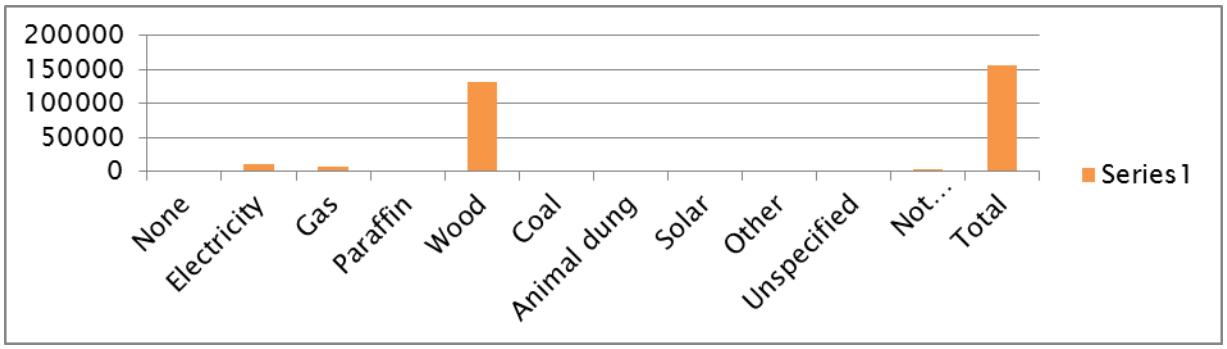
The municipality has a -3-year Electrification/Energy Sector Plan in place, adopted by the Council and is being implemented. Energy sector plan is attached as an annexure.

4.4.3 Operations and Maintenance Plan for Electricity/Energy

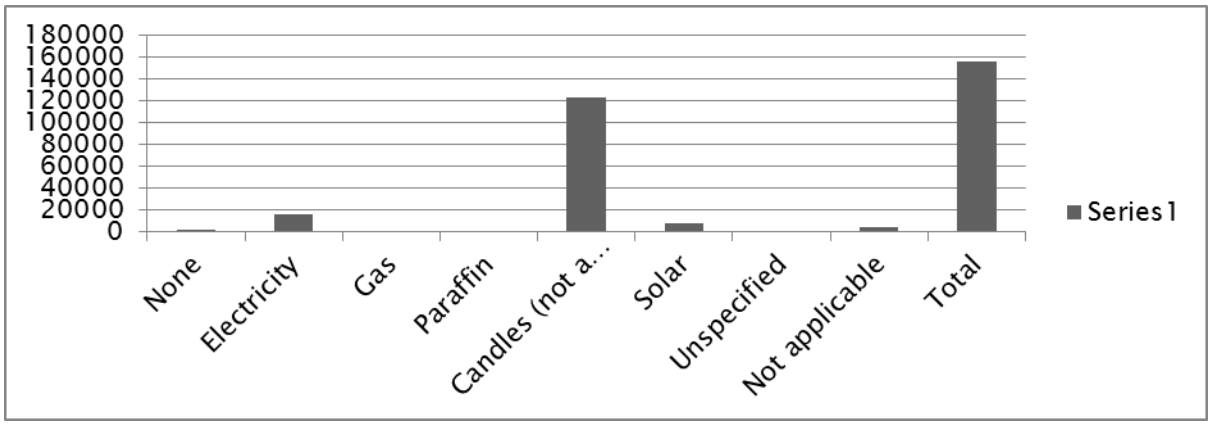
There is no Operations and Maintenance Plan for electrification. When electrification projects are completed, it is then handed over to Eskom.

4.4.4 The Status Backlogs, Needs and Priorities for Electricity/Energy Services

The IDP has included a summary (with supporting maps) of the status, backlogs, needs and priorities for electricity / energy services. A separate document from Eskom showing electricity/backlogs, projects com completed and planned projects is attached as annexure-3. The information below shows the sources of energy and what it is used for.



Energy fuel for cooking: Source Stats South Africa: Census 2011



Energy for lighting : Source; Stats South Africa: Census 2011

4.4.5 Municipal Co-ordination of its Development Activities with the Relevant Sector Departments and Service Providers

The municipality has co-ordinated its development activities with the relevant sector departments (Energy Department) and service providers (Eskom). Eskom Electrification Status Report (with baclog summary, completed projects, current projects, fast tracked projects, proposed new projects with budgets and maps is attached.

4.5 Access to Community Facilities

4.5.1 The Status, Backlogs, Needs and Priorities for Community Facilities

A fieldwork was conducted in all Municipal Wards during December 2011. The purpose of the field work was to identify all community facilities and to take a GPS reading of their respective locations, as well as a photograph of the structure. The following tables set out what has been identified, whilst a series of maps, after the tables, represent to accessibility to these facilities.

Access to Clinics

CLINICS	
WARD NUMBER	**STRUCTURE**
9	Bhekabantu Clini
15	Emanaba Clinic
17	Engozini Mobile Clinic
16	Esicabazini Clinic
3	Esphahleni Clinic
3	Ezinqeni Clinic
12	Gazini Clinic
4	George Clinic
13	Hlazane Mobile Clinic
10	Hlomula Clinic
17	Kwamasond Mobile Clinc
12	Kwamshudu Clinic
5	Kwasonto Clinic
5	Mabibi Clinic

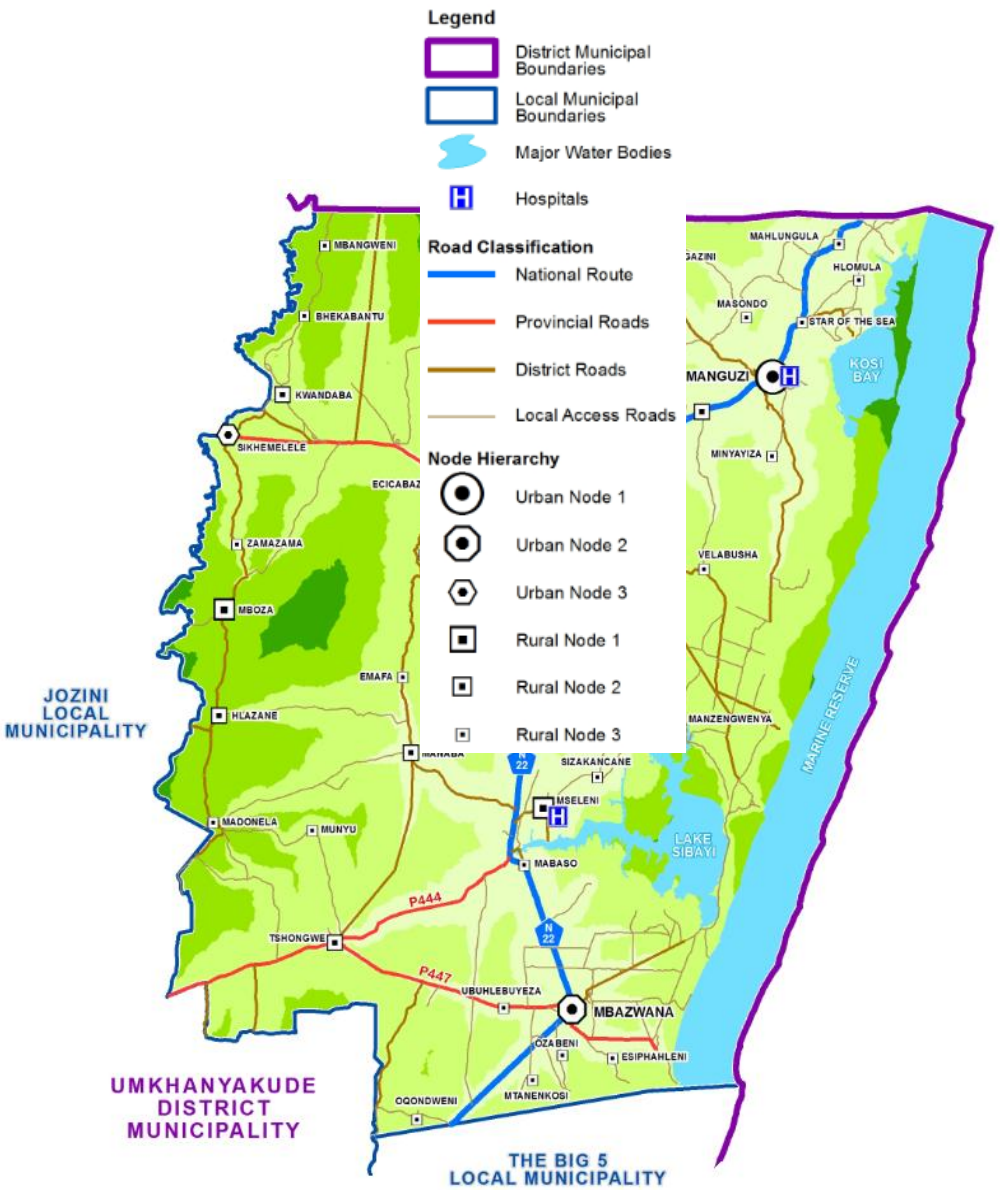
CLINICS	
WARD NUMBER	**STRUCTURE**
14	Madonela Clinc
10	Mahlungula Clinic
15	Manaba Clinic
5	Manzengwenya Clinic
1	Maputa Clinc
15	Mboma Clinic
13	Mboza Clinic
4	Minyayiza Clinic
15	Mlamula Clinic
4	Mqobela Clinic
3	Mtanenkosi Clinic
14	Munyu Mobile Clinic
8	Mvelabusha Clinic
10	Old Nhlanga Clinic
7	Oqndweni Clinic
3	Othungwini Clinic
8	Phelandaba Clinic
5	Phumani Clinic (Mobile)
11	Thengani Clinic
7	Tshongwe Clinic
15	Vimbukhalo Clinic
6	Zamazama Clinic
8	Zibi Clinic

Map Showing Clinics

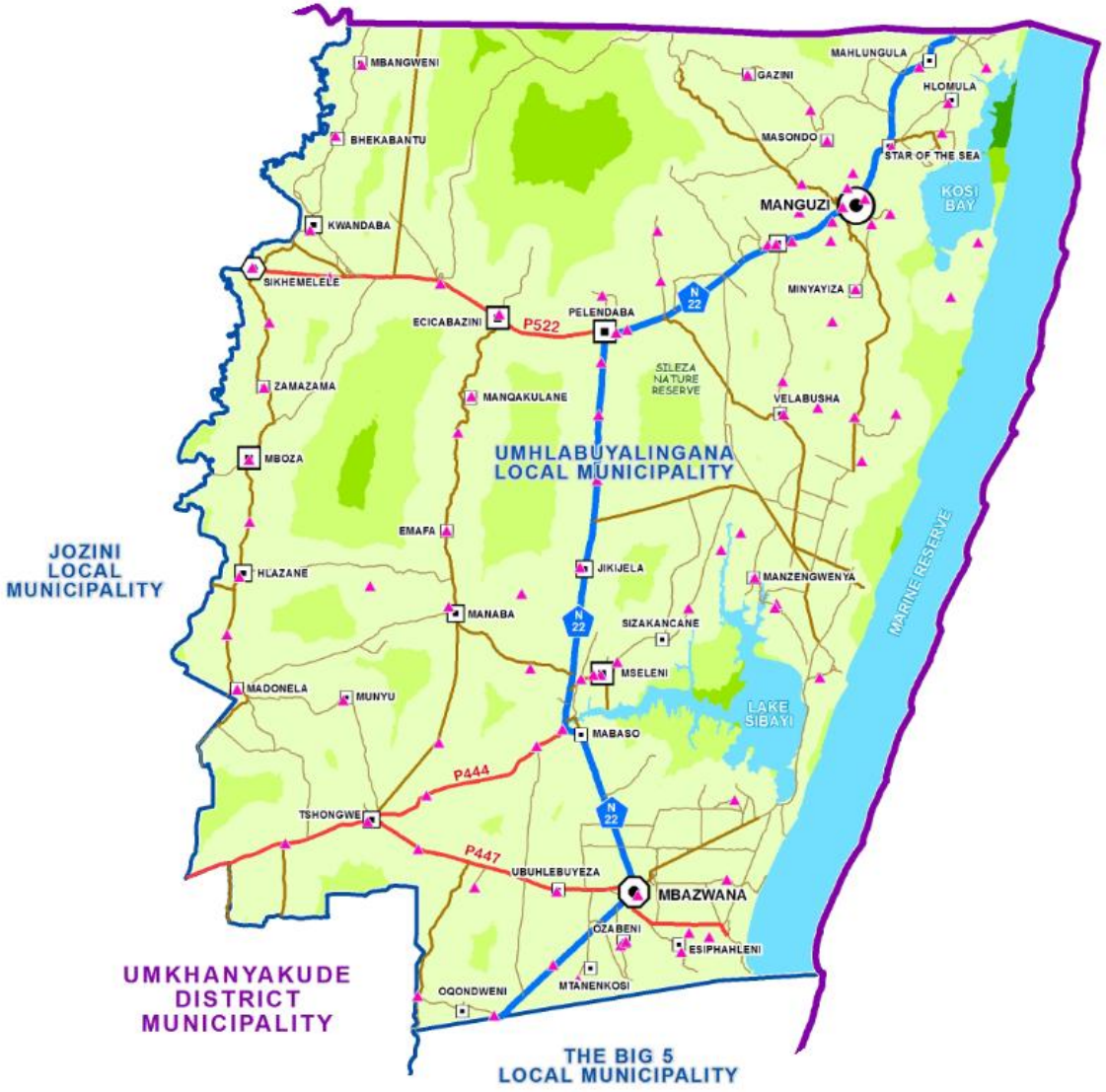
- Health facilities are relatively well

Hospitals

WARD NUMBER STRUCTURE	WARD NUMBER STRUCTURE
5	Mseleni Hospital
I	Manguzi Hospital



Map Showing Hospitals



Map Showing Primary Schools

Travel Time to Nearest Facility

- < 30 Minutes
- 30.1 - 60 Minutes
- 60.1 - 90 Minutes
- > 90 Minutes

Primary Schools

Access to primary schools

PRIMARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
16	Asibuyeni Primary School
4	Banganek Primary
9	Bhekabantu Primary School
7	Buyani Primary School
3	Dumile Primary School
7	Ekulweni Primary School
17	Ekuthukuzeni Primary School

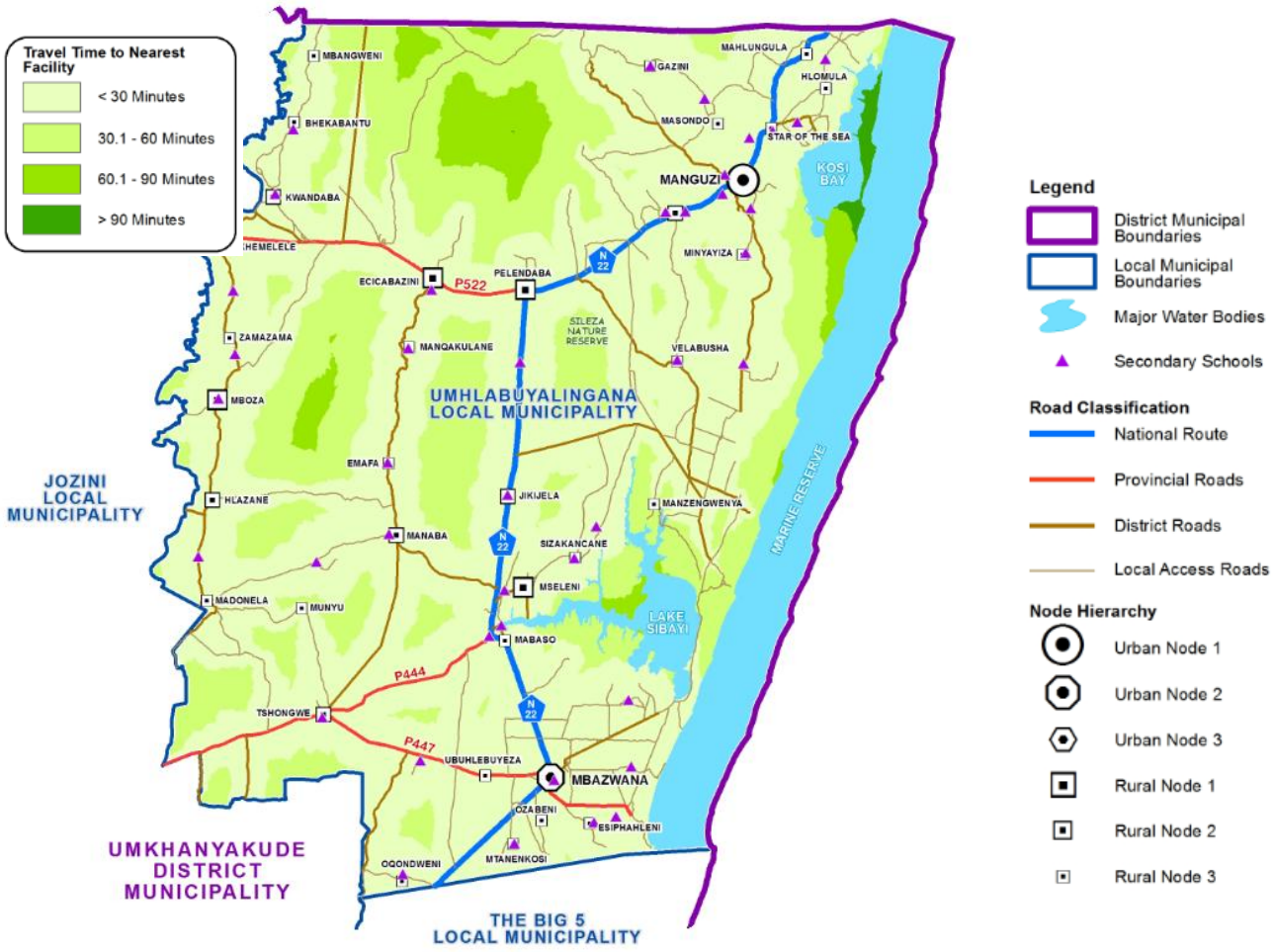
PRIMARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
15	Emafa Primary School
4	Emalangeni Primary
7	Emphakathini Primary School
8	Endlondlweni Primary School
7	Esibhoweni C.P School
16	Esiboniswenі Primary School
3	Esiphahleni Primary School
9	Esithembinhlanhla Primary School
11	Gadokwayo Primary School
12	Gazini Primary School
4	George Caltex Primary School
2	Gondweni Primary School
13	Hlazane Primary Schoool
10	Hlomula Primary School
7	Hlulabantu Primary School
13	Ihlokokhloko Primary School
5	Ikusa Primary School
8	Khofi Primary School
10	Kwamazambane Primary School
12	Kwamshudu Primary School
5	Kwanhlamvu Primary School
5	Kwasonto Primary School
11	Libuyile Primary School
5	Mabibi C.P School
14	Madela Primary School
15	Magcekeni Primary School
9	Maguqeni Primary School

PRIMARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
2	Mahlakwe Primary School
8	Makabongwe Primary School
15	Manaba Primary School
16	Manqakulane Primary School
14	Manyamasi C.P School
5	Manzengwenya Primary School
3	Manzibomvu Primary School
1	Maputa Primary School
4	Masakeni Primary School
17	Masondo Primary School
11	Masulumane Primary School
2	Mbazwana Primary
13	Mboza Primary School
9	Mdumisa Primary School
6	Mengu Primary School
17	Mfula Wezwe Primary School
4	Minyayiza Primary School
15	Mlamula Pimary School
5	Mlingo Primary School
8	Mphayini Primary School
8	Mqhiyama Primary School
4	Mqobela Primary School
5	Mseleni J.P School
16	Mtikini Primary School
14	Mtiwe Primary School
14	Munyu Primary School
8	Mvululwazi Primary School

PRIMARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
5	Mzila S.P School
5	New Era Primary School
3	Ngwenyeni Primary School
3	Nhlambanyathi Primary School
15	Njinji Primary School
4	Nkathweni Primary School
4	Nonikela Primary School
4	Nsukumbili Primary School
6	Ntokozweni C.P School
5	Ntombemhlophe Primary School
7	Oqondweni Primary School
3	Othungwini Primary School
3	Ozabeni Primary School
9	Phakamani Primary School
8	Phasula Primary School
9	Phohlo Primary School
5	Phumani Primary Shool
15	Phuzemthonjeni Primary School
10	Saint Joseph Primary School
16	Sanqoba Primary School
16	Sihangwane Primary School
10	Star Of The Sea Primary School
12	Thandizwe Primary School
10	Threlfal Primary School
7	Tshongwe Primary School
8	Velabusha Primary School
15	Vimbukhalo C.P School

PRIMARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
14	Welcome Primary School
6	Zamazama Primary School
8	Zibi Primary

Map Showing Secondary Schools



Secondary Schools

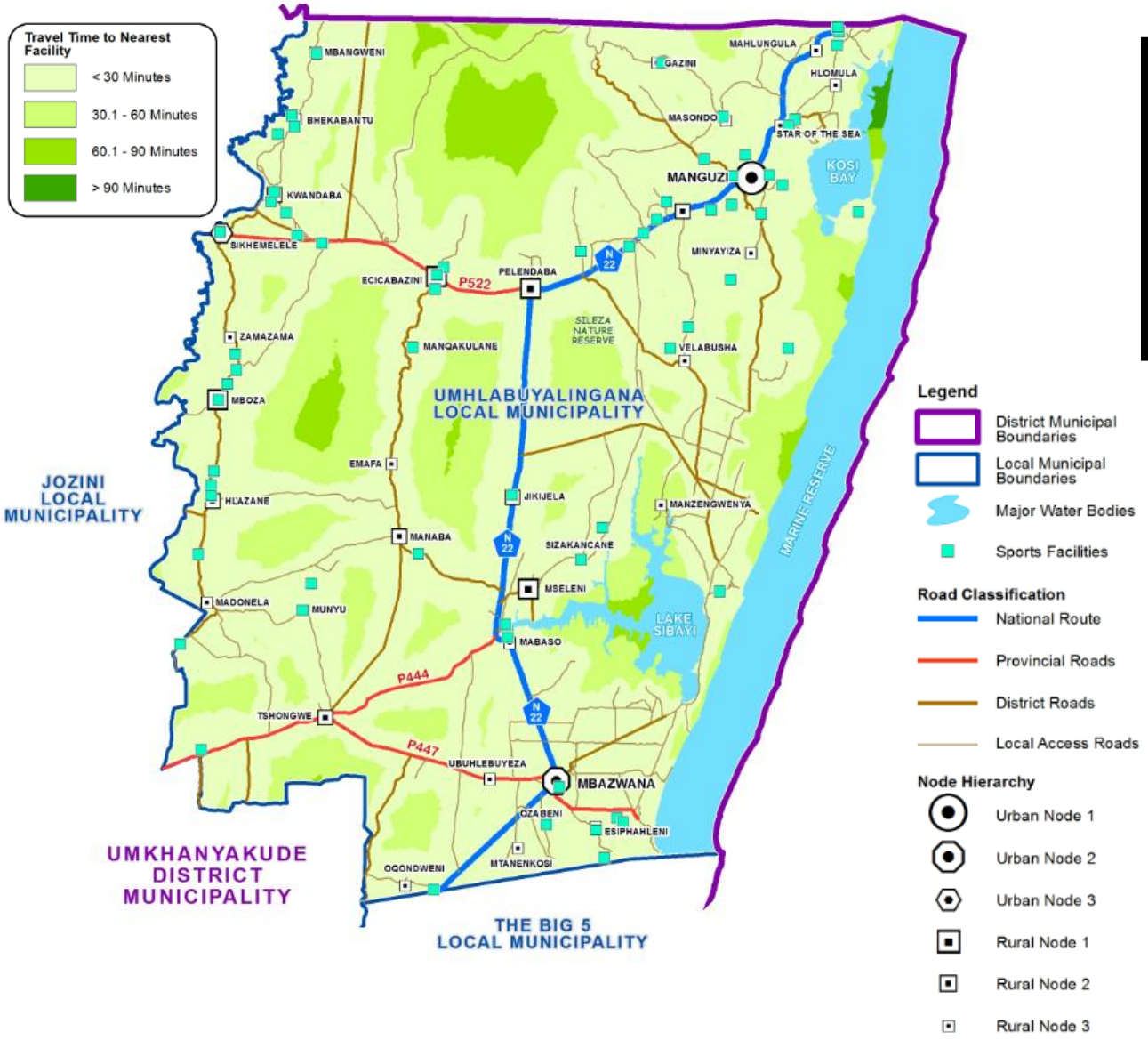
SECONDARY SCHOOLS	
WARD NUMBER	**STRUCTURE**

SECONDARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
10	Amandla High School
7	Bhevula High School
7	Bhukwane High School
16	Dumangeze High School
7	Esigedeni J.S School
13	Esiphondweni High School
12	Gazini High School
11	Hambisanani High School
5	Idundubala High School
15	Jikijela High School
15	Justice Nxumalo High School
12	Kwamshudu High School
8	Langelihle High School
15	Mafutha High School
16	Manqakulane High School
14	Mantinti High School
4	Mashalaza High School
3	Mbethe Secondary School
2	Moses Zikhali High School
15	Mshanguzana High School
3	Mtanenkosi High School
9	Mzibuli High School
3	Nhlambanyathi High School
10	Nhlanga High School
8	Nhlanhlivele High School
6	Nodineka High School
6	Nothando High School

SECONDARY SCHOOLS	
WARD NUMBER	**STRUCTURE**
8	Nsalamanga High School
3	Ntshingwayo High School
1	Shayina High School
4	Shengeza High School
16	Siyakhula Secondary School
17	Sizaminqubeko High School
5	Sizofika High School
10	Star Of The Sea High School
15	Sukasambe Secondary School
6	Thongwana High School
14	Vakane High School
11	Vula Kwenile High School
5	Zenzeleni High School

Map Showing Sports Facilities

The municipality comprises of mainly of the youthful population and this warrant that specific attention should be given to the development of sport and recreation facilities and initiatives. Currently there are few new formal sports fields within the area. These facilities will need to be maintained as and when required.



- Sport fields / kick-around grounds are well distributed throughout the municipal area. This is likely as a result of the level sandy topography and geology.
- Communities also make, with prior arrangement with school principals, use of school sport grounds (where available).

Access to Sports Facilities

SPORT FIELDS / FACILITIES	
WARD NUMBER	**STRUCTURE**
11	Barcelona Sportsfield
8	Bhamala Sports Ground
9	Bhekabantu Sports Ground
14	Biva Sports Ground
13	Biyela Sports Ground
10	Border Sports Ground
9	Burning Stars Soccer Field
4	Damonia Sports Ground
16	Dumangeze Sports Ground
13	Egejeni Sports Ground
9	Esicelani Soccer Field
12	Gazini Sportsfield
4	George Sports Ground
13	Gijimani Sports Ground
13	Gina Sports Ground
17	Gunners Sports Ground
16	Happy Stars Sports Ground
13	Hlazane Sports Ground
7	Hlulabantu Sports Ground
3	Home Tigers Sports Ground
5	Idundubala Sports Ground
17	Intabankulu Sports Ground
15	Jikijela Sports Ground
16	Junior Chiefs Sports Ground

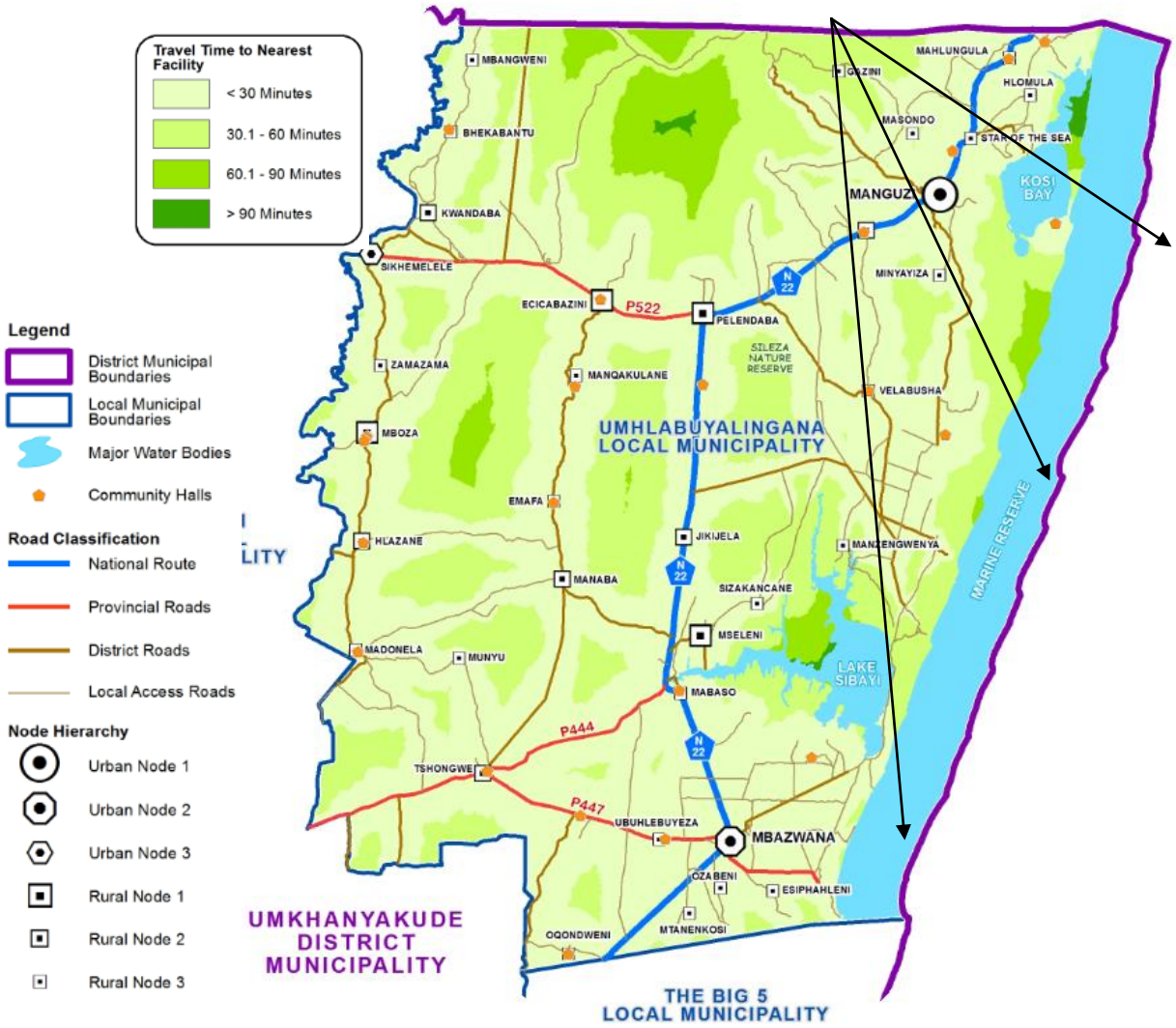
SPORT FIELDS / FACILITIES	
WARD NUMBER	**STRUCTURE**
10	Kosi Mouth Sports Ground
4	Kwadapha Sports Ground
10	Liverpool Sports Ground
15	Mabaso Sports Ground
5	Mabibi Sports Ground
14	Madonela Sports Ground
8	Mahhashi Sports Ground
15	ManabaSports Ground
16	Manqakulane Sports Ground
4	Masakeni Sports Ground
4	Mashalaza Sports Ground
9	Mbangweni Sports Gound
13	Mboza Sports Ground
16	Mgoba Volley Ball Court
14	Mkhayane Sports Ground
4	Mqobela Sports Ground
5	Mseleni Sports Field
16	Mtikini Sports Ground
14	Munyu Sports Ground
9	Mzibuli Sports Ground
3	Nqongwana Sports Ground
4	Nsukumbili Sport Ground
6	Ntokozweni Sports Field
11	Nyinyane Sports Ground
2	Olakeni Sports Ground
3	Ozabeni Sports Ground
3	Sea Water Sports Ground

SPORT FIELDS / FACILITIES	
WARD NUMBER	**STRUCTURE**
1	Shayina Sports Ground
10	Sithandabantu Sports Ground
5	Sizakancane Sports Ground
10	Star Sports Ground
11	Supersport Sport Ground
9	Sweepers Sports Ground
12	Thandizwe Sports Field
11	Thengani Sports Field
14	Welcome Sports Ground
15	Young Cosmos Sports Ground
16	Young Forward Sports Ground
3	Young Lillies Sports Ground
16	Young Pirates Sports Ground
16	Zamani Sports Ground
6	Zamazama Sports Ground

Community Halls

The municipality is constructing six (6) community halls which will be completed by the end of 2015/16 financial year and planning to do three (3) in the next financial year (2016/17).

Map Showing Community Halls



Not serving many people – have these been correctly located?

- Community Halls are mainly located along the transport infrastructure network, at existing nodes, and are well distributed throughout the Municipal area.
- Existing community halls are generally not well maintained and are, in many cases, not provided with electricity – see photo of Mboza Community Hall below.
- The majority of community halls are either not used or rarely used by communities.

Access to Community Halls

COMMUNITY HALLS	
WARD NUMBER	**STRUCTURE**
9	Bhekabantu Community Hall
15	Emafa Hall
7	Emphakathini Hall
11	Endlovini Community Hall
17	Engozini Community Hall
3	Ezinqeni Community Hall
13	Hlazane Community Centre
4	IDT Community Centre
8	Kwa Tembe Community Hall
16	Kwandovu Hall & Clinic
15	Mabaso Community Hall
14	Madonela Comunity Hall
10	Mahlungula Community Hall
13	Mboza Community Centre
13	Mboza Community Hall
13	Mboza Social Development Centre
8	Mpukane Community Hall
7	Oqondweni Community Hall
16	Sicabazini Community Hall
7	Tshongwe Community Hall
10	Ubuhle Buyeza Community Hall
2	Ubuhlebuyeza Community Hall
8	Velabusha Community Hall

Cemeteries

There is very little data regarding the need for cemeteries, since neither the District, nor the municipality has compiled a cemeteries master plan. The general observation regarding the placement of cemeteries is that the placement of these facilities is closely related to cultural and religious traditions. These facilities are normally located close to areas of settlement. It is custom in rural areas to bury the dead close to the homestead in which the individual lived, and specifically within the boundaries of a specific traditional authority. There is need to ensure that all communities have access to adequate burial facilities in the most proper way. This would include the identification of cemetery sites within the small towns or emerging nodes (Manguzi, Mbazwana, Skhemelele and Phelandaba) since home burial cannot be considered to be an ideal situation in those cases. Such cemeteries will need to be fenced and maintained. Cemeteries also need to be secured in order to ensure preservation of heritage and prevent vandalism of graves and tombstones.

4.5.2 Municipal Co-ordination of its Development Activities with the Relevant Sector Departments and Service Providers

The Municipality co-ordinates its planned development activities with the IDP Forum, District Municipality, Sector Departments, and Service Providers, so as to align our planned programmes, projects, policies and budgets.

4.6 Human Settlements

Settlement Pattern

The spatial pattern of the area has developed as a result of various factors including its settlement pattern, natural features and infrastructure.

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 (Vara, Wendy Force and Associates, etc.).

4.6.1 Housing Needs

Informal Settlements

It is often than not argued that this municipality has a challenge with informal settlements. By natural default the area of Umhlabuyalingana determined itself to be rural in character and as such 99% of the area is classified as rural. This is evident throughout the municipal area when you look at the housing typology and the dispersed rural settlements with poor road infrastructure that interlinks them.

Dwelling units made up of traditional material are still prevalent in the area however; the municipality does not consider these to be "informal settlements" and for a simple reason that these communities often have some form of land tenure rights to settle where they are. Basically, the issue of affording decent housing is the cause and some erect such houses by choice.

Furthermore, what is often over-looked is the fact that most decent and modern houses are often erected without following due processes i.e. acquiring an approval of a building plan form the municipality in terms of the National Building Regulations and Building Standards act 103 of 1977 as amended. This also boils down to the fact that in such areas the culture of ensuring as to which areas are best suitable for locating housing was never practiced and brings along challenges in terms of installing infrastructure in some of these areas.

Generally speaking and on the basis of the above, in the context of Umhlabuyalingana it will be social incorrect to consider the municipality as having a challenge with informal settlements but will be technically correct to make such a statement.

Suitable Land for Housing Development

The Local Municipality of Umhlabuyalingana area of jurisdiction spreads for approximately 3621 km^2 in land magnitude. In terms of land tenure, estimated at 60 % of the municipal area falls under Ingonyama Trust ownership with four tribal councils who are the custodians of the land, with the remaining 40% consisting of commercial farms and conservation areas [Source: Stats SA, Census 2011]

As many rural municipalities in South Africa Umhlabuyalingana was established [*i.t.o*] the Municipal Systems Act 32 of 2000] at the time where un-planned small rural towns/villages [organic towns/villages] had already emerged and as such since then the culture of identifying suitable land for housing purposes was never practiced.

It is imperative to sensitize the afore when one has to infomercial exhaust this vein, as is, the municipality is currently crafting a wall-to-wall Spatial Development Framework (SDF) and scheme(s) for Manguzi and Mbazwana towns respectively. This is a twofold exercise that will involve a high level land identification and designation wherein, feasible land for future housing expansions will be identified and other subsequent specialist investigations will have to be undertaken for each specific land parcel. Parallel to this the District municipality of UMkhanyakude is currently developing a district wide Environmental Management Framework which will also serve an informant for decision-making for future identification of feasible land for housing expansion. There is currently one housing

projects in the rural area that is under construction i.e. Mabaso. There are however plans for additional projects in the traditional authority areas. Refer to the housing chapter.

Current Housing Projects

Project Name	Project No	Units	Implementing Agent	Developer	Status
Kwangwanase Phase One Rural Housing Project		2000	Inprodev Pty Ltd	Section 21 Company	Project To Be Completed In April 2012
Mbazwana Housing Project		500	Inprodev Pty Ltd	Section 21 Company	Project Completed/ Close Out Report
Mabaso Rural Housing Project Area A	K10020008	1256	Gumede Rural Development	Municipality	Project Completed/ Close Out Report
Mabaso Rural Housing Project Area B	K10020007	1244	Siyamthanda Projects	Municipality	Project Completed/ Close Out Report
Mashabane Rural Housing Project		1000	Teraplan And Associates	Municipality	Project under construction and progressing very well
Kwangwanase Phase Two Rural Housing Project		1000	Umpheme Development	Municipality	Planning
Kwambila Rural Housing Project		1000	Fezeka Business Services	Municipality	Planning

4.6.1 Planned Projects for the Next Five Years

The table below indicates Umhlabuyalingana Municipality planned housing projects.

Cluster	Wards	Izigodi	Project Name	Project Type	No Of Units	Project Year
North	**12,9,11 &17**	**Mfakubheka**		**Rural**	**3000**	**13/14**
		Mloli				
		Gazini				
		Pikinini Nyamazane				
		Thelizolo				
		Masondo				
		Mshudu				
		Mfihlweni				
		Thengani				
South	**6,8 &5**	**Scabazini**		**Rural**	**2500**	**12/13**
		Phelandaba				
		Mtikini				
		Manqakulana				
		Ndlondlweni				
		Ngutshana				
		Sonto				
		Manzengwenya				
		Mabibi				
East	**8,4,10**	**Mvelabusha**		**Rural**	**3000**	**13/14**
		Zibi				
		Mpukane				

		Mqobela				
		Malangeni				
		Dapha				
		Mnyayisa				
		Nsukumbili				
		Masakeni				
		Nkathwini				
		Mazambane				
		Hlomula				
		Mvutshana				
		Mahlungulu				
Rental	**1**		**Manguzi Rental Stock**			**15/16**
	2		Mbazwana Rental Stock			15/16
	3		Skemelele Rental Stock			15/16
	9	Preceinct	Phelandaba		300	15/16

The Status and Progress of Umhlabuyalingana Municipality Human Settlement Projects

PROJECT NAME	NO. OF UNITS	PROJECT TYPE	PROJECT STATUS	COMMENT
KwaNgwanase Phase 1	2000	Rural	Completed	Nil
Mabaso A	1256	Rural	Completed	Nil
Mabaso B	1244	Rural	Completed	Nil

Mbazwana	444	IRDP	Completed	Bulk Service are required
KwaMashabane	1998	Rural	Construction	Nil
KwaMbila	3000	Rural	Construction	Nil
KwaNgwanase Phase 2	1000	Rural	Construction	Nil
KwaNgwanase South	2000	Rural	Planning	Nil
KwaNgwanase North	2000	Rural	Planning	Nil
KwaNgwanase West	2000	Rural	Planning	Nil

2016/2017 BUDGET FOR THE LM: R51 628 000

TOTAL NO. UNITS: 16 942

4.6.3 Mechanism for Co-ordination of Housing Developments with the Service Providers/ Authorities that Supply the Services

The Municipality co-ordinates its planned development activities with the IDP Forum, District Municipality, Department of Human Settlements, and Service Providers, so as to align our planned programmes, projects, policies and budgets.

4.6.4 Service Providers /Authorities Funding Committed for the Services for Housing Development

The Department of Human Settlement has committed R51 628 000 for housing projects within the Umhlabuyalingana Municipal area. The above mentioned budget is allocated for three projects which are still under construction (as per table above) and three which are still undertaking Feasibility Studies as per the planning processes.

4.7 Telecommunications

This section deals with fixed line telecommunications and cellular telecommunications, which has seen a huge increase in usage, and increased roll out of networks by different service providers since 2001.

The 2007 Stats SA community survey indicates that less than 1% of the Umhlabuyalingana municipal households have access to fixed line telecommunication. As Telkom is the sole fixed line provider at present, and is not prepared to divulge information regarding future fixed line roll out, and with the increased popularity and ease of use of cellular phones, the current situation is likely to remain the same in future. In contrast with the above, 70% of households in the municipality has access to

cellular telecommunication. Nearly 30% of households within the municipality have no access to either fixed line, or cellular telecommunications.

4.8 AG Action Plan

Our Municipality received a clean audit for the financial year 2014/15. A table summarizing the AG opinion, responses and actions that the municipality will undertake to address them is attached as an annexure.

4.9 Basic Service Delivery and Infrastructure Development SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Delivery of services through projects that would have been approved on that financial year ○ Spending of MIG funds at an acceptable level	▪ Unavailability of GIS to clearly identify the infrastructure backlogs (MEC Comments) ▪ Poor leasing and underutilization of the Municipal Infrastructure ▪ Lack of electricity capacity (for both Bulk and reticulation) ▪ Lack of human resource capacity (Electrician)
OPPORTUNITIES	**THREATS**

▪ Stable infrastructure grant to provide basic service delivery ▪ Existence of an Operations and Maintenance plan that needs to be reviewed ▪ Infrastructure coordinates available for GIS	▪ Under expenditure of MIG could limit delivery of services ▪ Vandalism of built infrastructure ▪ Illegal connections to water & electricity ▪ Accidents due to unearthed electricity

5 Local Economic Development and Social Development Analysis

This strategy acknowledges Local Economic Development as the main ingredient of a broader economy concept which positively contributes to employment opportunities, entrepreneurship, and general economic growth of Umhlabuyalingana as a local area. Umhlabuyalingana therefore significantly strives towards strategic planning and implementation of local economic development. To ensure continued growth of the local economy of the area, the following are key objectives of Umhlabuyalingana Municipality pertaining Local Economic Development:

- Establishment of multi-partnerships and SMME support to capacitate the local business operators;
- Encouragement of agricultural activities for fresh produce commercialization to eradicate poverty
- Provisions of recreation opportunities to stimulate Domestic Tourism
- Developing Rural Tourism through supporting the community tourism projects
- Promotion of the Responsible Tourism best practices;
- Improving job creation opportunities and Tourism education for acceptable service delivery through tourism service excellence;
- Channel efforts for tourism entrepreneurial opportunities; and
- Enhance effective and cooperative partnerships by the potential local community members.

As much as the municipality has outlined the above strategic objectives in regards to local economic development, planning for an efficient local economic development remains a challenge. This emanates from the fact that Umhlabuyalingana is a major rural area with largely unplanned traditional settlements which are highly controlled by its traditional authorities. However, over the last few years there has been some density increase within some areas that are along the main roads, with

commercial activities around its strategic points. Its urban areas include towns such as Mbazwana, and Manguzi.

The Umhlabuyalingana Spatial Development Framework has identified the following as ideal investment points within the area:

- Primary Investment Points (Manguzi and Mbazwana);
- Secondary Investment Points (Mseleni; Skhemelele; and Mboza); and
- Tertiary Investment Points (Phelandaba; Manaba; and Mozi)

Economic Profile of Umhlabuyalingana

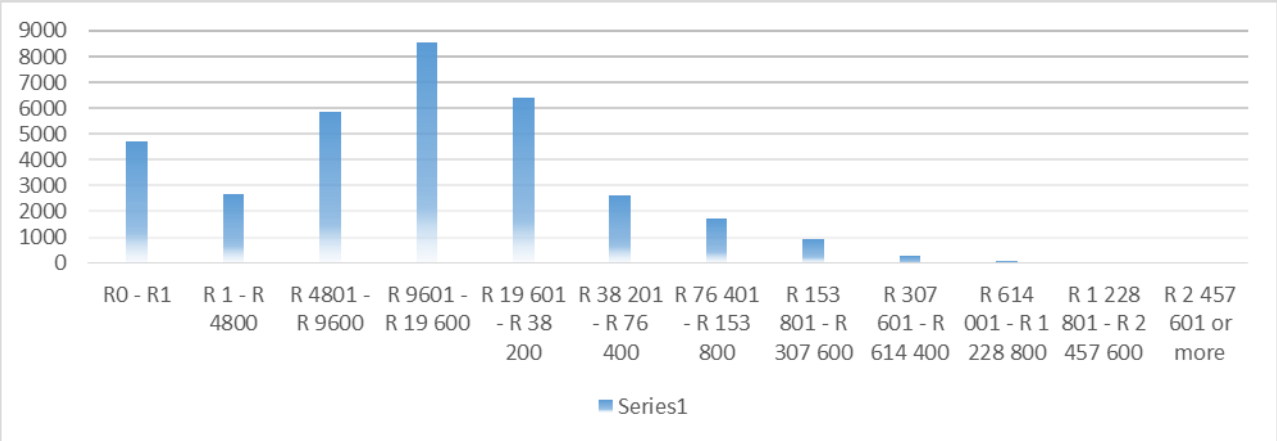
Umhlabuyalingana Municipality, like any other municipalities in the country, has a huge service backlog. The municipality does try to deliver relevant services t./o the communities through effective utilization of funds and human resources but, there is still much work to be done. Its economic base depends 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.

Income Profile

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.

Household income levels in the municipality are extremely low, with almost half (44.9%) the number of households earning no income. The majority of the population survives on around R500 a month. Representation reduces significantly as income brackets increase. There is a relatively high dependence on social grants. The graph below shows annual household income.

Figure 3 Annual household income

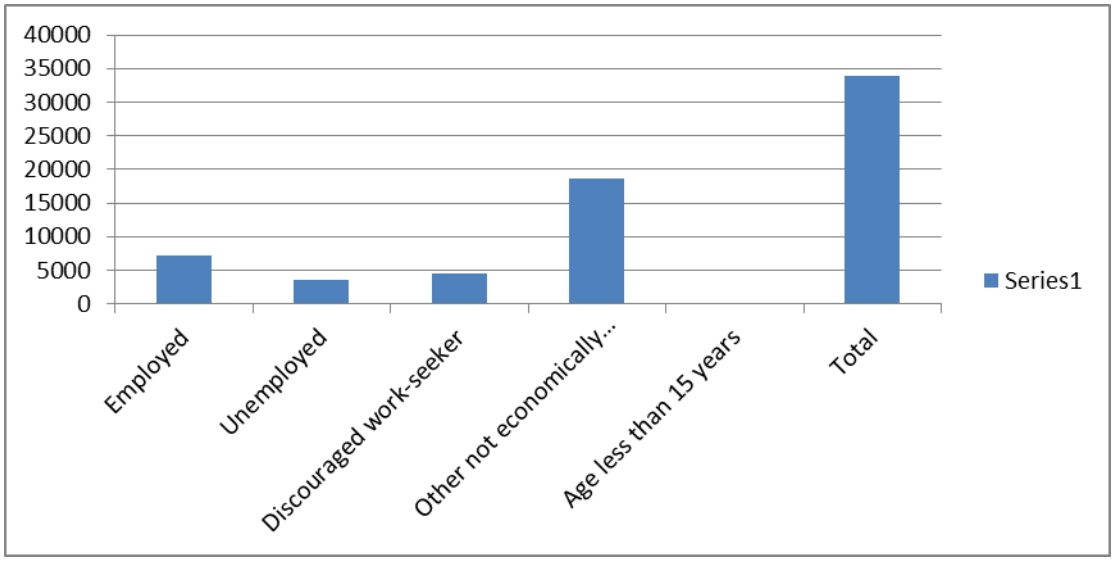


Stats South Africa, 2011 Census

Employment Profile

An extremely high percentage of the population is not economic active. This suggests that a high dependency ratios exist on household heads with low income levels. Despite the diversified nature of the local economy, unemployment in the municipal area is of concern since only 13% of the total labour force exists. Unemployment rate is currently estimated at 22% while 65% of the population employment status could not be determined. Self-employed people account for less than 1% of the employed population. This indicates poor levels of entrepreneurship within the municipality. The graph below witnesses

Figure 2: Employment rate



Stats South Africa, 2011 Census

Major Economic Sectors of Umhlabuyalingana

The strategy clearly outlines and summarizes major economic sectors or drivers of Umhlabuyalingana as follows:

SECTOR	PROGRAMME	PROJECT	CHALLENGE	PROPOSED ACTION
Agriculture	Agriculture Development	Groundnut **(Catalytic)**	-Inability to reach the retail market -Unavailability of facilities to further engage on agro-processing for valued packaging -Groundnuts are seasonal	-Source for relevant retail market and establish a plan for market accessibility -Engage on sourcing funds to procure the processing machine -Identify alternative crops for commercialization during the groundnuts past season
		Timber	-Poor road access to plantation sites	-Verify access roads that are utilized to reach the loading zones; and -Engage with the municipal infrastructure department; and the Department of Transport on access road rehabilitation and maintenance
		Livestock	-No reliable market identified -Loss of livestock farming through theft and accidents	-Identification of abattoir structures within Umhlabuyalingana -Development of clear ToR's between the council and the livestock farming structure to enhance effectiveness and competence of livestock farming; and -Development of a pond facility and

Agriculture				impounding by-laws for enforcement
	Indigenous Economy	Ilala ; and Amarula harvesting **(Catalytic)**	-Poor working relationship between the council and environmental authorities which affects proper management of environmental systems; and -None provision of proper facilities at different stations where the already harvested Ilala could be kept.	-Development of Environmental Management Structure; and Umhlabuyalingana Environmental Management Plan; -Precise Identification of stations where the harvested Ilala is kept and initiate process for provisions of suitable facilities.
		Fish Farming **(Catalytic)**	-Reliability on the traditional fishing method which is only accessed by specific community residents, which then lead to the escalating selling price to the individual clients; and -No proper packaging system that is in place	-Strengthen partnership with the Department of Agriculture, Forestry and Fisheries to encourage a permitted method of fishing; and -Establishment of standard market accessibility and suitable packaging system
		Indigenous Fresh Produce (Mango; Madumbe; and sweet potato)	-Failure to determine commercial value of such produce;	-Identification of the potential market and initiate the link; and -Identify relevant key stakeholder/s to facilitate agro-processing (where these indigenous fruits and vegetables could be processed.
		Fresh Produce	-Low rate in market identification -Land ownership difficulties (project beneficiaries struggle to obtain suitable agricultural land)	-Identification of fresh produce that is on demand - Establishment of land availability - Identification of the market demanding such produce and link them with the

				project -Facilitate the intake agreements by the market
Tourism	Tourism Development	**Attractions** (Kosi bay, Sodwana Bay, Trans Frontier Conservation Parks/ Areas, and ISimangaliso World Heritage Site)	-Un-availability of well-coordinated; responsive; competitive; and attractive tourism projects to keep tourists within Umhlabuyalingana.	-Construction of a classic cultural/ facilities to value the culture of Umhlabuyalingana through linking it with other tourism activities; and -Construction of a recreation facility where both the surrounding citizens and incoming tourists could engage on a variety of recreation activities These two projects should be a reflection of viable tourism package that responds to both the UMkhanyakude Route 22 (R22); and the East 3 Route.
	Tourism Development	**Accommodations** (Kosi Bay and Sodwana Bay)	-There is an increased number of unauthorized establishments without approved building plans; -Residential houses have been converted to accommodation establishments.	-Verification of all existing tourism establishments against the town planning regulations and municipal valuation roll;
	Tourism Development	Community Tourism Organization	-Private sector solemnly drives the industry.	-Development of the Community Tourism Organization with clear Terms of Reference between the council and the CTO to guide its functionality.

	Tourism Development	Tourism Marketing	-Poor signage and/or non-advertising of tourism spots	-Designing of a tourism brochure and proper location of tourism signage
	Tourism Development	Community owned Tourism Projects (Camp Sites)	-Located within protected areas under the management of Isimangaliso environmental agency; -Identified as a risk investment; -Infrastructure has lapsed	Consult with the agency on the development implications; -Establish low cost support mechanism to minimize municipal exposure towards risky investment (e.g. provisions of the mobile camp site gear instead of engaging on construction)
Informal Economy	Informal Trading	Street trading (Hair dressing; catering; mechanical; civil; sewing; clothing; fresh fruits and vegetables; plumbing; electricity	-Lack of coordination for the informal trading operation -Non enforcement of the informal trading by-laws	-Development of a trading chain to protect vulnerability of the very small sized informal traders -Complete gazetting process for the informal trading bylaws
General Formal Trading	SMME Growth/ Support	Umhlabuyalingana Business Chamber (UBC)	-Private sector solemnly drives the industry	-Development of an inclusive Umhlabuyalingana Business Chamber with clear Terms of Reference between the council and the UBC so as to guide its functionality. It remains exclusively vital that the said structure represents all economic sectors of Umhlabuyalingana area (Local Business Forums; Property owners structure; Cooperatives; and Informal traders,

General Formal Trading	SMME Growth/ Support	Cooperatives	-High number of registered cooperatives that are non-operating	-Compile Cooperatives database and categorize them according to their economic activities. This should inform the Coops support policy
Business Compliance Management	Trading Laws Enforcement	Liquor Trading and Business Licensing; pounding; and Informal Trading by-laws	-High rate illegal business operations; and lack of trading by-laws to guide trading performance	-Development and enforcement of gazetted trading by-laws (Informal trading by-laws; business licensing by-laws; and out-door advertising by-laws
General Formal and Informal Trading; and Cooperatives	Incubator Programme	Business Incubation -Introduction of an incubator programme should accommodate each economic activity including the informal ones since this could minimize informal trading initiatives as they will be expected to graduate to a formal trading industry.	-Lack of well-chained SMME growth or support -Un-availability of the municipal enterprise support policy to certify their sustainability	-Identification of three qualifying small enterprises per economic node on each potential economic activity (e.g. Hair dressing; catering; mechanical; civil; sewing; clothing; fresh produce; plumbing; electricity; livestock farming; general dealers; and tourism; etc. -Development of the municipal Coops and Enterprise Support Policy
Investment Enhancement	Small Town Rehabilitation	Mbazwana; Skhemelele; and Manguzi Towns	-High crime rate -Mixture of formal and informal trading activities within the same complex -Incompetent trading facilities	-Coordination of the protective unit satellite offices within the highly affected economic nodes -Demarcation of formal trading zone versus the informal one -Rehabilitation and recalling of existing informal trading structures at Manguzi; Mbazwana; and Skhemelele
Employment Enhancement	Extended Public Works Programme (EPWP) and	Job Opportunities (Currently, the main sectors that positively influence towards creation of jobs include	-High unemployment rate -Limited Financial Support	-Creation of more employment opportunities through municipal infrastructure projects; entrepreneurship;

	Community Works Programme (CWP)	Environment through waste management; Construction through infrastructure development and maintenance; and retail		and Community based programmes

5.1 LED Strategy/Plan

The municipality has LED Strategy and Implementation Plan in place which was approved by the Council on 28th May 2015. The LED Strategy was developed through an outsourced service provider. The municipality has budgeted funding for the review of the strategy during 2016/17 financial year

Stakeholder Participation

A stakeholder consultation was engaged through the LED indaba to obtain comments.

Does the LED-KPA-Respond to the PGDP and DGDP Priorities

The LED-Key Performance Area does respond comprehensively to the PGDP and DGDP priorities, refer to page 8-11 of the LED Strategy which details the National, Provincial and District Policy Frameworks.

National Development Plan

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. The Commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out the following nine primary challenges:

- Too few people work;
- The quality of school education for black people is poor;
- Infrastructure is poorly located, inadequate and under-maintained;
- Spatial divides hobble inclusive development;
- The economy is unsustainably resource intensive;
- The public health system cannot meet demand or sustain quality;
- Public services are uneven and often of poor quality;
- Corruption levels are high; and that
- South Africa remains a divided society

Given that Umhlabuyalingana is starting to grow as one of the employment and economic centres because of its initiatives in supporting local SMME's, it can be expected that the area should be providing at least 0.30% of the employment targeted by 2030 as per the NDP. This equates to just less than 30 000 employment opportunities by 2030.

Generally employment creation will address the majority of the NDPs milestones, i.e. income per capita, business ownership, quality of services and education, and enforcing compliance within an informal economy. Other, non-income and employment elements that require ongoing attention from the Municipality in relation to the NDP relate to energy supply, public transport, primary health care and water quality.

Summary of the District Growth and Development Plan (DGDP); Provincial Growth and Development Plan and Strategy (PGDP/S)

UMkhanyakude District is one of the nine municipal districts forming the KwaZulu Natal Province. Its mandate includes service delivery, which covers the development of infrastructure for economic development. The Spatial Development Framework as indicated in the district IDP emphasises the importance of an efficient service delivery system based on the model of development nodes, service centres and development corridors. The district's north-eastern coastal plains are one of the rare areas with tropical climate within South Africa. Besides the high productivity offered by this climate in terms of the rates of plant growth and length of the growing season, it also allows certain crops to be grown in these parts, or for crops to have earlier ripening times, than elsewhere in the country. This is a potential competitive advantage Umhlabuyalingana within the district.

Given the above situational analysis of the district, Provincial Growth and Development Plan and Strategy have a crucial role to play in giving effect to government's concept of a developmental state, through: ‰

- Growing the economy;‰
- Reducing unemployment; ‰
- Eradicating poverty; and ‰
- Ensuring greater social inclusion and cohesion

5.1.2 Are the Proposed LED Interventions Feasible?

The proposed LED interventions for 2016/17 financial year are feasible has all of these projects are budgeted for by the municipality and relevant sector departments.

5.1.3 Are the LED Interventions and Programmes/Projects Geo-referenced, Are the beneficiaries well identified?

Some of the LED interventions, programmes and projects are geo-referenced while some have not yet been captured spatially. It is the intention of the municipality to undertake the spatial capturing of all budgeted projects.

Umhlabuyalingana Local Economic Development Strategic Programmes and Projects

The implementation plan will be based on a three year cycle starting from 2015/16 as year-1. This section will reflect 2015/16 & 2016/17 financial years.

KPA	PGDP/S	DGDP	Umhlabuyalingana Strategic Objectives	Programme	Projects	2015/2016	Source of Funding	Impact	Ward
Local Economic and Social Development	Job Creation	Local Economic Development and Tourism	To facilitate commercialization of agricultural products	Agriculture Development	-Groundnut (Mshudu; Mashabane; and Mseleni) -Indigenous Fresh Produce (Mango; Madumbe; and sweet potato)	-Signed take-off agreements -Identified commercial garden implementation -Qualifying agro-processors submitted to Department of Agriculture	Dpfs of Cogta; and Agriculture	-Poverty Alleviation -Employment -Gender inequality -Resource Efficiency -Educational Capacity Building -Centralized Income generation	12, 7,and 15
					Fresh Produce (Vegetables)	-Identification and implementation of commercial projects within three economic nodes -Signed take-off agreements	EQS	-Poverty Alleviation -Employment -Gender inequality -Resource Efficiency -Educational Capacity Building -Centralized Income generation	15; 8; and 6
					Timber (Infrastructure Development (Access Roads)	-Identification and submission of the highly used access roads for timber transportation to the Technical department	Cogta (MIG)	-Poverty Alleviation -Employment -Improved income -Environmental conservation -Municipal revenue enhancement (Road maintenance fees)	All
					Livestock	-Facilitation of the abattoir -Development of the pound concept document and funding	Dept. of Agriculture/ EDTEA	-Poverty Alleviation -Employment -Gender inequality -Centralized Income generation	8

						application -Land Security -Environmental Impact Assessment -Facility's architectural design -Construction (Through approved funding)		-Municipal revenue enhancement (Impounding charges) -Community & Visitors safety	
					Ilala harvesting	-Market Research and security -Infrastructure Development proposal (Suitable cubics) -Development of a pricing policy	N/A	-Secured market -Poverty Alleviation -Employment -Gender inequality -Centralized Income generation -Municipal revenue enhancement (Rentals) -Educational Capacity Building	8; 11; 7; 9; and 16
					Fish Farming	-Market Research and security -Infrastructure Development (Suitable cubics)	Cogta	-Poverty Alleviation -Employment -Centralized Income generation -Municipal revenue enhancement (Rentals)	All
Local Economic and Social Development	**Job Creation**		**To promote and support tourism as a means to enhance local economic development/economic growth**	**Tourism Development**	Community Tourism Organization	-Facilitation of TOR's -Submission of all non-compliant CTO members to the Department of Economic Development for disqualification	N/A	-Compliant tourism operations -Municipal revenue enhancement (Business Licenses and property rates)	3
					Tourism Marketing	-Design a tourism marketing brochure	EQS	-Improved income -Efficient market reach-out - Increased tourists' influx -Employment	All
					Accommodations	-Extraction of all accommodation establishments from the valuation roll for assessment against the business licensing regulations and by-	N/A	-Compliant tourism operations -Municipal revenue enhancement (Business Licenses and property rates))	All

						laws			
					Attractions (Arts Gallery and Recreation Park)	-Development and submission of the funding applications -Land Security	N/A	-Poverty Alleviation -Employment -Municipal revenue enhancement (Entrance fees and rentals) -Improved health morality -Centralized Income generation -Educational Capacity Building	9; and 10
					Tourism Marketing	-Development of a tourism brochure	EQS	-Business Sustainability -Poverty Alleviation -Employment	All
					Community owned Tourism Projects (Camp Sites)	-Rehabilitation of identified Community Tourism camp sites	EQS	-Poverty Alleviation -Employment -Centralized Income generation -Educational Capacity Building -Environmental Conservation	4

Local Economic and Social Development	**Job Creation**		**To facilitate development and growth of informal traders**	**Informal Economy**	Informal Trading	-Development of an MoU between the retailing informal traders and the sellers (clarifying proper trading chain)	N/A	-Poverty Alleviation -Centralized Income generation -Educational Capacity Building -Municipal revenue enhancement (permits)	All
Local Economic and Social Development	**Job Creation**		**To facilitate development and growth of SMME's**	**SMME Growth/ Support**	Umhlabuyalingana Business Chamber (UBC)	-Provisions of office equipment -Source for municipal entrepreneurial interventions -Submission of all non-compliant UBC members to the Department of Economic Development for disqualification	EQS	-Compliant SMME's -Municipal revenue enhancement (Business Licenses and property rates)	All
Local Economic and Social Development	**Job Creation**		**To facilitate development and growth of SMME's**	**SMME Growth/ Support**	Cooperatives	-Identification of the qualifying Cooperatives for an incubator programme and implement -Development of Cooperatives Support Policy	EQS/ EDTEA	-Constant Business Opportunities -Poverty Alleviation -Employment -Centralized Income generation -Gender inequality	All

Local Economic and Social Development	**Job Creation**		**To facilitate development and growth of SMME's**	**Trading Laws Enforcement**	Liquor trading and Business Licensing; Informal Trading; and impounding by-laws	Gazetting and enforcement of the by-laws	EDTEA	-Compliant and responsible business operations -Enhanced competitiveness of the trading zones -Poverty Alleviation -Employment	All
Local Economic and Social Development	**Job Creation**		**To facilitate development and growth of SMME's**	**Incubator Programme**	Business Incubation	-Designing of Umhlabuyalingana Incubator programme -Identification of qualifying SMME's each economic activity to undergo an incubation process	EQS	-Confirmed market - Employment through EPWP -Poverty Alleviation -Gender and Racial Inequality -Educational Capacity Building -Local economy rotation	All
Local Economic and Social Development	**Job Creation**		**To improve aesthetic character of Umhlabuyalingana towns a as a means to attract investment**	**Small Town Rehabilitation**	Mbazwana; Skhemelele; and Manguzi Towns	-Coordination of SAPS Satellite office at Skhemelele town -Assessment of all existing informal trading facilities and facilitate their Rehabilitation process	N/A	-Safe business environment -Enhanced private sector investment -Municipal revenue enhancement (Rentals; business licensing; property rates; and trading permits)	All

Local Economic and Social Development	**Job Creation**		**To use municipal and government funded projects as a means to create jobs and reduce poverty.**	**Extended Public Works Programme (EPWP) and Community Works Programme (CWP)**	Job Opportunities	-Creation of a minimum of 1 400 job opportunities -Development of the SMME and Cooperatives support policy which should clearly discuss municipal conditions regarding the EPWP programme requirements as an exit strategy from dependence on EPWP/ CWP	Dpts of Public Works; Cogta; Education; Environmental Affairs; and EQS	-Poverty Alleviation -Employment -Gender inequality -Resource Efficiency -Clean business environment -Reduced indigent register	All

Progress Report on 2015/16 Local Economic Development Project Implementation

No.	Project Name	Funder	Amount	Funding Year	Status-Quo
1.	Manzamnyama and Dapha Community Camp Sites	Umhlabuyalingana Municipality	R1 800 000,00	2015/16	Closed-out
2.	Mvelabusha Commercial Garden	Umhlabuyalingana Municipality	R70 000,00	2015/16	Closed-out
3.	Vimbukhalo Commercial Garden	Umhlabuyalingana Municipality	R55 000,00	2015/16	Closed-out
4.	Hlokohloko Commercial Garden	Umhlabuyalingana Municipality	R490 000,00	2015/16	Closed-out
5.	Lulwane Commercial Garden	Umhlabuyalingana Municipality	R490 000,00	2015/16	Closed-out
6.	Maputaland Fish Farming	Cogta	R10 000 000,00	2015/16	
7.	Bomakweshu Cooperative	EDTEA	R1 300 000,00	2015/16	Ongoing
8.	Manguzi Street Lights	Cogta	R500 000.00	2015/16	Ongoing
9.	Manguzi Precinct Plan	Cogta	R3 000 000,00	2015/16	Ongoing
10.	Extended Public Works Programme	Public Works	R1 294 000,00	2015/16	Ongoing

11.	Sicabazini Nursery	Umhlabuyalingana Municipality	R350 000,00	2015/16	Closed out
12.	LED Strategy Review	Umhlabuyalingana Municipality	R142 560,00	2015/16	To be Closed out
13.	SMME Incubation	Umhlabuyalingana Municipality	R1 544 699,00	2015/16	
14.	AmaNgwane Community Lodge	Environmental Affairs		2015/16	Ongoing

SOCIAL AND ECONOMIC DEVELOPMENT PROJECT 2016/17 (SDBIP)									
National KPA	Outcome 9	KZN PGDS KPA	Objective	Strategy	IDP & SDBIP REF No.	Programme/ Project	Project No.	Unit Measure / Indicator	Annual Target
Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investment and economic growth	Use municipal and government funded projects as means to create jobs and reduce poverty	SED-01-16/17	Community Works Programme (CWP)	1	Number of quarterly reports on CWP implementation; and number of Local Reference Committee (LRC) meetings held	4 quarterly reports on CWP implementation; and 12 Local Reference Committee meetings (LRC) held by 31 June 2017
Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investment and economic growth	use municipal and government funded project as means to create jobs and reduce porverty	SED-01-16/17	Expanded Public Works Programme (EPWP)	2	Number of EPWP Quarterly evaluation reports on number of job opportunities created	4-EPWP Quarterly evaluation reports on number of job opportunities created by 30 June 2017

Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investment and economic growth	Facilitate development and growth of SMMEs	SED-02-16/17	Local Economic Development Strategy	3	Council adopted reviewed LED Strategy	Council adopted reviewed LED Strategy by 31 June 2017
Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investment and economic growth	Facilitate development and growth of SMME	SED-02-16/17	Small Town Rehabilitation	4	Number of Close-out reports on Small Town Rehabilitation Projects submitted	2-Close-out reports on Small Town Rehabilitation Projects submitted by 31 June 2017
Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investment and economic growth	SMME Support and Capacity building	SED-02-16/17	By-laws (Liquor and Business Licensing; and Informal Traders)	6	Number of reports on Liquor and Business Licensing; and Informal Traders bylaws	2-reports on Liquor and Business Licensing; and Informal Traders bylaws by 30 June 2017
Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investment and economic growth	SMME Support and Capacity building	SED-02-16/17	Market Stalls	7	Number of reports on operation of Manguzi Market Stalls	14 quarterly reports on operation of Manguzi Market Stalls
Social and Economic Development	Community Work Programme Implemented and Cooperatives Supported	Job Creation	To create an environment conducive for investments and economic growth	SMME Support and Capacity building	SED-02-16/17	SMME/Coops/Informal Trading Incubation	8	No of quarterly reports on the performance of incubated SMME's/ Coops/Informal Traders	4 quarterly reports on the performance of incubated SMME's/ Coops/Informal Traders by 30 June 2017

Social and Economic Development	**Community Work Programme Implemented and Cooperatives Supported**	**Job Creation**	**To create safe, healthy and sustainable living environment**	**To promote and support eco-tourism as a mean to increase market share**	**SED-05-16/17**	**Tourism Safety and Shot Left Campaign**	**9**	**No of Tourism Safety and Shot Left Campaigns held and number of reports submitted**	**2 Tourism Safety and Shot Left Campaigns held and 2-reports submitted by 30 June 2017**
Social and Economic Development	**Community Work Programme Implemented and Cooperatives Supported**	**Job Creation**	**To promote and support eco-tourism as a mean to increase market share**	**identify and implement tourism catalytic projects**	**SED-05-16/17**	**Community Tourism Campsite**	**10**	**No of Community Tourism Campsite supported**	**1 Community Tourism Campsite supported by 30 June 2017 (Manzamnyama Community Tourism Campsite)**

5.1.2 Are the Proposed LED Interventions Feasible?

The proposed LED interventions for 2016/17 financial year are feasible has all of these projects are budgeted for by the municipality and relevant sector departments.

5.1.3 Are the LED Interventions and Programmes/Projects Geo-referenced, Are the beneficiaries well identified?

Some of the LED interventions, programmes and projects are geo-referenced while some have not yet been captured spatially. It is the intention of the municipality to undertake the spatial capturing of all budgeted projects.

5.1.4 Is SWOT Analysis Used as the Tool to Assess the Local Economy?

This is addressed in the SWOT analysis.

5.1.5 Are the Strategic Programmes Responsive to the Unique Conditions of the Locality?

This is addressed in the table for Strategic Programmes/Projects. Refer to the 2016/17 SDBIP Project List.

5.1.6 Are the Sectors that will Generate Jobs Specified?

At essence, the main employment generation platform remains the Extended Public Works Programmes (EPWP), Community Works Programme (CWP) and Infrastructure Sector through technical projects. Job opportunities get created through various sectors of the EPWP. The EPWP is implemented through the Umhlabuyalingana EPWP council adopted policy which is hereby attached and as such, the full time equivalents (twelve months duration) are obliged to sign contracts to enhance job decency. The main funder of the EPWP is the National Department of Public Works; and the CWP is funded by the National Department of Cooperative Governance which also hires the implementing agent to facilitate the programme within UMkhanyakude District Municipality.

Summary of Job opportunities records per EPWP Sector

Role player	Role
Umhlabuyalingana Municipality	Co-ordination and Facilitation of the programme
Departments of Cogta; Public Works; Environmental Affairs; Education; Economic Development & Tourism	Programme Funders
District Municipality	EPWP District Champions
Zikhali; Mabaso; Mashabane; and Tembe Traditional Council	EPWP project land distribution
Private Sector	Procurement of valuable waste
As part of compliance, Umhlabuyalingana Municipality successfully developed and adopted the 2015/16 EPWP policy which guides the implementation of this programme. Having noted that, this report serves to present quarterly evaluation of the EPWP performance. This is also in compliance with the 2013 Division of Revenue Act no 2 of 2013 which clearly outlines the duties of the grant receiving officer in respect of Schedule 4 allocations.	

Sector	No of Job Opportunities	Funder
CWP	1 700	Cogta
Infrastructure (MIG)	61	Cogta
Environment	112	Public Works and Umhlabuyalingana Equitable Share
Social and Culture (**Full Time Employments-FTE's**)	175	Umhlabuyalingana Equitable Share; Dept of Education; and National Department of Tourism

This is also addressed in the table for Strategic Programmes/Projects. Refer to the 2016/17 SDBIP Project List.

5.1.7 Has the Municipality Reflected Green Job Creation Initiatives?

The green job creation initiative is accommodated through the EPWP where a total number of 220 employees have been appointed to clean the Umhlabuyalingana economic hubs and sort waste at the municipal landfill sites.

5.1.8 Policy/Regulatory Environment

The municipality has drafted LED Policies and By-Laws. The bylaws will be gazette during 2016/17 financial year. There is a public database for all active/registered SMMEs and Co-operatives. The municipality does not have a budget for Research and Development.

Umhlabuyalingana Trading Policy

As stipulated in the South African Constitution, Part B (Local Government matters to the extent set out in Section 155 (6a and b; and 7), the Umhlabuyalingana Municipality has designed both its Liquor and Business Licensing by-laws; and the informal traders by-laws). The main purpose was to regulate trading operations within the specified zones and to oblige the relevant businesses within the area of its jurisdiction to comply with the said council adopted municipal by-laws.

Umhlabuyalingana Informal Economy Policy

Umhlabuyalingana municipality salutes informal trading as a positive development factor in the micro business sector of the area. This is because of its contribution to creation of jobs and alleviation of poverty. The Umhlabuyalingana Local Economic Development Strategy that was formally adopted in 2012, distinctly signposts that Informal trading activities located at the three main economic nodes of Umhlabuyalingana serve as the main economic activity in the area. It further insists on the economic role of Umhlabuyalingana municipality as being the creation of an enabling environment for the area's economic activities.

The Umhlabuyalingana Informal Economy Policy covers all informal trading activities that ensure positive development of the micro business sector while also contributing to creation of job opportunities within the Umhlabuyalingana Municipality. These informal trading activities are also expected to pragmatically expand the Council's economic base. Formulation process of this policy involved consultations with various stakeholders including participants of the informal economy within Umhlabuyalingana Municipality

The development of Umhlabuyalingana Informal Trading Policy was based on the following motives:

- Definition of an integrated and holistic approach for all commercial departments within the Umhlabuyalingana area;
- Clarification of the Council's policy to all relevant stakeholders;
- Formation of the foundation for the By-Law that will be utilized to enforce Informal Trading within Umhlabuyalingana area;
- Development of the correct base for financial resource allocation; and
- Establishment of the efficient platform for monitoring and evaluation process, with clearly defined key objectives.

Umhlabuyalingana Informal Traders by-law

After the policy formulation the informal traders' by-laws was produced. The main purpose is to utilize the subject by-laws for technical enforcement. It clearly outlines terms and conditions that each informal trader within the jurisdiction of Umhlabuyalingana should adhere to. This by law completely complies with the Business Act 71 of 1991.

The council has confidently consulted with the interested and affected individuals regarding the contents of the draft by law. The notice was printed and advertised to the public newspaper (Ilanga, dated 04-06 February 2016). Furthermore, copies were placed to all three trading or economic zones of Umhlabuyalingana (Manguzi; Skhemelele; and Mbazwana), informing the public that the business licence by-law is available for inspection at a specified location.

Umhlabuyalingana Liquor and Business Licensing By-Laws

Through the Liquor and Business Licensing by-laws, the Umhlabuyalingana municipality mandates every kind of formal business to occupy a business licence in terms of the Business Act 71 of 1991, section 6A (Powers of the local authority). The business license is specifically required for businesses that need to comply with health and safety regulations. The businesses will need to meet the set criteria of requirements, especially, zoning; health; and safety. As such this by law deals with any other matters governing both formal and liquor trading within the concerned areas, including but not limited to-

- main implicated formal trading areas and ideal trading times;
- the manner in which socio-economic development of the liquor traders within Umhlabuyalingana area will be facilitated;
- how neighbouring business; social; and environmental structures around the trading area will be protected; and
- How the implicated businesses will be expected to operate within the municipal compliance plans.

This by law completely complies with the Business Act 71 of 1991. The council has confidently consulted with the interested and affected individuals regarding the contents of the draft by law. The notice was printed and advertised to the public newspaper (Ilanga, dated 04-06 February 2016). Furthermore, copies were placed to all three trading or economic zones of Umhlabuyalingana (Manguzi; Skhemelele; and Mbazwana), informing the public that the business licence by-law is available for inspection at a specified location

5.1.9 Capacity of the Municipality

The municipality has an established LED Unit with full two (2) staff complement who are employed permanent namely: LED Manager and Officer. The performance of the LED Unit is monitored through the individual work plans which emanates from the municipal Performance Management System.

Monitoring & Evaluation Plan

This section provides an institutional framework for the on-going monitoring and evaluation of the LED-SDBIP and DGDP. It provides a detailed account of the sources of verification and the frequency of monitoring of each of the development targets outlined in the plans. Please refer to Umhlabuyalingana Municipality SDBIP 2016/17 which requires managers to report on a quarterly basis. Umkhanyakude District Growth and Development Plan-Monitoring and Evaluation Plan is also attached as an annexure.

5.1.10 Umhlabuyalingana Local Economic Development Strategic Partners and Institutional Arrangements

The table below identifies relevant key strategic partners and the roles they are expected to play throughout the implementation of the Umhlabuyalingana Local Economic development Strategic programmes and projects. The institutional arrangements are expected to be in a form of the Project Steering Committee (PSC). The PSC allocation should be based on each municipal LED Programme.

PROGRAMME	**ROLE PLAYING INSITUTIONS**	**RESPONSIBILITY**	**PURPOSE**
Tourism Development	Dept. of Economic Development and Tourism; TKZN; CTO; KZN 271; Liquor Board; 3 Traditional Councils' portfolio members	-Viable Marketing Umhlabuyalingana Tourism -Business Operation Law enforcement	-Centralized Economic Growth -Qualitative project implementation -Inclusive economic concepts representation -Compliance -Marketing Support
SMME and Cooperatives Support	Dept of Economic Development; SEDA; KZN 271 Business Chamber; 3 Traditional Councils' portfolio members; Khula Enterprise Development; and KZN 271	-Manufacturing Advice and Marketing support services and mentoring, -Research, -Market Linkages, -Business start-up Service -Business registration -Business Planning and capacity building -Cooperative support -Facilitation of Access to finance - Wholesale finance targeting retail finance intermediaries -Credit indemnity schemes targeting commercial banks -Partnership with the public	

		sector on pilot projects to boost upcoming businesses Cooperative incentive schemes (CIS) – Start up support for cooperatives. -Cooperative special project fund (CSPF) – New programme designed to support small to medium cooperatives with huge impact on employment. -None financial support – Capacity building for practitioners -Cooperatives pre – incorporation seminars / workshop for coop members -Enforcement of trading policies	
Agriculture Development	Department of Environmental Affairs; Agriculture; and Fisheries, KZN 271, Traditional authority portfolio members; UMDA; ADA	-Land Management -Agriculture Development Facilitation -Expertise advice on agricultural implementation	
Small Town Rehabilitation	Dept of Economic Development; Informal Traders Committee; KZN 271; SAPS; Traditional authority portfolio members; Eskom; UKDM; and Environmental Affairs	-Law enforcement -Land Management -Infrastructure development -Water provisions -Expertise advise on waste management	

5.1.11 Umhlabuyalingana Local Economic Development Strategy SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Responsive LED strategy; ▪ Established trading policies to enhance a compliant trading environment; ▪ Availability of labour; ▪ Availability of high potential agricultural land; ▪ Availability of nature conservation areas and a World Heritage Site; ▪ Unspoiled natural environment; ▪ Range of Agricultural products production; ▪ Large local market for various products; ▪ Cultural and historic inheritance; ▪ Various tourism attractions and experiences; and ▪ Well-established malaria and Aids programs. ▪	▪ High rate of the economically active population receives either no income, or less; ▪ Household income levels in the municipality are extremely low; ▪ Poor access to infrastructure and bulk services; ▪ Limited energy supply which compromises investment rate; ▪ Unsustainable agricultural economy; ▪ Lack of organized tourism industry; ▪ Non-compliant business operators ▪ Lack of organized information resource for all studies undertaken within the district; ▪ Un- routed commercial land distribution process by the traditional authorities; ▪ Restrictions of various tourism experiences by Isimangaliso authority; and ▪ Limited financial resources and capacity to implement, advance, and sustain major catalystic projects.
▪ **OPPORTUNITIES**	▪ **THREATS**
▪ Well established institutional arrangements for an efficient Local Economic Development; ▪ Noticeable investors proposals; and ▪ Facilitation of the Spatial Development Framework which	▪ Poor marketing strategies; ▪ Uncoordinated development programmes among role-players; ▪ Reduced length of stay and tourists' interest (loss of revenue); and ▪ High rate of illegal immigrants taking over on local enterprises

also includes commercial sites zoning	

5.2 Social Development Needs

5.2.1 3-Priorities per Ward in the Situational Analysis

Community Participation

Umhlabuyalingana Municipality has participated in a number of community participation in order to find out the basic needs of the community. Here below are the needs as per each ward.

WARD PRIORITIES	WARD NUMBER
Water supply, shortages of RDP houses, electricity shortages	Ward 1
Roads, water, community hall, electricity	Ward 2
Electricity, water, houses	Ward 3
Electricity, water, sport field, hall, roads	Ward 4
Roads, electricity, toilets, houses, water	Ward 5
Water, electricity, RDP houses	Ward 6
Clinic, roads, water, crèche, sportfields, market stall	Ward 7
Electricity, RDP houses, water, access roads, toilets	Ward 8
Water, electricity, toilets	Ward 9
Electricity, water, college, RDP houses, access roads, hall, sport field	Ward 10
Electricity, roads, water, sports	Ward 11
Water, electricity, access roads	Ward 13
Water, electricity, houses	Ward 14
Water, roads, houses, electricity	Ward 15

Roads, water, electricity, toilets	Ward 16
Electricity, roads, market stalls, water	Ward 17

5.2.2 Analysis of Health and Education Sectors

This section is addressed

5.2.3 Safety and Security, Nation Building & Social Cohesion

Umhlabuyalingana has two police stations within its jurisdiction i.e. Manguzi and Mbazwana. However, part of Ward 14 communities is served by SAPS – Jozini station. The current state of crime has increased and resulted in loss of trust between the communities and SAPS. The factors contributing to crime is the location of the municipality along the border of Mozambique. The National Government has intervened and deployed the SAPS members from other Districts to combat crime. The project named is called "Project UMkhanyakude". The municipality representatives participate in the SAPS Forums e.g. CPF and Rural Safety. The following challenges have been identified.

- Improve the relationship between SAPS and CPF
- Need for satellite stations
- Shortage of police vehicles and equipment
- Specialized units servicing the area are far from the area

The municipality has taken an initiative of consulting directly with SAPS Management and other stakeholders. The following issues have been raised:

- The SAPS Mbazwana –Management: increase in crime resulting to the lack of **tertiary crime prevention strategies and plans**. In other words, crime is caused by failure of other stakeholders e.g. National Prosecuting Authority (NPA) and judicial services.

- SAPS –Mbazwana has a shortage of prosecutors resulting to prosecutors concentrating in serious crimes and demotivate the law Enforcement Agencies.

- Mbazwana to have its own court. Currently, Mbazwana court seats only once per week. The SAPS Manguzi raised an issue that crime in their area of patrol commonly is caused by lack of securing in the border between Mozambique and South Africa. The following measures are in place:
  - The SAPS has deployed the members from different units to assist in reducing crime. The members of SANDF have been deployed along the border.

Fire Protection

The Municipality has established a Fire and Rescue Unit on 2011. The Fire and Rescue Department has 6 trained personnel and Unit is incorporated under the Disaster Risk Management Unit. There are two (2) qualified Firefighters employed in the offices. The District Municipality has provided Umhlabuyalingana Municipality with a fire engine while Umhlabuyalingana Municipality has provided two rescue vehicles and a bakkie .The municipality is in a process of sourcing funding from the potential funding sources for the construction of the Fire Station at Manguzi. In case there is a bush and/or veld fires, the municipality receives support from Working on Fire Unit.

The Challenges are as follows;

- No fire stations needs have been identified at Skhemelele, Manguzi, and Mbazwana
- No relevant fire related by laws
- Lack of capacity to deal with fire caused by hazardous goods
- Need for training of volunteers in Fire Fighting
- Need for Inspection of building for fire compliance (Proactive Approach)
- Lack of Capacity to deal with hazardous equipment

Progress to date:

- The municipality has identified a site for Fire Station at Manguzi
- Awaiting MIG funding approval for the station waiting approval of MIG funding
- Delegate one fire officer to perform Inspection function and ensure the compliance of fire Laws and regularly
- Develop the fire by Laws (in house)
- With the help from KZN - Cogta PDMC- training of Fire office for Peace office ,in order to equip him for enforcement of Fire regulations

Traffic Management

South Africa is the signatory of UN Decade of Action for Road Safety (2011-2020). The country has duty to reduce road fatalities and crashes by 50%. The signatory members are being guided by 4(four) pillars in fulfilling the mandate i.e. Pillar 1 - Road Safety Management, Pillar 2 - Infrastructure, Pillar 3 - Safe Vehicles, Pillar 4 - Road User Behaviour and Pillar 5 – Post Crash care. The municipality is performing the service of traffic management implement mostly the activities of Pillar 4. The area also patrolled by members of Road Traffic Inspectorate -Jozini. The unit is responsible for traffic Law Enforcement, road safety Education and Enforcement of Municipality by- Laws. The municipality has under resourced traffic unit the municipality has no approved relevant traffic related by- laws, therefore the traffic management unit does not enforce any by- Laws. The traffic management unit has also have Licensing Department which provide the service of driving license testing current- Grade B. The municipality is in the negotiation with KZN- Department of transport to extend service to license the vehicles and provide the service of vehicle testing station. The revenue from licensing ranked the second of our own revenue.

5.2.4 Municipal Safety Plan

The Municipal does not have a Community Safety Plan in place. The plan will developed during 2016/17 financial year.

Libraries

The municipality has two libraries namely Manguzi and Mseleni. The services provided are free internet access, free basic computer training, toy library, and mini library for the blind, photocopying, printing, laminating and scanning. We also conduct outreach programmes one quarterly.

The municipality has formed a partnership with UNISA to help distance leaners.

5.2.5 Community Development

Operation Sukuma Sakhe

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through Partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way.

Government has structured programs which need to get as deep as to the level of the people we are serving. The Umhlabuyalingana Sukuma Sakhe comprises of the following departments:

- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Non Profit Organizations
- Kwangwanase S.A.P.S
- Umhlabuyalingana Municipality
- Office of the Premier (Youth Ambassadors)

Umhlabuyalingana Sukuma Sakhe was established in 2011 and has monthly meetings. In the meetings we discuss challenges facing communities in each ward and devise multi sectorial responses to assist members of our community. The programme assists in aligning government projects and efforts and in reducing wastage of resources.

Youth Programmes

Youth Development is a process that automatically involves all of people around a youth—family and community. A young person will not be able to build essential skills and competencies and be able to feel safe; cared for, valued, useful, and spiritually grounded unless their family and community provide them with the supports and opportunities they need along the way.

The municipality is working towards positive results in the lives of youth by focusing on different aspects of life rather than concentrating only on academic skills and competencies. The expected outcomes of youth development programmes are: Physical well-being, mental well-being, Intellectual health, Employability and Civic and Social Investment. Umhlabuyalingana Municipality therefore engaged on numerous programmes in order to achieve their goal.

The municipality runs a youth programmes which is mainly focused on youth for Umhlabuyalingana as a whole. The municipality has also established a youth Forum/desk, which specifically looks on the programmes or issues of youth. The youth structure was formed by members from all 17 wards, out of those 17 members they have executive which consists of the Chairperson, deputy chair, Secretary, deputy secretary, treasure and 2 additional members. They have also developed their terms of reference. In the past two years they have done Career exhibitions, Jabula Uzibheke Programme where they encourage youth to take care of themselves during festive session.

HIV/AIDS Programmes

Young people are faced with a number of challenges that affect their wellbeing which include amongst others, substance abuse, teenage pregnancy, rape, crime, violence, unsafe sex, abortion, HIV/AIDS, TB and emotional abuse. The municipality has hosted number of awareness campaign on HIV/AIDS, TB and teenage pregnancy. The target group was youth, and out of school. High Schools are targeted for participation in the workshop. The workshop objectives will be to expose young people to relevant information regarding Anti-Substance Abuse and Anti-Drug Abuse programmes and provide a platform for an intense interaction between experts in the field of Anti Substance Abuse and Anti-Drug Abuse and youth people within Umhlabuyalingana.

To effectively address the cross-cutting challenges facing the special groups, focus should be placed on the enhancement of government capacity and collaboration between three spheres of government, the promotion of the role of civil society and community participation, the improvement of data quality for better life for all. Umhlabuyalingana Local Municipality has also established Ward Aids committees in all 17 wards and LOCAL AIDS COUNCIL which is chaired by the Mayor.

Sports and Recreation

Leading up to the annual Kwanaloga games, the municipality invests funds in identifying and developing local talent to ensure that Umhlabuyalingana has representation in the provincial tournaments. In the 2015/16 financial year Umhlabuyalingana was represented in the following sport codes:

- Soccer
- Netball
- Volley

- Indigenous games
- These games start from Ward level, municipal level, District level up to provincial level.

Arts and Culture

The Municipality is providing support to the youth during the Reed Dance Festival (Umkhosi Womhlanga) which usually takes place KwaNongoma –Enyokeni and Engwavuma – Emachobeni. This encourages young women to take care of themselves and about moral regeneration

6 Financial Viability and Management Analysis

6.1 Capability of Municipality to Execute Capital Projects

The capability of the municipality to execute capital projects is indicated in the budget allocation and the table below is showing percentage of the capital budget that has been spent in the last three (3) years.

2013/14	2014/15	2015/16
R27 550 000	R35 686 700.00	R85 485 600.00
96%	95%	90%

90% spending on the capital project especially on the grant funded capital expenditure. The municipality has the full functional technical department to execute capital projects

6.2 Does the Municipality have an Adopted & Implemented Indigent Policy?

The indigent policy was adopted by council in the previous financial year (2014/15). Over and above the policy the municipality has an indigent register which is updated monthly from Community Services Department. The policy was reviewed by the Provincial Department COGTA, and suggestions were made to our indigent policy which will be incorporated for council adoption.

The composition of the indigent register did not specifically cater for the provision of free basic services. In addition the municipality is not currently providing services to residential households such as waste removal, municipal property rates and electricity.

The free basic services provided by the municipality is the electrification of households within Umhlabuyalingana jurisdiction.

The municipality will update the policy and the register to allow the municipality to budget for free basic services in the budget for 2016/2017 financial year

The cost will only be indicated on the provision of electrification to households.

6.3 Revenue Enhancement and Protection Strategy

The revenue enhancement strategy is included in the SDBIP for Finance to be reviewed in the current financial year which will be implemented in the 2016/2017 financial years.

The measures have been made by management to encourage the rate payers to pay their property bills for the municipality, meetings have been held and discounts were issued by council to try and enhance collection. The municipality has realized improvements in the revenue collections after the engagements made above.

6.4 Municipal Consumer Debt Position and Strategies to Reduce Debt

The collection rate is still very low than the prescribed percentage. Age analysis will be attached as annexure which will detail an amount per category. The debtors are increasing on a monthly bases because some property categories are not paying rates, such as Ingonyama Trust. We have engaged Ingonyama trust on several occasions with no success; the only remedy that is available is to take them to court.

6.5 Grant & Subsidy Dependency Position

The grant dependence percentage is 80% of the total revenue on the municipality per financial year. The measure or plan brought forward by the municipality is the development of the revenue enhancement strategy which is included in the SDBIP for the Finance Department. The grant dependency is not included in the budget.

6.6 Municipal Infrastructure Assets and Maintenance

The municipality has a Fixed Asset Register which detects the life span of the individual asset recorded in the FAR. The acquisition of new asset is determined by the needs and the life span of the existing assets. The municipality as recently develops the repairs and maintenance plan which assists the municipality to maintain the assets to its original condition.

For 2016/2017 financial year the municipality will maintain the percentage to be within 8% and the current financial year the percentage was above 14%. The improvement will be required around the monitoring of the implementation of the existing plan.

6.7 Municipal Financial Borrowings

Not applicable to KZN 271

6.7.1 Municipal Credit Rating

Not applicable to KZN 271

6.8 Employee Related Costs in the Budget

During 2015/2016 financial year the municipality was below the benchmark of 40% and in the draft budget for 2016/2017 the employee related cost is 40% which is at the ceiling. The percentage is still within the benchmark of 40%

Skills transfer is provided to municipal employees and interns through the municipal capacity building programmes and training as well as when service providers have been appointed, they work with municipal employees and thereby transferring skills. The municipality has recently developed the consultant management policy which will articulate strategies to be followed for transfer of skills to municipal employees.

6.9 Auditor Generals Audit Outcome

Our Municipality received a clean audit for the financial year 2014/15, 2013/14 unqualified opinion and 2012/13 unqualified.

A table summarizing the AG opinion, responses and actions that the municipality will undertake to address them is attached as an annexure.

6.10 Municipal Financial Viability and Management SWOT

STRENGTHS	WEAKNESSES
▪ Municipality have a Sound financial Management ▪ Effective financial management system for records keeping for a municipality including implementation of MSCOA	▪ The municipality is grant reliant or grant dependent ▪ Lack of adequate monitoring of implementation plans and internal process and procedures for effective utilization of developed systems
OPPORTUNITIES	**THREATS**
▪ The municipality have a room to increase or enhance own generated revenue through identified revenue streams ▪ The municipality will have a standardized reporting format which will be understood at a provincial and national level.	▪ Withholding of conditional grants by national department will result to no service delivery. ▪ Non- compliance with MSCOA which could result in no transfer on equitable share to the municipality as per the legislated date.

6.11 Alignment of KPA to Government Policies & Strategies

The Municipal Financial Viability -KPA responds comprehensively to the NDP, PGDS Goals, and other government priorities. The municipality's goals and objectives responds to issues identified in the financial analysis and the proposed interventions are feasible and budgeted for.

7. Good Governance and Public Participation Situational Analysis

7.1 The Status and Progress with the Roll-Out of National and Provincial Programmes (including Operation Sukuma Sakhe, Batho Pele, EPWP,etc)

Operation Sukuma Sakhe

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. Government has structured programs which need to get as deep as to the level of the people we are serving.

The Umhlabuyalingana Sukuma Sakhe comprises of the following departments:

- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Non Profit Organizations
- Kwangwanase S.A.P.S
- Umhlabuyalingana Municipality
- Office of the Premier (Youth Ambassadors)

Umhlabuyalingana Sukuma Sakhe was established in 2011 and has monthly meetings. In the meetings we discuss challenges facing communities in each ward and devise multi sectorial responses to assist members of our community. The programme assists in aligning government projects and efforts and in reducing wastage of resources.

Batho Pele Principles

As the service-oriented public entity, the Council of Umhlabuyalingana Municipality adopted the Customer Care Policy on the 30th of June 2015, to ensure that all staff upholds the ethos of Batho Pele. This policy applies to all staff and managers in all departments and sections, Ward Councillors and Ward Committee members within Umhlabuyalingana Municipality.

Purpose and Objectives of the Batho Pele Policy

- To provide quality service to all stakeholders interacting with the Municipality – the public, service providers, contractors, fellow staff members in every department and other government agencies.

- To ensure that customers are provided with the relevant information as and when is needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client.
- To ensure that customers, both internal and external to the Municipality receive a consistent and fair treatment at all times.
- To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers.
- To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.
- Complaints registers and suggestion boxes are available in all municipal offices and services centres. The policy contains service standards which all council employees in all departments [including Senior Managers] should adhere to.

Umhlabuyalingana Service Standards

All council employees in all departments [including Senior Managers] should adhere to the following customer service standards:

- Acknowledge receipt of enquiries within 3 working days and respond within 10 working days
- Acknowledge 100% of enquiry emails within one working day.
- Acknowledge receipt of formal complaints within three working days and respond within 15 Working days.
- Answer 90% of telephone calls across the council within 15 seconds.
- Provide information, where possible, about services in languages other than IsiZulu, English, or sign.
- Show empathy when addressing any special needs of clients.
- Ensure, where necessary that all buildings are accessible for disabled people.
- Involve the community in the process of developing and enhancing our services – employ
    - An outside-in approach as a basis for enhancing customer services
- Aim to provide a service that treats people fairly.
- Project a customer-friendly gesture at all times whether you are able to provide the
- Necessary service standards to the client or not.

Expanded Public Works Programmes

Summary of Extended Public Works Programme (EPWP):

Umhlabuyalingana Municipality is one of the municipalities within UMkhanyakude District Municipality that has been identified as the Presidential poverty node. This is due to the fact that it is one of the municipalities that falls within a deprivation trap which is characterized by triple challenge, namely, poverty; unemployment; and inequality. The Extended Public Works Programme (EPWP) has been therefore identified as one of the main responses to the above challenges. This programme became one of the resolutions of the June 2003 Growth and Development Summit (GDS), which is guided by the Ministerial Determination: Code of Good Practice and Basic Conditions of Employment Act for EPWP projects.

The positive impacts of the extended public works programme at Umhlabuyalingana would reflect through reduced unemployment rate; increased income rate; reduced poverty level; improved social stability by mobilizing the unemployed in productive activities; and improved quality of life for EPWP beneficiaries. The positive impacts of the EPWP include the following:

- Poverty Alleviation;
- Employment;
- Gender inequality;
- Resource Efficiency
- Clean business environment; and
- Reduced indigent register

Umhlabuyalingana Municipality, Environment and Culture; Infrastructure; Social; and Housing Sectors remain the main mechanisms that lead to active participation of the Expanded Public Works Programme (EPWP). The municipality is trying to engage on efficient implementation of the programme through a conditional grant that was received from the National Department of Public Works. In total, the amount received from the Public Works for 2015/ 16 financial circle amounts to (**R1, 294 000.00**).

Within the first quarter, the direct expenses incurred by the municipality for salaries of the EPWP employees through equitable share amounted to (R861, 700, 00). At the end of August, the first phase EPWP grant was received and amounted to (R518 000, 00); In total, the first quarter expenditure amounted to R1 379 700, 00 (This is inclusive of EPWP grant and Equitable Share) This budget only catered for 112 EPWP employees of the environmental sector; and the 107 EPWP employees of the Social sector that have been appointed by the Community Services department. 247 Beach monitoring work opportunities were also created through the equitable Share budget. Above these, the EPWP work opportunities were created through other stakeholders that directly control their budget and those included (E-KZN Wild Life through the Land Care programme; and Provincial and national Department of Tourism through the Tourism buddies programme; and ISimangaliso Wetland Park). Summary of the programme implementation status-quo reflects below.

National Development Plan	Provincial Growth & Development Strategy/ Plan	District Growth & Development Plan	Umhlabuyalingana IDP Strategic Objective	Programme	Projects	2015/2016	Source of Funding	Impact	Ward
Local Economic and Social Development	Job Creation	Local Economic Development	To facilitate commercialization of agricultural products	Agriculture Development	Job Opportunities	-Creation of a minimum of 1 400 job opportunities -Development of the SMME and Cooperatives support policy which should clearly discuss municipal conditions regarding the EPWP programme requirements as an exit strategy from dependence on EPWP/ CWP	EQS; Cogta; Public Works; National Department of Tourism; EKZN Wild Life; ISimangaliso Wetland Park	-Poverty Alleviation -Employment -Gender inequality -Resource Efficiency -Clean business environment -Reduced indigent register	All

The Status (Functionality) of Intergovernmental Relations Structures (IGR) & Its Structures

The Provincial Department COGTA provided grant funding to support Umkhanyakude family of municipalities in strengthening their IGR functions. Necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed. Dates of IGR meetings are incorporated in the District Events Calendar.

Protocol Agreements was signed by all the Mayors and Municipal Managers in December 2013. Technical Forum and Sub Committee are meeting frequently.

Local municipalities have appointed IGR Champions to strengthen communication.

7.3 The Status of the Functionality of Ward Committees

Umhlabuyalingana Local Municipality has embraced and enrolled the government initiative of ward committees to ensure that service delivery is effective in ward. There is an effective structure of the ward committee and its functions below;

7.3.1 Composition of Ward Committees

- A ward committee consists of the Councillor representing that ward in the council who is also the chairperson of the committee, and not more than ten other persons.
- In the process of election of Ward Committee we also take into account the need for women to be equitably presented in a ward committee and for a diversity of interests in the ward to be represented.
- Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

7.3.2 Functions of Ward Committee

Following are the Functions and powers of Umhlabuyalingana Local Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act.

Powers delegated in terms of the adopted policy are as follows:

- To serve as an official specialized participatory structure in the municipality;
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
- Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
- Assist the ward Councillor in identifying challenges and needs of residents;
- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate it to council and provide feedback to the community on council's response;
- Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward.

To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:

- Attending to all matters that affect and benefit the community;
- Acting in the best interest of the community;
- Ensure the active participation of the community in:
- Service payment campaigns;

- The integrated development planning process;
- The municipality's budgetary process;
- Decisions about the provision of municipal services; and
- Decisions about by-laws.
- Decisions relating to implementation of Municipal Property Rates Act (MPRA)
- Delimitate and chair zonal meetings.

7.3.4 Participation of Amakhosi in Council Meetings

Amakhosi do participate in Council Meetings in line with Section 81 of Municipal Structures Act.

7.5 The Status of the Structures Established as per IDP Process Plan

The structures listed below participated in the municipal IDP Programmes. The involvement and participation of these role-players is crucial to the accomplishment of a participatory review process:

- All municipal Councillors
- The municipal council
- The Executive Committee
- The IDP Manager
- Municipal Manager
- The IDP/ Budget Steering Committee
- The IDP Representative Forum
- The District IDP Steering Committee
- Organized business structures
- Traditional Councils
- Sector Departments
- Ward Committees
- Municipal Officials
- Neighbouring Provinces
- NGOs and CBOs
- Local Farmers Association
- Organized Farm-workers structures
- Private sector

7.5.1 Umhlabuyalingana Municipal Council

Umhlabuyalingana Municipal Council is responsible for the following:

- Adoption of the IDP Process Plan
- Adoption and approval of the reviewed IDP,
- Amendment of the IDP 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

7.5.2 The Executive Committee

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

7.5.3 The IDP Manager

The IDP Officer is assigned the following responsibilities:

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

7.5.4 IDP/Budget Steering Committee

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

7.5.5 IDP Representative Forum

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.

7.5.6 IDP Representative Forum

This is the structure that institutionalizes and ensures a participatory IDP review process. It represents the interests of the constituents of the municipality in the review process. It is envisaged that all organizations, stakeholders or interest groups are represented in the forum.

7.5.7 Composition of the IDP Representative Forum:

Chairperson : The Mayor

Secretariat : Umhlabuyalingana IDP Steering Committee

Members : All Municipal Councillors

: The Executive Committee

: Councillors and Officials from Umkhanyakude District

: Municipal Manager and Municipal Officials

: Traditional Leaders within Umhlabuyalingana Municipality

: Ward Committees Representatives

: Community Development Workers (CDWs)

: Parastatals and Service Providers

: NGOs and CBOs

: Sector Departments

: Neighbouring Municipalities

: Neighbouring Countries

: Farmers Associations

: Traditional Healers

: Churches

: Private sector

7.5.8 Umkhanyakude District Municipality Planning and Development Forum

The Umkhanyakude District Municipality forms a district-wide Planning and Development Forum for the purpose of alignment with all the local municipalities within the district:

7.5.9 Municipal Officials

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

7.5.10 Ward Committees

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

7.5.11 Sector Departments

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.

7.5.12 Ward Councillors

Ward Councillors are an important link between the municipality and the constituents. They are the first to know of any community needs or service delivery gaps. The Councillors 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.

7.5.13 Traditional Councils

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

7.6 Communication Plan/Strategy

The primary purpose of the strategy is to present mechanisms and guidelines for communication between internal and external environment of the municipality. It is further in the interest of the strategy that could be used in formulating the municipal policy on communication.

Most importantly the strategy focuses or alludes to the number of intervention of programmes aimed at strengthening the communications between the stakeholders, strengthening the social

responsibility of the municipality and further harmonizing the relationship that the municipality has with the community at large.

In terms of chapter 4 of the Municipal Systems Act, the Municipalities are encouraged to strive for maximum participation of its citizens to its various programmes. Again the Promotion of Access to Information Act of 2000 further asserts the need for accessibility of the municipal information based on certain conditions as stipulated by the municipality. Furthermore the white paper on local government defines developmental local government as government that is committed in working with its citizens. Undoubtedly the central focus of the abovementioned legislation revolves around the effective communication between the municipality and its constituencies.

The Council of Umhlabuyalingana Local Municipality adopted the Communication Strategy and Communication Policy on 30 June 2015, and the Communication Strategy is reviewed annually.

The following intervention measures and communication mechanisms have been deemed appropriate and necessary to improve and ensure effective external communications:

- **Newsletter** - will be used to communicate the projects, programmes and development.
- **Suggestion boxes** in all the municipal facilities
- **Local and National Newspaper** - This medium will be used to communicate various messages that concerns the municipality especially service delivery.
- **Local and National Radio**
- **Ward Community Meetings** - This institution will be used effectively to promote maximum community participation in municipal affairs.
- **Public meetings (Izimbizo)** - These meetings will be staged to provide a platform for the municipality to communicate the level of projects and programmes undertaken by council and further solicit input from communities and their (communities) buy-in thereof.
- **Annual Report** - The annual report will be distributed to the stakeholders and community organizations that we have on our database and will be distributed to the community at large. This will also maximize the culture of community participation and access to information.
- **Website** - Through this tool various stakeholders such as business community, foreign investors, NGO's and community at large will more access to information regarding the municipality and its area.

7.6.1 Communication Plan for Public Participation

The IDP Structures meet as per the Council Approved IDP Process Plan Schedule. The table below indicates the dates of the meetings held.

DESCRIPTION	PURPOSE	DATE	WARD
IDP Rep Forum	To get the projects of the sector departments that are in line with the municipality IDP	14 October 2015	Council Chamber
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	19 October 2015	Ward 15 (Mlamula)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	23 October 2015	Ward 12 (Mloli)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	04 November 2015	Ward 9 (Mbangweni)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	04 November 2015	Ward 13/14 (Hlazane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	09 November 2015	Ward (KwaMakhanya)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	11 November 2015	(KwaMasondo)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	11 November 2015	Ward 17 (Ngoje)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	12 November 2015	Ward 8 (Ndlondlweni)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	12 November 2015	Ward 8 (KwaMpukane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the	13 November 2015	Ward 4 (KwaGeorge)

	financial year		
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	14 December 2015	Ward 3 (Esiphahleni)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	14 December 2015	Ward 3 (Othungwini Clinic)
IDP Rep Forum	To get the projects of the sector departments that are in line with the municipality IDP	02 March 2016	Council Chamber
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	08 February 2016	Ward 11 (Masulumane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	08 February 2016	Ward 12 (Pikinini-Nyamazane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	10 February 2016	Ward 13 (Hlazane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	11 February 2016	Ward 07 (Esibhoweni)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	12 February 2016	Ward 03 (Manzibomvu)
ITEM	**PURPOSE**	**DATE**	**WARD**
IDP Rep Forum	To get the projects of the sector departments that are in line with the municipality IDP	02 March 2016	Council Chamber
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	08 February 2016	Ward 11 (Masulumane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the	08 February 2016	Ward 12 (Pikinini-Nyamazane)

	financial year		
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	10 February 2016	Ward 13 (Hlazane)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	11 February 2016	Ward 07 (Esibhoweni)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	12 February 2016	Ward 03 (Manzibomvu)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	22 February 2016	Ward 15 (Mabasa Tribal Authority)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	24 February 2016	Ward 05 (Manzengwenya)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	01 March 2016	Ward 10 (Kwa-Hlomula)
IDP Annual Report Public Participation	Municipality reporting back to the community about the projects implemented in the financial year	16 March 2016	Ward 08 (Kwa-Zibi)

7.7 Internal Audit

Section 165 of the MFMA No 56 of 2003, states that each municipality must have an internal audit unit .The internal audit unit must:
(a) Prepare a risk-based audit plan and an internal audit program for each financial year;

(b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

- Internal audit
- Internal controls

- Accounting procedures and practices
- Risk and risk management
- Performance management and
- Loss control
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

(c) Perform such other duties as may be assigned to it by the accounting officer.

The municipality appointed Ntshidi & Associates as Internal Auditors during 2013/2014 financial years and the next three years. Each financial year a risk based internal audit plan is prepared and approved by the Audit Committee. The Internal Audit Activity reports to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practises, risk and risk management, performance management, loss control and compliance with the relevant legislations.

7.8 Performance and Audit Committee

Section 166 (1) of the MFMA No. 56 of 2003 require each municipality and each entity to have an audit committee.

The Municipality considered appropriate in terms of economy, efficiency and effectiveness to consolidate the functions of the aforementioned committees and establish a Performance and Audit Committee (PAC). The Umhlabuyalingana Municipality's PAC consists of three independent members with appropriate experience in the field of Auditing, Local Government Finance, and Administration. Legal and Performance Management System. In terms of its approved Terms of Reference, Charter, the Performance and Audit Committee is required to meet at least four times a year.

The PAC is an independent advisory committee appointed by Council in February 2014 to create a channel of communication between Council, management and the auditors both internal and external. It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to Council.

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

- Internal financial control
- The Safeguarding of assets
- The maintenance of an adequate control environment and systems of internal control
- The successful implementation of the council's risk management Strategy and effective operation of risk management processes
- The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards
- Effective corporate governance

- The effectiveness of the municipality's performance management system in ensuring the achievements of objectives set as per the Municipality's IDP.
- Any other issues referred to it by the municipality.
- The detailed Internal Audit Chapter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

MEMBERS OF THE PERFORMANCE AND AUDIT COMMITTEE
1. Mr B Mabika
2. Ms PP Sithole
3. Ms ZP Khanyile

7.9 A Comprehensive List of Council Adopted Municipal Policies

No.	Policy Name	Approved By Council	Council Resolution
1.	Sexual Harassment Policy	30/09/2014	UMHC: 14
2.	Placement Policy	30/09/2014	UMHC: 15
3.	Employee Assistance Programme Policy	10/12/2014	UMHC:48
4.	Subsistence and Travelling Allowance Policy	17/02/2015	UMHC:72
5.	Termination of service policy	30/03/2015	UMHC:76
6.	OPMS Framework, IPMS Policy and Standard Operating Procedure	30/03/2015	UMHC: 77
7.	Reviewed Press and Media Policy	30/06/2015	UMHC:112
8.	Reviewed Leave of absence Policy	30/06/2015	UMHC:112
9.	Reviewed Disciplinary Procedure Policy	30/06/2015	UMHC:112
10.	Benefits and Allowance Policy	30/06/2015	UMHC:112
11.	Occupational Health and Safety	30/06/2015	UMHC:112

12.	Succession Planning and Career Pathing	30/06/2015	UMHC:112
13.	Overtime Policy	28/08/2015	UMHC:09
14.	Chronic Illness Policy	28/08/2015	UMHC:09
15.	Telephone Usage Policy	28/08/2015	UMHC:09
16.	Home Owners Policy	06/10/2015	UMHC:19
17.	Disciplinary Code Policy and Procedure	06/10/2015	UMHC:19
18.	Employment Equity Policy	18/12/2015	UMHC: 33
19.	Records Management Policy	18/12/2015	UMHC:33

Council Adopted Sector Plans

No.	Sector Plan	Completed Y/N	Adopted Y/N	Date of Next Review
1.	Spatial Development Framework	Yes	Yes	2016/17
2.	Disaster Management Plan	Yes	Yes	2016/17
3.	LED Strategy	Yes	Yes	2016/17
4.	Tourism Strategy	Yes	Yes	2016/17
5.	Housing Sector Plan	Yes	Yes	2016/17
6.	Financial Plan	Yes	Yes	2016/17
7.	Integrated Waste Management Plan	Yes	Yes	2017/18
8.				

Council Approved Financial Management Policies

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The following are the key budget related policies:-

No.	Policy Name	In Place Yes/No	Approved By Council	Council Resolution

1.	Tariffs Policy	Yes	Yes	31 May 2016
2.	Rates Policy	Yes	Yes	
3.	Indigent Policy	Yes	Yes	
4.	Budget Policy	Yes	Yes	
5.	Asset Management Policy	Yes	Yes	
6.	Supply Chain Management Policy	Yes	Yes	
7.	Subsistence and Travel Policy	Yes	Yes	
8.	Credit Control & Debt Collection Policy	Yes	Yes	

7.10 Municipal Bid Committees, Functionality and Membership

The municipality has established fully functional Bid Committees and are as follows:

- Bid Specification
- Bid Evaluation; and
- Bid Adjudication

The Bid Committee have a standing schedule of meetings and they meet according to their schedule.

C7.11 Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal council, appointed in accordance with section

79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This also includes oversight over municipal entity. This committee is functional but still needs to improve on its functionality as its meetings do not sit as per approved municipal calendar

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a municipality or municipal entity.

The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;

- To promote good governance, transparency and accountability on the use of municipal resources;
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

The MPAC reports to Council, at least quarterly, on the activities of the Committee which includes a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.

MEMBERS OF THE MPAC	GENDER	AFFILIATION
1. Cllr D.M Mhlongo (Chairperson)	Male	ANC
2. Cllr J.S Mkhabela	Male	ANC
3. Cllr K.O Tembe	Male	ANC
4. Cllr G.N Gumede	Male	IFP
5. Cllr N.R Mthembu	Female	IFP
6. Cllr F.G Mlambo	Female	ANC
7. Cllr N.L Mlambo	Male	ANC
8. Cllr T.A Fakude	Male	IFP
9. Cllr T.F Zikhali	Female	NFP

7.12 Portfolio Committees (Representatives and Functionalities)

The municipality has 4 Portfolio Committees that meet on a monthly basis and these are:

- Finance Portfolio Committee,
- Portfolio Committee,
- Community Services Portfolio Committee
- Human Resources Portfolio Committee.

7.13 Risk Management Committee and Members

The municipality has established a Risk and Compliance Unit and is fully capacitated as Manager Risk and Compliance has been appointed. The risk management activities are currently performed by the Risk and Compliance Manager. The Risk assessment was conducted for 2015/16 financial year by Provincial Treasury and a Risk Register has been developed and this activity will be implemented during 2016/17 financial year. The Municipality has recently reviewed Risk Management Policy and Strategy and will be taken to Council for approval. The Risk Register is monitored quarterly by Manager Risk and Compliance as well as Internal Auditors. The Risk Committee has been appointed and in terms of its Terms of reference the Committee is supposed to sit quarterly.

7.14 Council Adopted and Promulgated Bylaws

This section is addressed in the Situational Analysis LED.

7.15 AG Action Plan

Our Municipality received a clean audit for the financial year 2014/15. A table summarizing the AG opinion, responses and actions that the municipality will undertake to address them is attached as an annexure.

7.16 Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES

▰ Adopted and Council Approved IDP ▰ Council approved OPMS Framework and IPMS Policy ▰ Full cascading of PMS ▰ Proper assessment of Audit Performance Committee by council ▰ Proper assessment of Internal Audit by Audit Committee ▰ Action Plan addressing gaps identified in the IDP Assessment by COGTA	▰ Poor oversight responsibility ▰ Poor/Slow process of cascading Individual Performance Management Policy to Lower Level Staff other than HODs ▰ Poor assessment of Audit Performance Committee by Council ▰ Poor assessment of Internal Audit by Audit Committee ▰ Gaps identified in the IDP Assessment by COGTA (MEC)
OPPORTUNITIES	**THREATS**
▰ Co-operative and willing/collaborative political and administrative leadership ▰ Council approved Audit Performance Committee Charter ▰ Council approved Internal Audit Charter and Audit Coverage Plan ▰ Development of an action plan to address gaps	▰ Non-Co-operative and unwilling/non-collaborative political and administrative leadership ▰ Non adoption of OPMS Framework/IPMS Policy by Council ▰ Failure to approve charters by Council ▰ Failure to approve credible Internal Audit Report ▰ Non adoption of IDP

SECTION: D

VISION, GOALS, OBJECTIVES AND STRATEGIES

Municipal Vision, Goals and Objectives

1.1 Long Term Vision

The Umhlabuyalingana Municipality has during the past 5 years (annually review) and conducted a strategic planning session. The main aim of the strategic planning sessions is to guide the municipality in planning its activities and enabling all departments to effectively and efficiently deliver on its activities. A SWOT is also conducted in order to identify key issues and strategies for the municipality within the context of its 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:

1.2 Vision is

To Be a People Centered Premier Socio-Economic Development and Environmentally Friendly Service Delivery Municipality by 2030.

1.3 Mission

“Creating An Enabling Environment And Sustainable Development Which Promotes Quality Of Life”.

1.4 Key Performance Areas and Organisational Objectives

Spatial Rational (Spatial Planning and Environmental Management)	•To create an efficient and functional structure for effective development and delivery of services •To promote productive, harmonious and sustainable land use. •To provide effective support to environmental management initiatives in the area.
Infrastructure Development and Service Delivery	•To facilitate the delivery of basic services to RDP standards. •To facilitate an improvement in access to community/public facilities to minimum standards •To facilitate bulk infrastructure development in support of economic development initiatives
Social and Economic Development	•To create an environment conducive for investment and economic growth •To promote and support eco-tourism as a means to increase tourism market share •To facilitate the commercialisation of food production and life stock farming. •To facilitate development and growth of SMMEs
Financial Viability and Sustainability	•To improve revenue generation by .....% per annum over the next five years •To develop and maintain systems and procedures for effective and sound management of municipal finances. •To be 100% compliant with the SCM regulations.
Institutional Transformation and Corporate Development	•To provide the optimal institutional structure to render effective and efficient services •To develop, maintain and implement a credible IDP. •To attract and retain qualified and experienced staff across the staff establishment •To create a positive image of Umhlabuyalingana Municipality.
Democracy and Good Governance	•To run the municipality in an open, transparent and accountable manner. •To comply fully with all municipal legislation •To provide for an effective involvement of the public in municipal affairs

1.5 The Municipal Strategic Programme is aligned to the 5 KPAs, (6th with KZN-KPA) and Issued to be addressed

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
KPA 1: Municipal Transformation and Organizational Development	Empower and capacitate institutional structures, promotion of cooperative transparent governance
KPA 2: Basic Service Delivery	Infrastructure, Development and Planning
KPA 3: Local Economic Development	Promotion of Economic Growth
KPA 4: Municipal Financial Viability and Management	Increase in municipal income and build effective and Financial Systems
KPA 5: Good Governance and Public participation	Gender issues, Illiteracy, HIV & AIDS awareness, Sports & Recreation and Access in Community Facilities
KPA 6: Cross Cutting	Develop urban and rural schemes

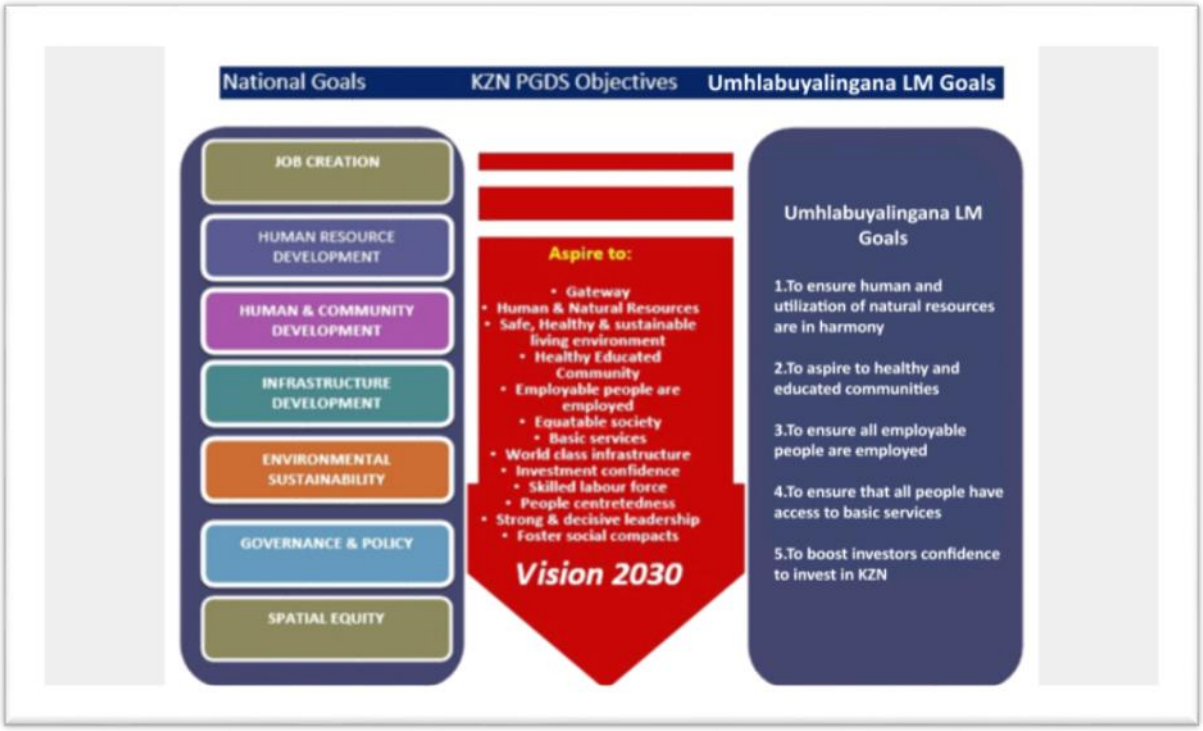
2. Defining a goal, objective and strategies

GOAL: A goal is defined as the purpose toward which an endeavor is directed or the result or achievement toward which an effort is directed or aimed at.

OBJECTIVE: An objective can be defined as a specific result that a person or system aims to achieve within a timeframe and with available resources. Objectives are more specific and easier to measure than goals. Objectives are tools that underline all planning and strategic activities. An objective is clear and measurable.

STRATEGY: can be defined as a method or plan chosen to bring about a desired, such as achievement of a goal or solution to a problem

3 Umhlabuyalingana Goals Aligned to National and KZN-PGDS Objectives


National Goals
KZN PGDS Objectives
Umhlabuyalingana LM Goals
JOB CREATION
HUMAN RESOURCE DEVELOPMENT
HUMAN & COMMUNITY DEVELOPMENT
INFRASTRUCTURE DEVELOPMENT
ENVIRONMENTAL SUSTAINABILITY
GOVERNANCE & POLICY
SPATIAL EQUITY
Aspire to:
• Gateway
• Human & Natural Resources
• Safe, Healthy & sustainable living environment
• Healthy Educated Community
• Employable people are employed
• Equatable society
• Basic services
• World class infrastructure
• Investment confidence
• Skilled labour force
• People centretedness
• Strong & decisive leadership
• Foster social compacts
Vision 2030
Umhlabuyalingana LM Goals
1.To ensure human and utilization of natural resources are in harmony
2.To aspire to healthy and educated communities
3.To ensure all employable people are employed
4.To ensure that all people have access to basic services
5.To boost investors confidence to invest in KZN

4 IDP Long Term Development Goals, Objectives & Strategies, Structured Into 5KPAs and 6th with KZN KPA

▪ To ensure human and utilization of natural resources are in harmony ▪ To ensure all employable people are employed	▪ To improve quality of life and create a pleasant living and working environment ▪ To provide the optimal institutional structure to render effective and efficient services ▪ To attract and retain qualified and experienced staff across the staff establishment ▪ To create a positive image of Umhlabuyalingana Municipality	▪ Review of Organogram ▪ Filling of vacant positions as per approved organogram ▪ Employment Equity Plan and Policy ▪ Employment equity plan and targets ▪ Retention Strategy ▪ Human Resource Administration ▪ Skills Audit ▪ Workplace Skills Plan ▪ Performance Agreements and Performance Plans. ▪ Performance Assessments and Review ▪ Labour Relations ▪ Occupational Health and Safety (OHS) ▪ Human Resource Policies ▪ Develop and Review Human Resources Policies ▪ Develop and Review Human Resources Policies ▪ Secretarial support to Council Committees ▪ Secretarial support to Council ▪ Secretarial support to Council

		☛ Develop and Review Human Resources Policies ☛ Website Management ☛ ICT Policies ☛ Information security Management ☛ File plan ☛ Documents management system (manual & electronic) ☛ Provision of legal services ☛ Service level agreements and contract of service providers ☛ Employee Assistance programme and wellness
		☛ Municipal Calendar (Council Year Planner) ☛ Secretarial support to Council Committees ☛ Website Management ☛ Information Security Management ☛ Develop and Review ICT Policies ☛ Review File Plan ☛ Provision of Legal Services ☛ Management of Service level agreements and contracts

◤ To ensure that all people have access to basic services	◤ To facilitate bulk infrastructure development in support of economic development initiatives ◤ To deliver services efficiently and effectively; ◤ To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities ◤ To facilitate the delivery of basic services to RDP standards. ◤ To provide access and facilitate vehicular movement in Umhlabuyalingana ◤ To facilitate an improvement in access to community/public facilities to minimum standards ◤ Improve access to free basic services among the indigent ◤ To comply fully with all municipal legislation	◤ Monitoring implementation of water and sanitation project within KZN 271 ◤ Review infrastructure and maintenance plan ◤ Provide electricity/alternative sources of energy to reduce backlog. ◤ Provide free basic services ◤ Provide access roads and bridges ◤ Upgrade access road to the municipal main offices ◤ Housing development ◤ Implement Integrated Waste Management Plan ◤ Provision of community/public facilities ◤ Implement public safety programmes ◤ Provide Library services ◤ Indigent register and policy ◤ Registration of landfill sites ◤ Review of Waste Management ◤ Conduct Road Blocks ◤ Community Road Safety Forums ◤ Community Safety Plan ◤ Drivers Screening for Alcohol

		☛ Vehicle Speed Screening ☛ Conduct Multi-Disciplinary Road Blocks ☛ Charge Drunken/Speed Drivers ☛ Suspend Unroadworthy Vehicles ☛ High visibility patrol hours ☛ Road safety education ☛ Routine roadside roadblocks ☛ Speed operations ☛ Issuing of Learner Driver's License ☛ Conduct Driving License Testing ☛ Issue Temporal Driving Licence ☛ Issuing of duplicate learners license ☛ issuing of Professional Driving Permit (PrDP) ☛ Renewal of Driver's License

▪ To boost investors' confidence to invest in KZN, ▪ To create safe healthy and sustainable living environment, and ▪ To ensure all employable people are employed	▪ To create an environment that promotes investment and economic growth. ▪ To create an environment conducive for investment and economic growth ▪ To promote and support and support eco-tourism as a means as means to increase tourism market share ▪ To facilitate the commercialization of food production and life stock farming	▪ Community Works Programme (CWP) ▪ Expanded Public Works Programme (EPW ▪ Local Economic Development Strategy ▪ Small Town Rehabilitation ▪ By-laws (Liquor and Business Licensing; and Informal Traders) ▪ Market Stalls ▪ SMME/Coops/Informal Trading Incubation

☛ To boost investors' confidence to invest in KZN,	☛ To develop Umhlabuyalingana LM as a viable and sustainable local government structure. ☛ To develop and maintain systems and procedures for effective and sound management of municipal finances ☛ To improve revenue generation by 5% per annum over the next five years ☛ To be 100% compliant with the SCM regulations	☛ Review of Financial Policies ☛ Calculation of Capital expenditure Ratio ☛ Calculation of Debt Coverage Ratio ☛ Calculation of Cost Coverage Ratio ☛ Calculation of Outstanding Service Debtor ☛ Budget Adjustment ☛ Annual financial Statements/Financial Reporting ☛ Annual Budget for 2017/2018 ☛ MFMA Compliance ☛ Training of Finance Staff on MFMA Competency ☛ Calculation of Liquidity Ratio ☛ Grants Reconciliations ☛ Vat Reconciliation ☛ Traffic Reconciliations ☛ Implementation of MSCOA ☛ Repairs and maintenance ☛ Development and Updating of Fixed Asset Register ☛ Salaries Reconciliations ☛ Creditor Reconciliations ☛ Debtor Report ☛ Revenue Collection Plan ☛ Updating General Valuation Roll(SV)/Enhancement

		◤ Municipal Billing ◤ Bank and Investment Reconciliations ◤ SCM Report ◤ Procumbent plan ◤ Update Database ◤ Management and Implementation of Procurement Plan

◤ To aspire to healthy and educated communities	◤ To run the municipality in an open, transparent and accountable manner ◤ To comply with all municipal legislation ◤ To involve local communities and stakeholders in municipal	◤ Annual Report ◤ Facilitate Ward Committee Meetings ◤ Career Exhibition and Youth celebration Day

◤ To aspire to healthy and educated communities ◤ To ensure human and utilization of natural resources are in harmony	◤ To provide effective support to environmental management initiative in the area ◤ To create an efficient and functional structure for effective development and delivery of services ◤ To promote productive, harmonious and sustainable land use	◤ IDP Review ◤ Organizational and Individual PMS ◤ Review Spatial Development Framework (SDF) ◤ Development of Precinct Plans ◤ Risk Assessment ◤ Conduct Disaster Risk Reduction Management Awareness Campaign ◤ Disaster incident reports ◤ Disaster risk awareness campaigns ◤ Conduct Fire Drills ◤ conduct safety evaluation of municipal buildings and offices ◤ Conduct compliance inspections in businesses and government institution ◤ Occupational health and safety ◤ Review of Disaster Management Plan

SECTION: E1

STRATEGIC MAPPING

Strategic Mapping

1 Spatial Development Framework Vision

The Spatial Development Vision is seen as the spatial development destination that the uMhlabuyalingana Municipality will be striving to reach by the year 2030. This Vision is informed by the Key Challenges faced by the Municipality and, more importantly, by the Strategic Spatial Development Rationale in addressing these Key challenges. The Spatial Development Vision Statement for the uMhlabuyalingana Municipal area is as follows:

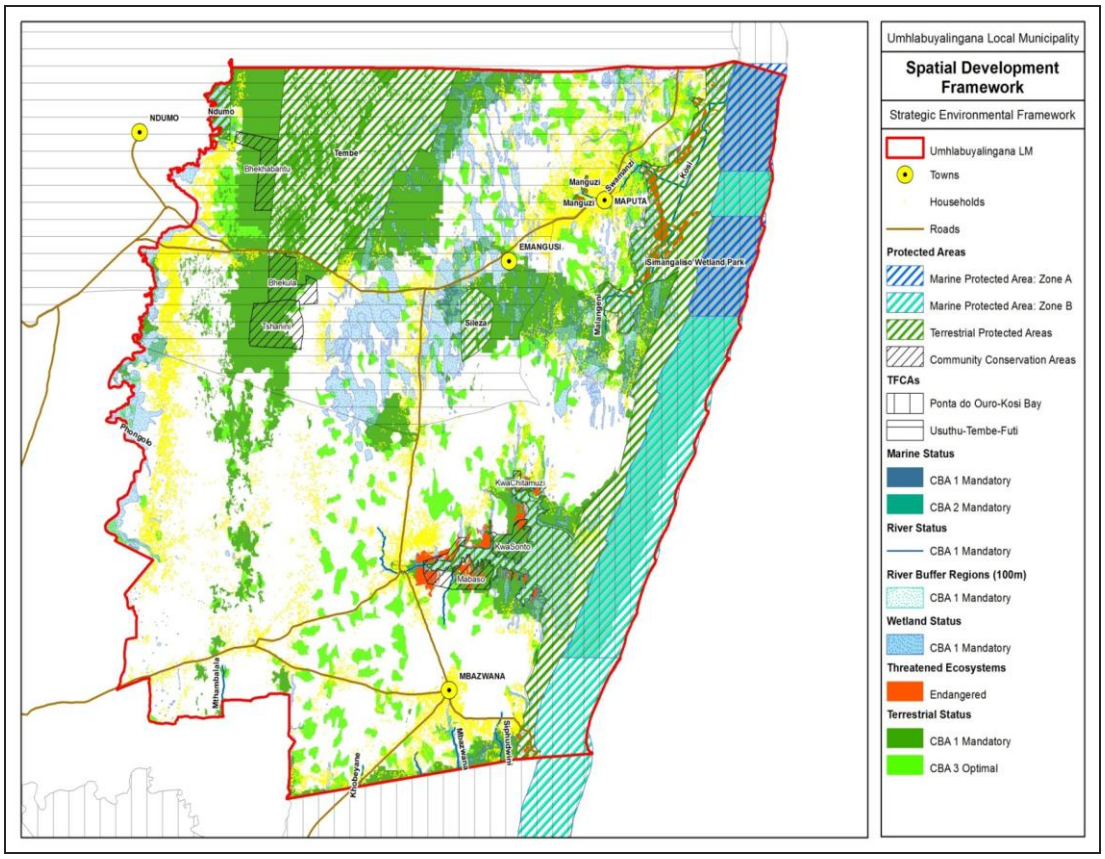
Sustainable Growth and Development through Tourism and Agriculture.

This Spatial Development Vision, however, cannot be fully understood without a more detailed explanation. The Vision Statement is therefore unpacked in more detail below:

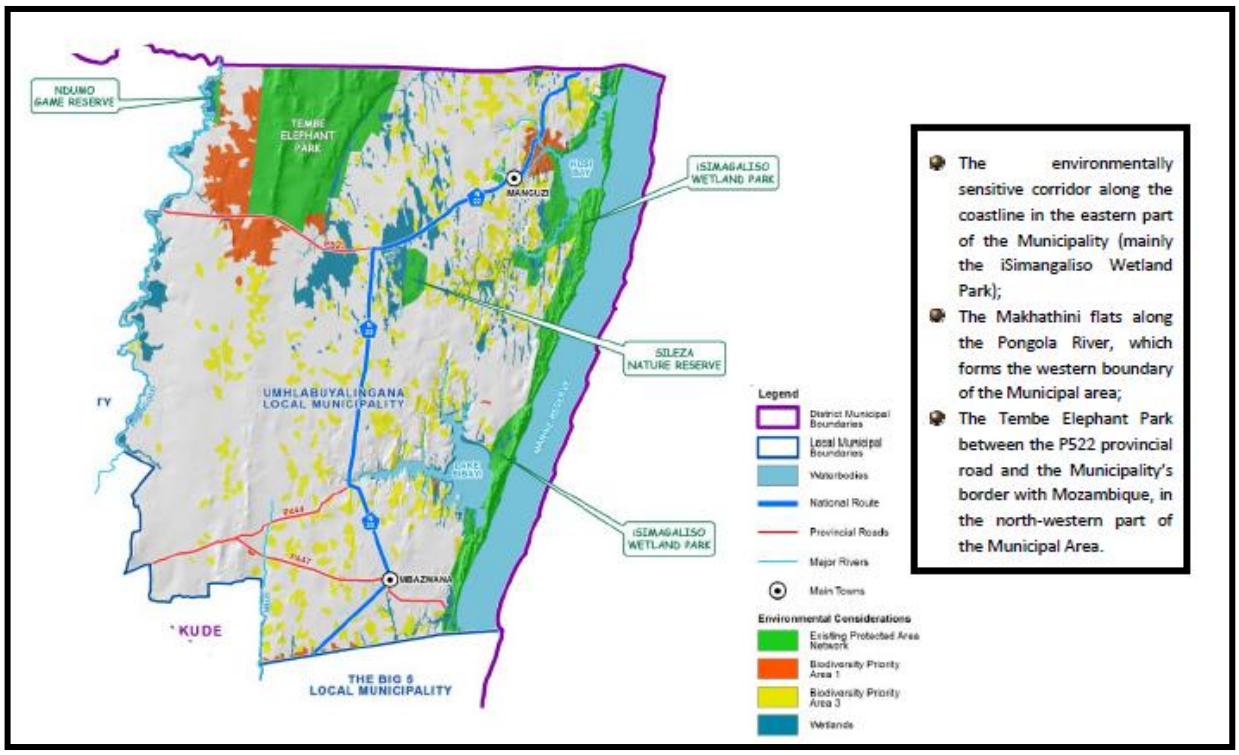
- People have emerged from poverty and deprivation;
- People have improved access to livelihoods and basic needs;
- People have increased income security from formal employment;
- People have increased access to municipal, social and economic services;
- People live in an environment that is safe, conducive for doing business and attractive for investment;
- People are prudent in the use of natural resources and actively reduce, reuse and recycle which has generated new economic opportunities within the Municipal Area;
- Economic growth and development is sustainable and is primarily driven by Agriculture and Tourism;
- The use of renewable sources has become a way of life for all, as well as the application of sustainable development principles and practice;
- The visual quality of the natural and built environment, where people do business, work, play and live, has improved;
- Settlements, towns and agricultural land are well organised, connected with each other (through a well-developed, efficient and well-maintained road network), and accessible in terms of basic social and economic services; and
- Physical investment has focused on identified and prioritised nodes and corridors, and areas of economic potential, whilst investment in other areas, where there are little or no economic potential, have focused on meeting basic needs and social development.

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

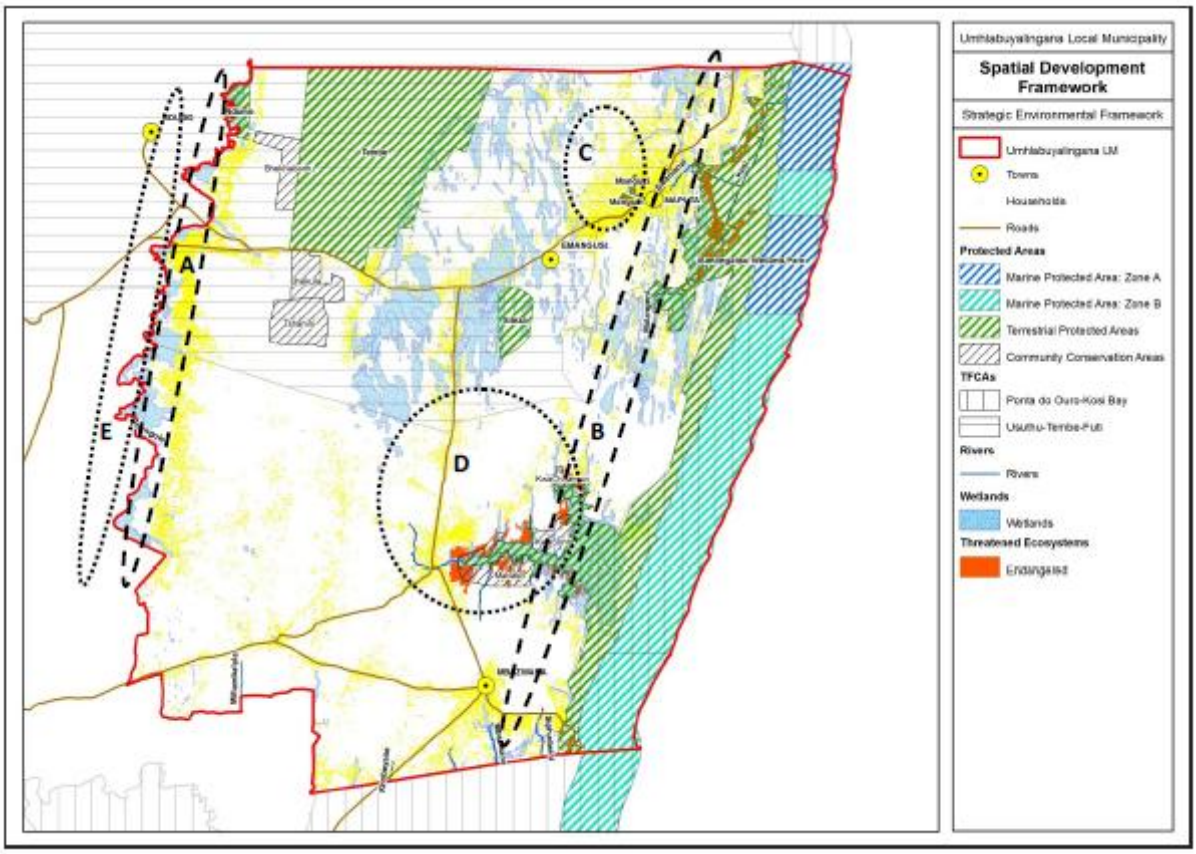
1.1 Strategic Environmental Framework of Umhlabuyalingana MAP 46 Pg 277 of SDF



Environmental Sensitive Areas Map

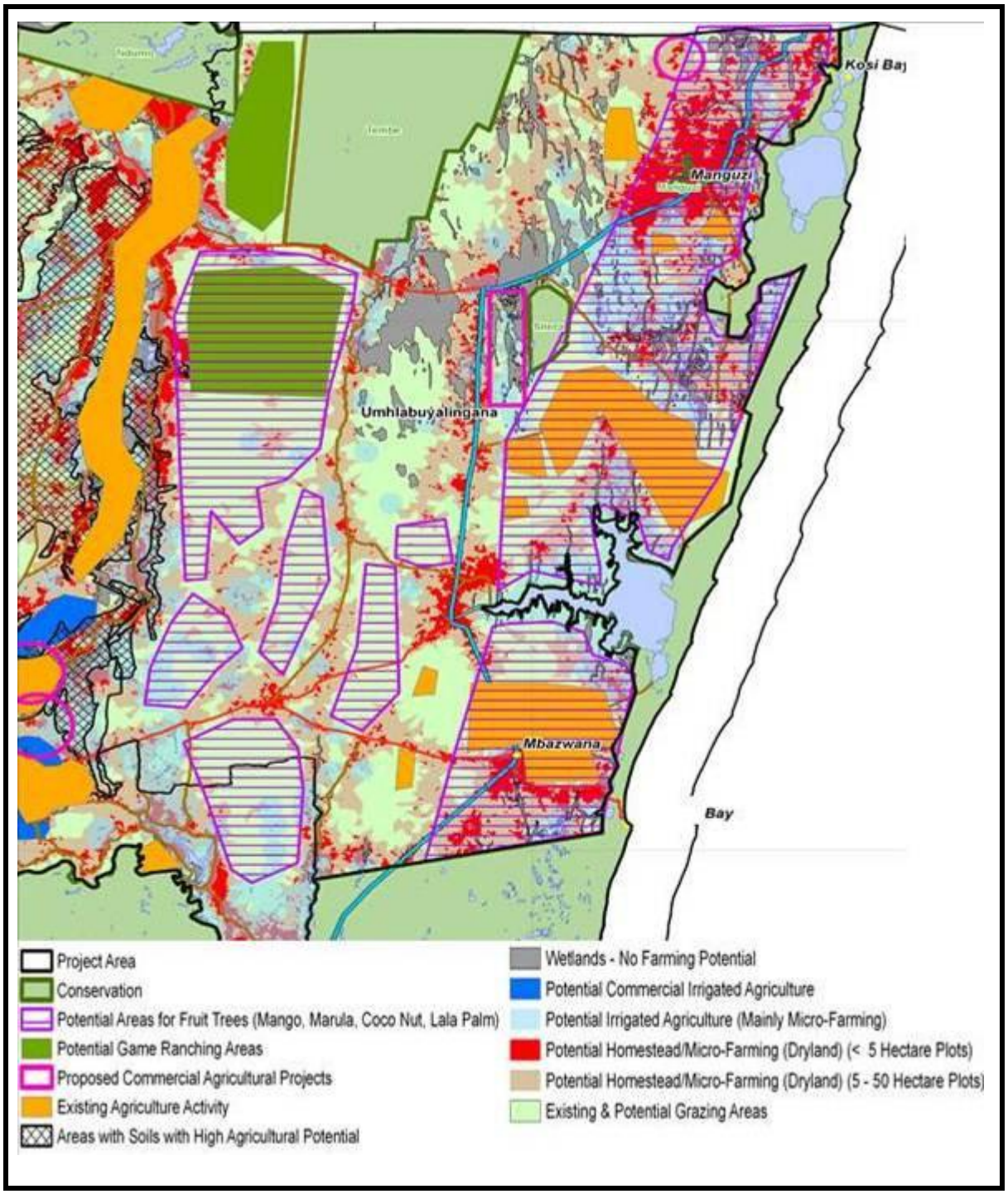


Proposed Spatial Intervention Areas/Sites within Umhlabuyalingana LM to promote Environmental Integrity. Map 47, Pg 278 of SDF

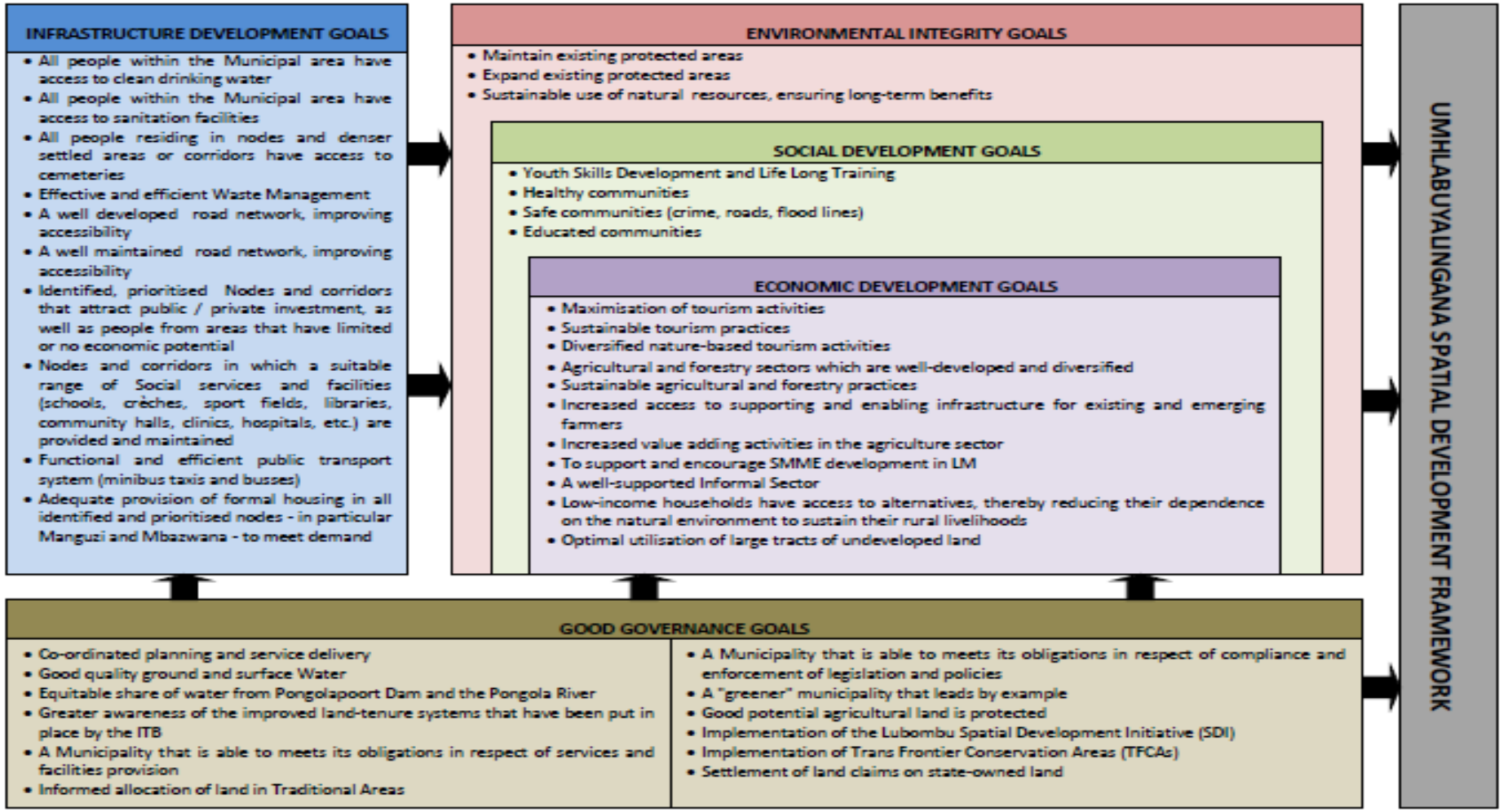


Agricultural Potential Areas Map

Figure 7: Agricultural potential in Umhlabuyalingana LM (Source: Urban-Econ, agricultural potential map - Makhathini Integrated Development Plan 2007)



1.2 SDF Goals

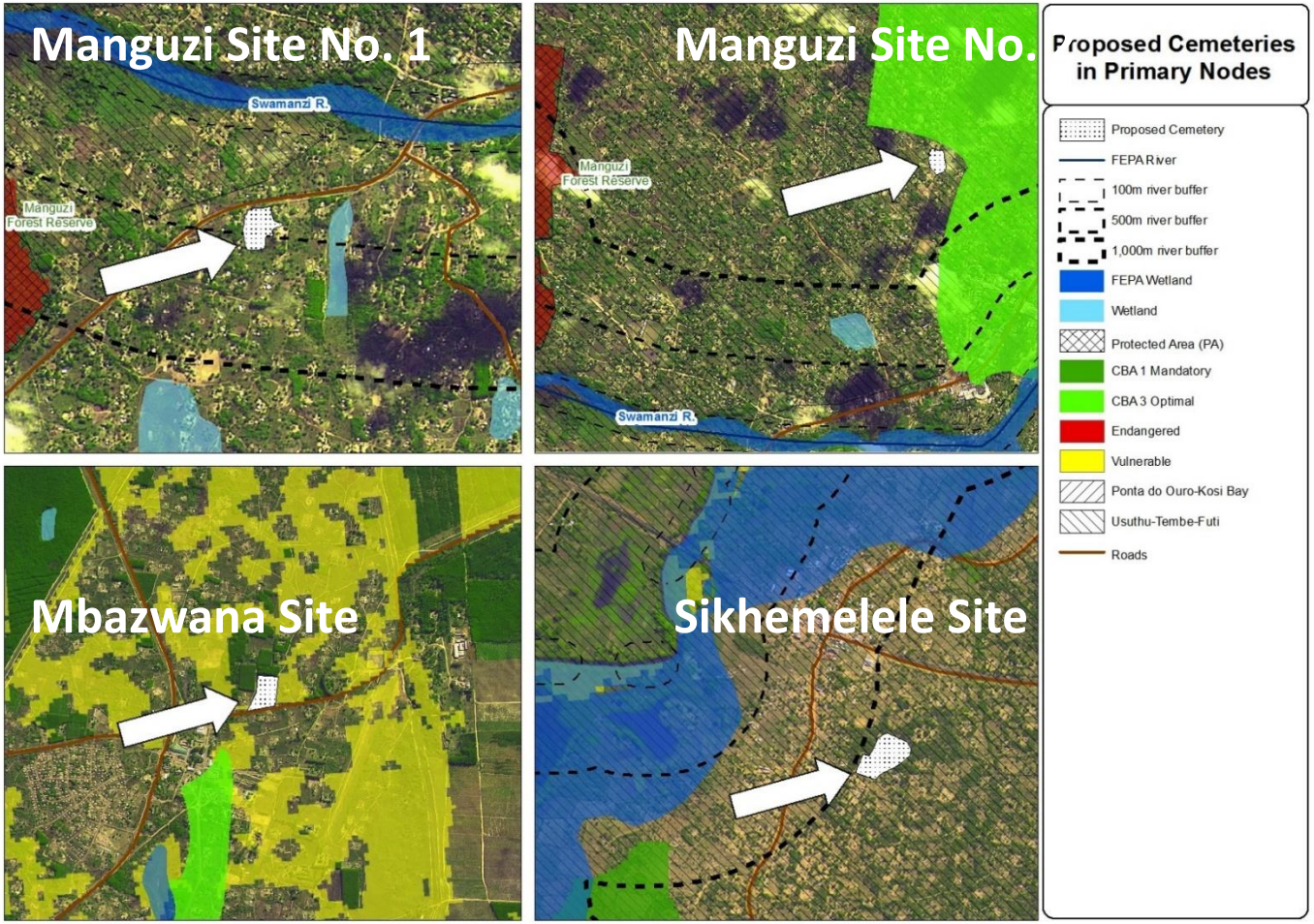

INFRASTRUCTURE DEVELOPMENT GOALS
• All people within the Municipal area have access to clean drinking water
• All people within the Municipal area have access to sanitation facilities
• All people residing in nodes and denser settled areas or corridors have access to cemeteries
• Effective and efficient Waste Management
• A well developed road network, improving accessibility
• A well maintained road network, improving accessibility
• Identified, prioritised Nodes and corridors that attract public / private investment, as well as people from areas that have limited or no economic potential
• Nodes and corridors in which a suitable range of Social services and facilities (schools, crèches, sport fields, libraries, community halls, clinics, hospitals, etc.) are provided and maintained
• Functional and efficient public transport system (minibus taxis and busses)
• Adequate provision of formal housing in all identified and prioritised nodes - in particular Manguzi and Mbazwana - to meet demand
ENVIRONMENTAL INTEGRITY GOALS
• Maintain existing protected areas
• Expand existing protected areas
• Sustainable use of natural resources, ensuring long-term benefits
SOCIAL DEVELOPMENT GOALS
• Youth Skills Development and Life Long Training
• Healthy communities
• Safe communities (crime, roads, flood lines)
• Educated communities
ECONOMIC DEVELOPMENT GOALS
• Maximisation of tourism activities
• Sustainable tourism practices
• Diversified nature-based tourism activities
• Agricultural and forestry sectors which are well-developed and diversified
• Sustainable agricultural and forestry practices
• Increased access to supporting and enabling infrastructure for existing and emerging farmers
• Increased value adding activities in the agriculture sector
• To support and encourage SMME development in LM
• A well-supported Informal Sector
• Low-income households have access to alternatives, thereby reducing their dependence on the natural environment to sustain their rural livelihoods
• Optimal utilisation of large tracts of undeveloped land
GOOD GOVERNANCE GOALS
• Co-ordinated planning and service delivery
• Good quality ground and surface Water
• Equitable share of water from Pongolapoort Dam and the Pongola River
• Greater awareness of the improved land-tenure systems that have been put in place by the ITB
• A Municipality that is able to meets its obligations in respect of services and facilities provision
• Informed allocation of land in Traditional Areas
• A Municipality that is able to meets its obligations in respect of compliance and enforcement of legislation and policies
• A "greener" municipality that leads by example
• Good potential agricultural land is protected
• Implementation of the Lubombu Spatial Development Initiative (SDI)
• Implementation of Trans Frontier Conservation Areas (TFCAs)
• Settlement of land claims on state-owned land
UMHLABUYALINGANA SPATIAL DEVELOPMENT FRAMEWORK

1.3 Key Challenges, Goals and Objectives

	Not all people within the Municipal area has access to clean drinking water
	Government policies require that all people are entitled to clean drinking water on a continuous basis, at least to an RDP level of service. This means that a person must be able to every day obtain clean drinking water within a distance of 200m from their homestead. At the moment this is not being achieved within the greater part of the uMhlabuyalingana LM. Even where this is achieved, people are not always aware how the water gets to them and does not always use water in a responsible manner and wastages do occur. Some areas, such as significant nodes in which commercial activities can thrive, requires a full level of water service, i.e. water through house connections. This will further boost economic and residential development within these areas.
	All people within the Municipal area have access to clean drinking water
	1. Full level of service in identified prioritized nodes and RDP level of service in rural areas 2. Water awareness and conservation programmes
	The full Municipal Area.
	Not all people within the municipal area have access to sanitation facilities
	Government policies require that all people are entitled to appropriate sanitation facilities, at least to an RDP level of service. This means every household must be supplied with at least a ventilated improved pit latrine (VIP) At the moment this is not being achieved within the greater part of the uMhlabuyalingana LM. Where no appropriate sanitation facilities are provided, particularly where people are more densely settled, this could result in outbreaks of disease, such as cholera. People need to, in general, be educated in health and hygiene so as to minimize the risks of such outbreaks. In denser settled areas, such as

	settlement nodes, appropriate sanitation facilities must be provided, to prevent health and environmental risks.
	All people within the Municipal area has access to sanitation facilities
	1. Full level of service in identified prioritized nodes and RDP level of service in rural areas 2. Health and hygiene education to all communities re-sanitation
	The full Municipal Area.
	There are no formal registered cemeteries within the Municipal area
	Currently there is significant densification of settlements occurring in a number of places with the Municipal area. This is particularly evident at Manguzi, Mbazwana, and between Mboza and Sikhemelele. The traditional manner of burial of deceased loved ones at the homesteads is becoming increasingly problematic due to limited space. This practice increases the health risks, as this may result in contamination of the groundwater.
	All people residing in nodes and denser settled areas or corridors have access to cemeteries
	1. Identify suitable land for cemetery purposes in relatively close proximity to Manguzi, Sikhemelele and Mbazwana 2. Establish sub-regional cemetery facilities in the identified suitable locations
	Identify areas in close proximity to Manguzi, Sikhemelele and Mbazwana.

Proposed Cemetery Sites at Sikhemelele, Manguzi and Mbazwana (<u>from a land use perspective only</u>)


Manguzi Site No. 1
Swamanzi R.
Manguzi Forest Reserve
Manguzi Site No.
Manguzi Forest Reserve
Swamanzi R.
Mbazwana Site
Sikhemelele Site
Proposed Cemeteries in Primary Nodes
Proposed Cemetery
FEPA River
100m river buffer
500m river buffer
1,000m river buffer
FEPA Wetland
Wetland
Protected Area (PA)
CBA 1 Mandatory
CBA 3 Optimal
Endangered
Vulnerable
Ponta do Ouro-Kosi Bay
Usuthu-Tembe-Futi
Roads

Key challenge	**1. Poor waste management** **2. Widespread littering with limited re-use and recycling of solid waste**
Description	Waste Management in essence comprises of 3 components, namely (1) solid waste collection, (2) solid waste disposal, and (3) education relating to waste generation, reduction, recycling and reuse. The lack of waste management is clearly evident in the extensive visible litter along the majority of all roads and denser settlements. There are no registered landfill sites or transfer stations towards which waste can be disposed of. Waste collection is only in place in isolated areas and such waste is then disposed of at illegal locations. This could lead increased health and environmental risks. Further, visible waste in towns and nodes could lead to investment opportunities being lost. It also affects the tourism marker adversely.
Goal	**Effective and efficient waste management**
Objectives	1. Identify and evaluate alternative waste disposal methods for land uses in: a. identified prioritized zones, and b. Rural areas 2. Establish appropriate landfill sites for waste disposal and/or waste transfer stations
Spatial Interventions	The full Municipal Area.

Key challenge	**Poor critical road linkages**
Description	An efficient and effective road network enables people and goods to traverse to and from all areas within the Municipal area. It opens up development opportunities which could lead to economic growth and associated job creation. Poor critical road linkages, which includes the non-existence of critical linkages and existing roads that are in poor to inaccessible condition, have been identified within the uMhlabuyalingana LM: - Poorly maintained existing gravel road between Madonela and Sikhemelele. Significant denser settlement occurs all along this road, which runs in close proximity and parallel to the Pongola River and its rich flood plains. Intensive agriculture, mainly subsistence, occurs along the river and the road. In heavy rains, this road is nearly impassable. What is also important to note is that this settlement corridor joins up with the P522 provincial main road between Ingwavuma and Manguzi. At this juncture, the urban characterized settlement of Sikhemelele has developed over time. Sikhemelele settlement, as well as the Mboza to Sikhemelele Corridor, is the most densely settled area within the uMhlabuyalingana LM; - The existing road linkages between Madonela and Tshongwe are poor and do not support a direct primary route from Tshongwe through the agricultural development corridor leading to Sikhemelele. This is considered very important link, since it will provide an alternative south-north route, from Hluhluwe, within the uMhlabuyalingana Municipality. This route is deemed more economical for the conveyance of fresh goods and value-added products from the identified agricultural corridor to the major markets of Richards Bay and Durban - The east-west road linkages are primarily located in the north (P522 Main Road linking Ingwavuma with Manguzi) and in the south (P444 and P447 linking Mbazwana with Mkhuze) of the uMhlabuyalingana Municipal Area). The east-west road linkages in the central western part of the Municipal area exist only as a local road (essentially a track). In order to contribute towards a road network that is both effective and efficient – particularly in light of the recommended upgrade of the Madonela – Sikhemelele road – it is recommended that the road between Hlazane to Manaba to Mseleni be upgraded, functioning as an additional east-west centrally located link; - In order to expose the unique environment along the Municipality's east coast, which is administered by Isimangaliso Trust, to a

	broader audience which will result in further tourism –related development, the road from Mbazwana , pass Lake Sibaya on its eastern shore, through Manzengwenya, to Manguzi need be upgraded and made freely accessible to the public. ☛ Upgrade the road from the State Forest Road north of Jikijela Node inland to Manzengwenya. This will provide an improved west-east link to the coastal areas.
Goal	**A well-developed road network, improving accessibility**
Objectives	1. Upgrade the existing gravel road between Madonela and Sikhemelele to a blacktop road 2. Develop a blacktop road between Tshongwe and Madonela 3. Upgrade the road between Hlazane and Manaba 4. Upgrade the road between Manaba and Mseleni 5. Upgrade of the road from Mbazwana , pass Lake Sibaya on its eastern shore, through Manzengwenya, to Manguzi 6. Upgrade the road from the State Forest Road north of Jikijela Node inland to Manzengwenya
Spatial Interventions	See Map 41 (Proposed New Roads and Road Upgrades) and 42 (Desired Road Network).

Key challenge	**Poor maintenance of existing roads**
Description	Most of the gravel roads within the uMhlabuyalingana Municipal Area are in poor condition and inaccessible on occasions, especially after heavy rains. This impacts on the free movements of goods and people on the one hand and results in increased operating costs to the road users. Further, road safety conditions are adversely affected.
Goal	**A well maintained road network, improving accessibility**
Objectives	1. Participate in the Review of the Road Maintenance Plans of Sanral, DoT and DM in order to ensure full alignment with the SDF
Spatial Interventions	See Map 41 (Proposed New Roads and Road Upgrades) and 42 (Desired Road Network).

Key challenge	**Nodes and corridors are not attracting (1) sufficient investment and (2) people from rural areas**
Description	Whilst growth is evident in nodes such as Manguzi, Mbazwana, Thengane and Sikhemelele, such growth seems to be *ad hoc* and *laisez faire*, in the absence of clear land use management. Problems, amongst others, that exacerbate nodal growth – particularly in these larger nodes – are: • Poor land use management resulting in undesirable urban form and unavailability of appropriately located vacant land; • Visually unappealing street- and townscapes, exacerbated by large-scale littering; • Severe shortage of accommodation units, as well as higher-density residential even; • Non-formal status of towns in which land administration and management is not taking place by the Municipality; • Lack of sufficient social facilities such as sport grounds; and • Unreliability of services such as water, sanitation, electricity and solid waste disposal. An agricultural corridor has been identified between Madonela in the south-west of the Municipality and Bhekabantu in the north-west, along the Pongola River. The Pongola Floodplains provide rich fertile land for agricultural production. Communities have settled in this corridor primarily to have access to these fertile floodplains to conduct subsistence farming. At this stage agricultural support is limited and no up-stream agri-processing is taking place. Investment in the latter, amongst others, can stimulate agricultural development in this corridor. Tourism corridors have also been identified. In these corridors appropriate tourism related developments and developments focused on the needs of tourists need to be promoted.
Goal	**Identified, prioritized Nodes and corridors that attract public / private investment, as well as people from areas that**

	have limited or no economic potential
Objectives	1. Focus on the following nodes: Manguzi, Mbazwana, Sikhemelele, Mseleni, Mboza, Phelendaba, Ecicabazini, Tshongwe, Hlazane and Manaba. 2. Focus on the following corridors: Madonela to Bhekabantu Agricultural Corridor, Thengane to Manguzi Settlement Corridor, Mabaso to Mseleni Settlement Corridor, Mbazwana to Sodwana Primary Tourism Corridor, Mbazwana to Manzengwenya Primary Tourism Corridor and Manguzi to Khosi Bay Primary Tourism Corridor. 3. Provision of reliable bulk & reticulation services (e.g. water, electricity, roads, sewage disposal, waste removal and telecommunication services), including adequate maintenance thereof, to all identified, prioritized nodes and corridors 4. Ensure that the Municipality is capacitated to process all statutory development applications in an effective and efficient manner complying with maximum time frames as set out in planning and development legislation
Spatial Interventions	See Maps 43 and 44 – depicting proposed prioritized Nodes and Corridors.

Key challenge	**Poor public transport facilities**
Description	Public transport facilities require facilities for operators and passengers. This includes bus/taxi terminals (at denser settled nodes), passenger shelters and lay bye facilities, along primary roads. Currently, passenger shelters and laybye facilities are provided on the N22 National Road only, whilst the bus/taxi terminals in existence at Mbazwana and Manguzi are inadequate. No other suitable and appropriate public transport facilities exist within the uMhlabuyalingana Municipal area, although the majority of the commuters within the Municipal area are reliant on public transport for accessing work, residences and other facilities.
Goal	**Functional and efficient public transport system (minibus taxis and busses)**
Objectives	1. Functional and efficient public transport system (minibus taxis and busses) 2. Facilitate the provision of taxi and bus stops and shelters along prioritised transport routes (including within identified nodes and corridors)
Spatial Interventions	The full Municipal Area.

Key challenge	**Inadequate provisioning of social services and facilities in identified, prioritized nodes and corridors**
Description	Sustainable human settlements are settlements or nodes where people have access to full range of social facilities, decent housing in close proximity to workplaces and places of recreation, in a safe and healthy environment. Each of the identified, prioritized nodes will require the preparation of a Nodal Framework Plan which needs to investigate town function, form and role. It needs to identify key challenges and need to propose interventions to address these. In the same manner, Corridor Framework Plans need to be prepared and implemented for the identified and prioritized corridors.
Goal	**Nodes and corridors in which a suitable range of Social services and facilities (schools, crèches, sportfields, libraries, community halls, clinics, hospitals, etc.) are provided and maintained**
Objectives	1. Prepare and Implement a Nodal Framework Plan for each identified prioritised node 2. Prepare and Implement a Corridor Framework Plan for each identified prioritised node
Spatial Interventions	In identified, prioritised Nodes and Corridors – see Maps 43 and 44.
Key challenge	**Supply of formal housing in Manguzi and Mbazwana not meeting demand**
Description	There is a dire shortage of available serviced residential erven in both Manguzi and Mbazwana. This is clearly evident in the number of Umuzis where single bedroom structures have been developed and which is being rented out. Residential settlement patterns in both Manguzi and Mbazwana are low density and dispersed. In Mbazwana an area has, however, been developed for low cost housing where the settlement pattern is more dense and a formal planned township layout has been affected. Further similar areas need to be identified within the urban node of Mbazwana for such similar development. In Manguzi, no formal housing development has taken place on formal, planned township layouts. There is a drastic need for land to be identified for such purposes.

Goal	**Adequate provision of formal housing in all identified and prioritised nodes - in particular Manguzi and Mbazwana - to meet demand**
Objectives	1. Identify suitable land, based on a set of suitable criteria for the provisioning of formal housing within the identified prioritised nodes
Spatial Interventions	In identified, prioritised Nodes and Corridors – see Maps 43 and 44.

ECONOMIC DEVELOPMENT

Key challenge	**Tourism potential of the natural and cultural assets are not being fully realised**
Description	Tourism is an important sector in the uMhlabuyalingana LM. The municipality contains both nature based assets and cultural assets which form integral tourism attractions within the municipality. Some eco-tourism opportunities have been realized with regard to nature based tourism and activities and include, inter alia: - Snorkeling at various places along the coast - Dolphin viewing - Turtle viewing - Bird watching Most of the municipality's current tourism attractions in the municipality are based on nature based tourism activities which are concentrated on the coastline, of which most take place within the iSimangaliso Wetland Park or in the other nature and game reserves found within the municipality.

	The municipality does have culture and heritage assets which include, inter alia: - Zulu Culture - Tonga Culture - Tonga Cultural Village - Traditional fishing at Kosi Bay. Although the municipality has both natural and cultural assets and existing tourism activities, opportunities do exist to further develop these assets into major drawcards and diversify the nature based tourism activities so as to attract more tourists into the municipality. Additionally, there is a need to coordinate tourism stakeholders to ensure that challenges and opportunities are identified, and that tourism projects are implemented in an integrated manner. Given the sensitive nature of the municipality's natural assets, it is integral that all tourism developments and practices are undertaken in a sustainable manner to ensure that the municipality's natural assets are not harmed.
Goal	**Maximisation of tourism activities**
Objectives	1. Coordinate stakeholders into a Community Tourism Organisation (CTO) structure to identify 2. Undertake a BR & E program in key tourism nodes of Sodwana and Kosi bay and emerging prioritised tourism nodes
Goal	**Diversified nature-based tourism activities**
Objectives	1. Identify other further sustainable economic opportunities at existing tourism nodes 2. Package opportunities and attract and facilitate investment 3. Identify and support adventure based tourism opportunities at suitable locations

	4. Identify and evaluate areas that have good culture and heritage tourism potential
Goal	**Sustainable tourism practices**
Objectives	1. Adopt the principles of the National Tourism Sector Strategy (NTSS) and incorporate into LM Bylaws 2. Provide training to LM and CTO members on the NTSS Principles 3. Capacitate the LM to support sustainable tourism practices within the tourism assets base
Spatial Interventions	The full Municipal Area.

Key challenge	**Agricultural and forestry potential of the municipal area are not being fully realised**
Description	uMhlabuyalingana LM contains areas that have good potential for agriculture and forestry production which are particularly found on the eastern edge of the municipality. However these areas often show signs of degradation due to poor farming methods, uncontrolled overgrazing and the location of settlements on land that is more appropriate for agricultural land use as opposed to residential use. This also indicates that there is a need for agricultural practitioners to engage in sustainable agricultural practices so as to ensure that the quality of valuable agricultural land is not compromised and degradation is halted and prevented in future. The Makhathini Flats area in Northern KwaZulu-Natal is widely recognized for its good agricultural potential. A substantial proportion of the Makhathini Flats area falls within the uMhlabuyalingana LM and Jozini LM regions. A variety of activities and projects have been suggested to facilitate and stimulate agricultural production in the Makhathini Flats area, however this has not been fully realized, especially in uMhlabuyalingana LM region. Agriculture and forestry production in UMhlabuyalingana LM has been limited to a few types of crops, due to existing and emerging farmers having limited skills and/or access to enabling infrastructure to some extent. Opportunities have been identified for the diversification of agriculture and access to enabling infrastructure which will stimulate agricultural production as indicated in the

	uMhlabuyalingana's LED and Makhathini Integrated Development Master Plan.
Goal	**Agricultural and forestry sectors which are well-developed and diversified**
Objectives	1. Prepare and implement an Agricultural Development Plan focusing on those areas that have good agricultural potential 2. Facilitate a joint venture that allows for agricultural development between Jozini and uMhlabuyalingana LMs along its shared boundary 3. Expand and diversify the agricultural sector through intercropping promotion with local farmers into new activities such as bee keeping, traditional medicines, essential oils, pineapples, lala palms and organic beef (link to Agricultural Plan) 4. Identify and evaluate commercial forestry, pineapple banana, cashew, groundnuts 5. Facilitate access to extension services from DAEA to promote skills development and mentoring for emerging farmers (link to Agric Plan)
Goal	**Sustainable agricultural and forestry practices**
Objectives	1. Capacitate the LM on the application of DAEA sustainable agriculture guidelines in LM 2. Partner with DAEA to provide training to existing and emerging farmers on the agricultural practice guideline parameters 3. Rehabilitate degraded good potential agricultural land
Goal	**Increased access to supporting and enabling infrastructure for existing and emerging farmers**
Objectives	1. Implement infrastructure and technology as per Agricultural Plan of the Makhathini Flats
Spatial Interventions	The full Municipal Area.

Key challenge	**Limited value being added to natural / agricultural products produced within municipal area**
Description	The agriculture sector is one of the most important sectors within the uMhlabuyalingana LM. Value-added agriculture has the potential to increase returns on agricultural commodities that are produced and processed within a specific area. However value-adding practices that would increase the value of primary agricultural commodities which are grown and cultivated in uMhlabuyalingana LM are absent or lacking. These practices occur in areas outside the municipality. For instance the lala palm is grown within the municipality but sold outside the municipality where it is used by other craft workers for art and craft production. The lack of value-adding of agricultural products in the municipality's agriculture sector also limits the variety of more valuable perishable crops that uMhlabuyalingana LM can produce.
Goal	**Increased value adding activities in the agriculture sector**
Objectives	1. Identify and evaluate agri-processing opportunities that will develop and enhance the agriculture sector
Spatial Interventions	In close proximity to all high potential agricultural land areas

Key challenge	**Limited opportunities for SMMEs, resulting in brain drain**
Description	There is an acknowledged outward migration of skilled and business minded persons from the local area, leaving a void in the existing small business sector in the LM. Small firms are not currently establishing themselves locally due to a perceived lack of business opportunities; difficulty in accessing suitable start-up infrastructure and a lack of available business support services (enterprise development) for business startups; and for existing SMMEs there is a lack of market access promotion programmes in place for continued support of the sector.
Goal	**To support and encourage SMME development in LM**
Objectives	1. Develop SMME incubators 2. Integrate SMMEs into the LM procurement policies 3. Facilitate the establishment of a permanent SEDA office in LM 4. Rollout of Umhlosinga Development Agency Small Business Support Programme in LM 5. Facilitate SMME and Co-operatives' access to markets and market information
Goal	**A well-supported Informal Sector**
Objectives	1. Identify trading areas for informal trade close to commuting points at all identified prioritized nodes and corridors 2. Provision of Infrastructure & Facilities at identified trading areas at all identified prioritized nodes and corridors
Spatial Interventions	In identified, prioritised Nodes and Corridors – see Maps 43 and 44.

Key challenge	**Low-income households dependent on the natural environment to sustain their livelihoods, resulting environmental degradation**
Description	In 2010, it was estimated that almost 80% of the working age population within the uMhlabuyalingana LM are dependent on consumption agriculture and social support grants or have lost hope of finding a job (Urban-Econ and Quantec 2012). This indicates that a significant proportion of the population is heavily dependent on the natural environment for the provision of ecosystem services to sustain their livelihoods as they have limited or no income. This includes services, such as clean water, fertile soils, medicinal plants, fish, and building materials. Within the LM, the growing population and increasing dependence on the natural environment for the provision of ecosystem services is resulting in the environmental degradation of the remaining natural areas, which reduces the ability of these ecosystems to provide ecosystem services. Given that most low-income households are dependent on the natural environment as they have limited or no alternatives to sustain their livelihoods, the only way in which the LM can reduce the rate and extent of environmental degradation is to provide these households with alternatives for meeting their basic needs. This includes for example, alternatives to harvesting edible plants, medicinal plants, fuelwood, and building materials from the wild.
Goal	**Low-income households have access to alternatives, thereby reducing their dependence on the natural environment to sustain their rural livelihoods**
Objectives	1. Partner with DoA to implement one-house-one-garden programme in areas with good agricultural potential, and where possible, to plant fruit trees 2. Partner with DoA to implement programme encouraging households to cultivate high-value medicinal species 3. Partner with DoA to establish medicinal plant nurseries to supply local muti-markets

	4. Identify and evaluate alternative energy sources for low-income households
Spatial Interventions	Households along the eastern bank of the Pongola River and western boundary of the Isimangaliso Wetland Park (see Map 46 – areas A and B).

SOCIAL DEVELOPMENT

Key challenge	**Underlying social problems undermining socio-economic development**
Description	uMhlabuyalingana LM has a number of social problems that undermine socio-economic development within the municipality. The socio-economic issues that have had a significant impact on the population of the municipality and undermine socio-economic development include, inter alia: 1. Poverty and Vulnerability Poverty is rife throughout the municipality. The municipality is also one of the presidential nodes in South Africa. These nodes are characterized by underdevelopment, contribute little to the GDP and incorporate the poorest of our urban and rural poor. The majority of its population is dependent on social security grants that are used to sustain their quality of life. 2. HIV/AIDS By far the greatest health problem in uMhlabuyalingana LM is HIV/AIDS. HIV/AIDS not only impacts on the health and well-being of an infected individual, but it also has impacts on households, dependents, income levels and livelihoods of people, and needs to be taken into consideration at all levels of development. The impacts of HIV/AIDS on many households has also proliferated the number of child headed households and the number of orphans within this area. The proportion of the population that are infected with HIV has increased from 11.9% in 2000 to 15.7% in 2010 and a large

proportion of the deaths that have occurred in uMhlabuyalingana LM have been AIDS related.

Overall it is evident that HIV/AIDS directly impacts on the lives of many people in uMhlabuyalingana. It also impacts either directly or indirectly on all sectors of development in uMhlabuyalingana LM and it needs to be taken into account at all levels of development, both in the present and the future within this municipality.

3. Malnutrition

uMhlabuyalingana LM falls within uMkhayakude District which has been recognized as being both economic and socially vulnerable it is one of the most 'deprived' districts in South Africa, and has the worst rate if severely malnourished children (Daily News 2012). uMhlabuyalingana has also been identified as having the highest levels of chronic malnutrition and underweight children in the District (Oxfam Australia 2008). Malnutrition has a negative impact on the health and wellbeing of children, and clearly there is a need to address this issue.

4. Low levels of education and skills

The majority of the population of uMhlabuyalingana LM has low levels of education and skills. This is especially evident amongst the working age population. Although there has been a decrease of 19.4% in the proportion of the population older than 15 years who had no schooling between 1996 and 2010, the population over 15 years who have had no schooling or schooling up the grade 6 (standard 4) was still very high at 42.8% in 2010. Only 3.71% of the population that is older than 15 years has tertiary education and there is only one FET college identified in the entire municipality. Overall, the population within the municipality is young and has limited access to employment and educational opportunities. This, together with low levels of education and skills impacts negatively on employment opportunities and potential income levels. There is clearly a need for tertiary education facilities, skills development and adult learning facilities in uMhlabuyalingana LM.

There are a number of factors that compromise the safety and vulnerability of communities in uMhlabuyalingana LM.

	5. A number of households are located in close proximity to rivers in municipality (i.e. within 1:100 year floodlines) as they use water from rivers for consumption purposes and practice subsistence farming in the fertile floodplains. This makes these households susceptible to the negative impacts of flooding. 6. There is only one police station that serves the entire uMhlabuyalingana LM which compromises the safety of communities and increases the risk to criminal activities that take place within the municipality. 7. The road network in uMhlabuyalingana LM is characterized by its poorly maintained roads, the majority of which are gravel roads. This negatively impacts on cars, taxis and other vehicles throughout the municipality as poor road networks increases the risk of road accidents. 8. Households have little to no access to formal waste management services and the municipality has no formal landfill site. This results in many households using environmentally unfriendly methods to dispose of wastes. This impact negatively on the environment and exposes people to potential health risks.
Goal	**Youth Skills Development and Life Long Training**
Objectives	1. Improved functionality of the FET college linked to the LM's key sectors 2. Provide a youth and entrepreneur centre, inclusive of ICT hub and multimedia centre
Goal	**Healthy communities**
Objectives	1. Establishment of malaria and HIV/AIDS treatment and support centres and identified prioritised nodes 2. Partner with DoE to ensure that schools have feeding programmes

Goal	**Safe communities (safe from crime, unsafe roads, 1:100 yr floodlines)**
Objectives	1. Support and facilitate the development of safe settlements (focusing on prioritised nodes and corridors) and communities within the municipality. 2. Partner with DAEA to develop and implement recyling programmes within the local municipality based on the 'reduce, reuse and recycle' principles of waste management
Goal	**Educated communities**
	1. Partner with DOE, DOH and DOSD to facilitate and promote early childhood care and development services which includes mobile services 2. Facilitate the access to teaching and learning tools and resources in primary and secondary education schools in urban and rural nodes
Spatial Interventions	The full Municipal Area.

Environmental Integrity

Key challenge	**Maintaining the existing protected areas**
Description	A significant proportion of the UMhlabuyalingana Municipal Area falls within formerly protected areas (approximately 28%). This includes Tembe National Elephant Park, Manguzi Forest Reserve, and Sileza Nature Reserve, as well as, portions of the Ndumo Game Reserve and

	Isimangaliso Wetland Park. These protected areas are however under threat from land invasions (e.g. Ndumo Game Reserve), poaching, and illegal harvesting of natural products (e.g. medicinal plants). These activities not only threaten the biodiversity within the protected areas, but also the attractiveness of these areas to tourists, which can impact negatively on the tourism sector. There are a number of underlying factors which contribute or drive these undesirable activities. This includes for example: - Distrust between communities surrounding protected areas and conservation authorities (largely a result of previous conservation policies); - High levels of unemployment and poverty within these communities; - Surrounding communities often do not benefit meaningfully from existence of protected areas. Given the importance of the tourism sector to the LM, it is in the interests of the municipality to play an active role in not only changing mind sets with regards to protected areas, but also to make these areas more meaningful to the surrounding communities, so that the communities themselves want to protect these areas.
Goal	**Maintain exiting protected areas**
Objectives	1. Facilitate meaningful engagement between EKZNW / Isimangaliso Wetland Park and communities in vicinity of protected areas - discourage land invasions, poaching, illegal harvesting etc. 2. Identify and evaluate options for LM and communities in vicinity of protected areas to increase benefits accruing from these areas.
Spatial Interventions	Local communities surrounding (see Map 45): - Ndumo Game Reserve - Tembe National Elephant Park - Sileza Nature Reserve

	▪ Manguzi Forest Reserve ▪ Isimangaliso Wetland Park

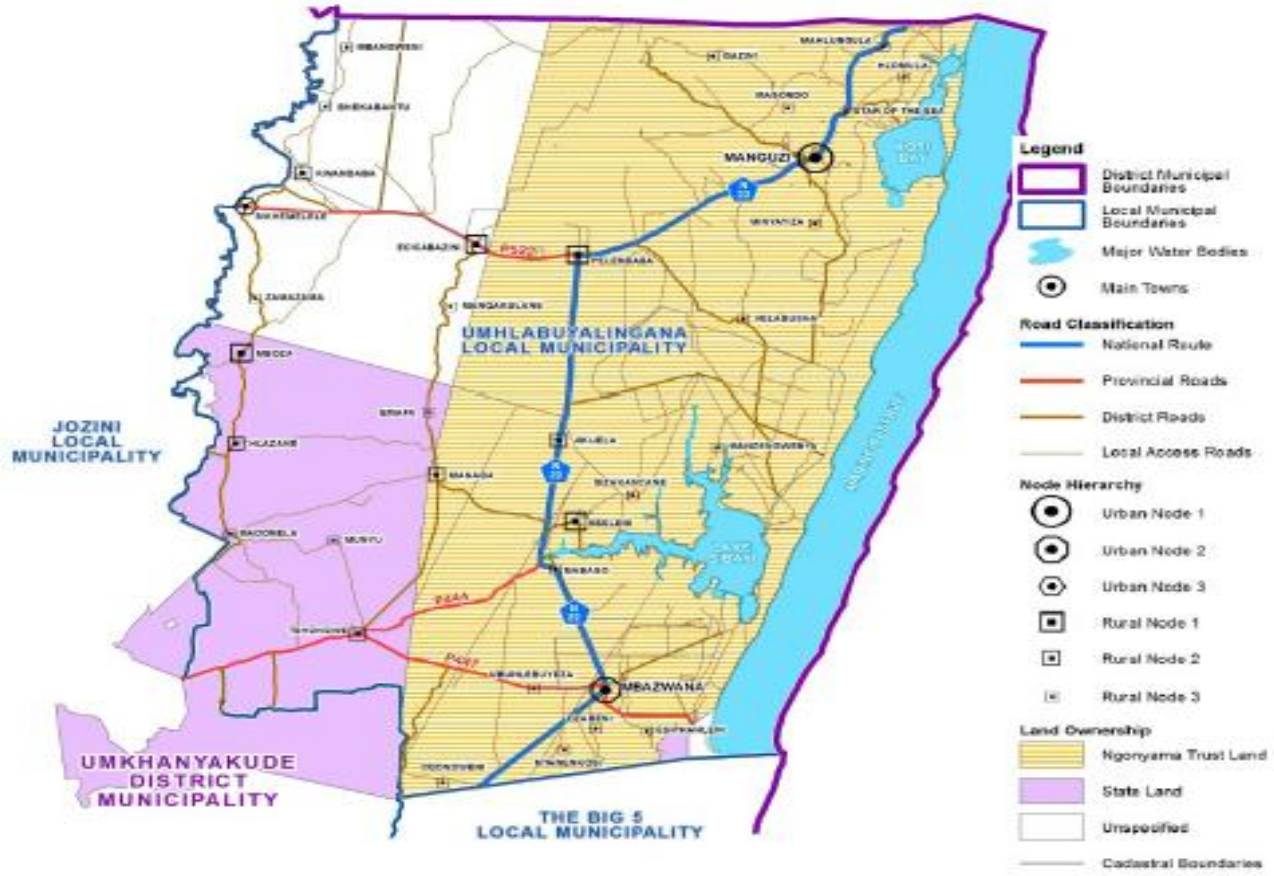
Key challenge	**Expanding the existing protected areas**
Description	There are a number of existing or proposed conservation areas within the UMhlabuyalingana Municipal Area protecting sensitive or threatened ecosystems. This includes for example the Bekhabantu, Bhekula, Tshanini, KwaChitamuzi, KwaSonto, and Mabaso community conservation areas, and the Usuthu-Tembe-Futi and Ponta do Ouro-Kosi Bay TFCAs and their proposed buffer areas and expansions. A number of these areas are in the process of being declared protected areas in terms of the National Environmental Management: Protected Areas Act (2003) as this affords them a greater level of protection against development, land invasions, poaching, and illegal harvesting of natural products. The declaration of protected areas is however not a simple process as there are a number of conditions which need to be met. Given the importance of the tourism sector to the LM and the potential benefits associated with the expansion of protected areas, it is in the interests of the LM to develop the necessary in-house capacity and to support / drive the expansion of protected areas.
Goal	**Expansion of protected areas**
Objectives	1. Build necessary capacity within LM to drive the expansion of protected areas. 2. Support / drive the expansion of protected areas within the Municipal Area.
Spatial Interventions	▪ Community Conservation Areas (see Map 45 – *Community Conservation Areas*). ▪ TFCAs (see Map 45 - *TFCAs*). ▪ Other areas of conservation significance (see Map 45 – *Terrestrial Status: CBA 1 Mandatory* and *Threatened Ecosystems: Endangered*).

Key challenge	Exploitation of the natural environment to maximise short-term benefits
Description	A significant proportion of the UMhlabuyalingana Municipal Area is still covered by natural vegetation and water bodies (72%). These areas are important, particularly for low-income households, as they provide a range of ecosystem services, such as clean water, soil fertility, fuel wood, medicinal plants, and building materials. The exploitation of these areas results in the degradation, which reduces the ability of these natural areas to provide ecosystem services. There are a number of factors which contribute to the degradation of the natural environment, such as overgrazing, overharvesting, inappropriate burning, inappropriate development, and pollution. In general, the underlying driver of these factors is the exploitation of the natural environment in the short-term without considering the long-term implications. Given the importance of the services provided by the natural environment, particularly for low-income households with limited alternatives for sustaining their livelihoods, it is in the interests of the municipality to partner with other government departments to encourage sustainable use of natural resources within the municipal areas.
Goal	**Sustainable use of natural resources, ensuring long-term benefits**
Objectives	1. Partner with DoE to develop and implement environmental education programme in schools. 2. Partner with DAEA to identify and educate communities that are over-exploiting local natural resources. 3. Partner with DAEA to identify and take appropriate action against individuals / companies that maliciously pollute or degrade the

	natural environment.
Spatial Interventions	Municipal-wide.

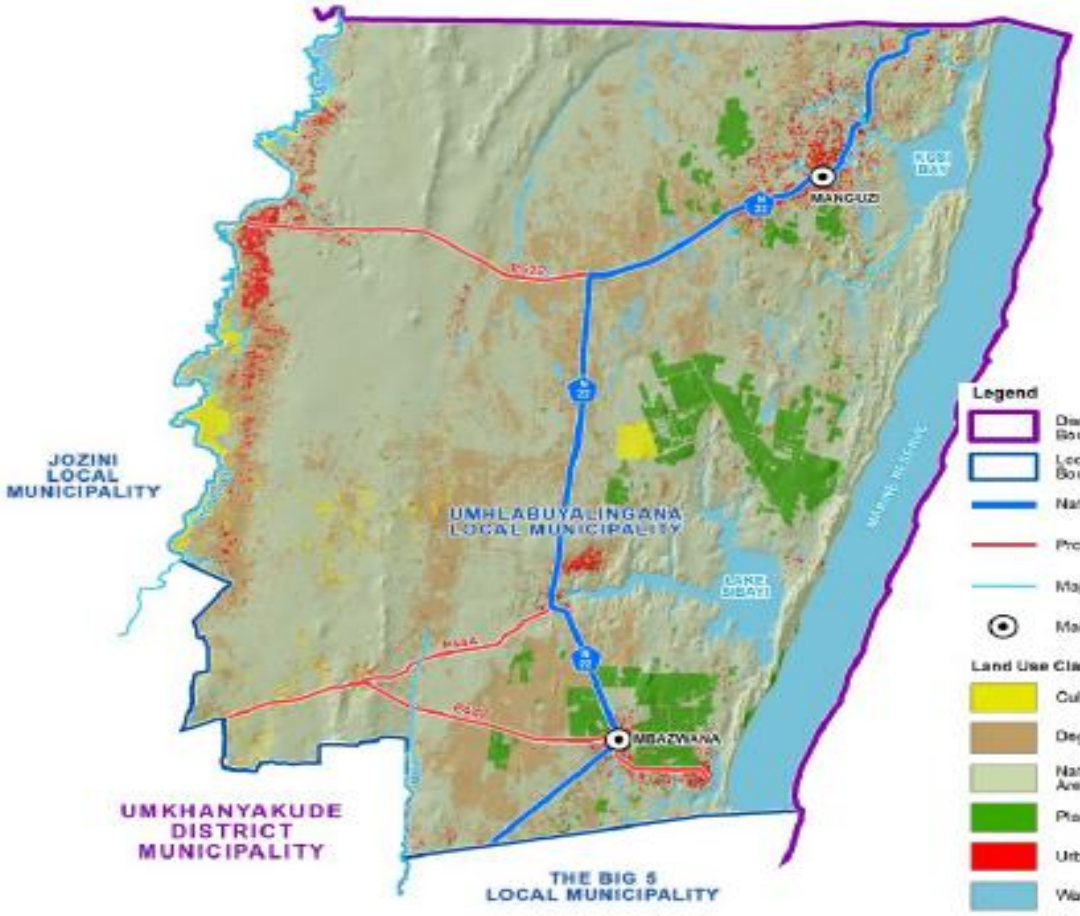
1.4 Land Use Maps

Land Ownership and Land Uses Map 14, Pg 89 of SDF



- Some 57% (or 2512km^2) of the UMhlabuyalingana Municipal area is owned by the Ingonyama Trust and held in trust for the rural communities.
- The land ownership of some 15% or (669.4km^2), according to available databases, is unclear.
- A further 15.3% (or 676km^2) of the Municipal area is owned by the state.
- There is no privately-owned land.
- Some 15.2% (or 546km2) of the uMhlabuyalingana Municipal Area is covered by the Marine Reserves and water bodies.
- The land within both Manguzi and Mbazwana nodes, including its surrounding hinterland, is owned by the Ingonyama Trust.
- Mboza (Rural Node 1), Hlazane (Rural Node 2) and Tshongwe (Rural Node 2) are situated on state-owned land.

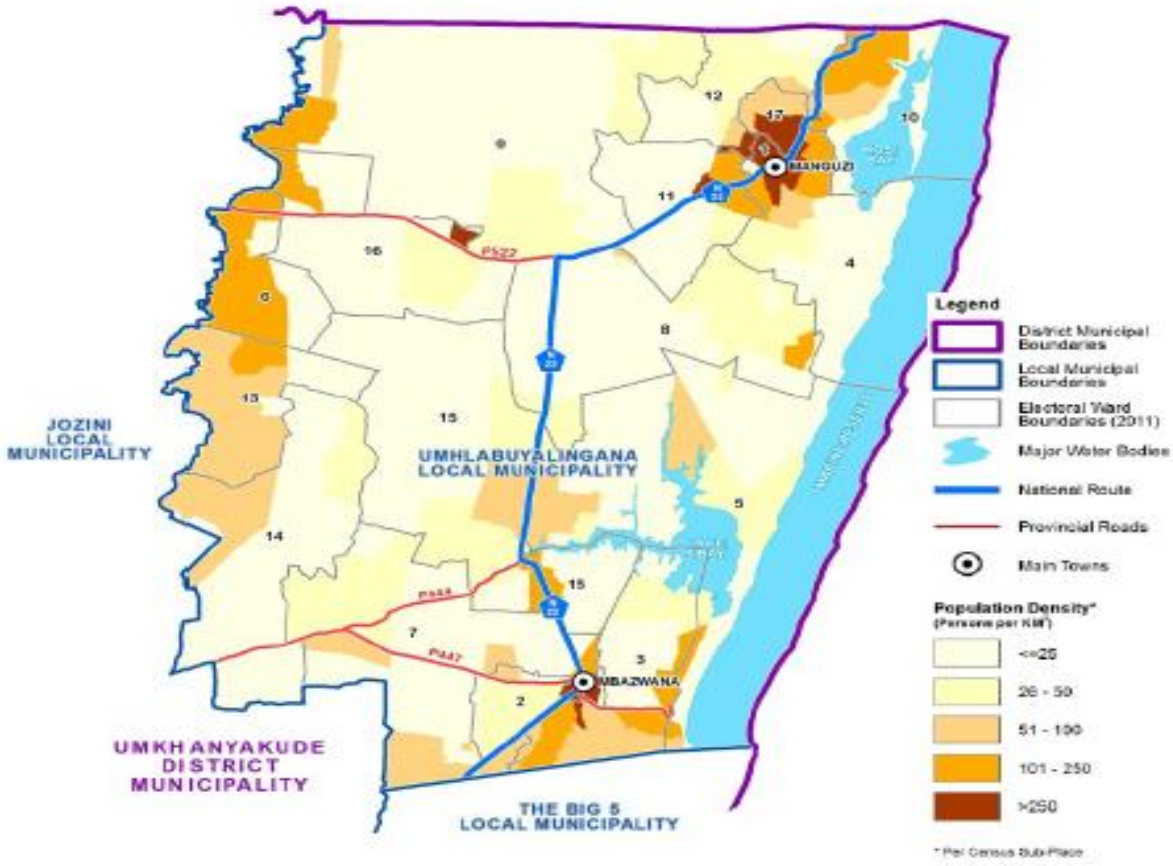
Land Use Map 16, Pg 91 of SDF



Please note that the Marine Reserve is included in the area calculations

- The uMhlabuyalingana Municipal area is dominated, from a land use perspective, by undeveloped natural areas (58% or 2553km^2)
- Degraded areas (dongas, overgrazed areas, etc.) accounts for 17.8% (or 784km^2) of the total area of uMhlabuyalingana – mainly along the central part of the Municipality
- 1.9% (or 83km^2) of the total area of the uMhlabuyalingana Municipal area is utilised for cultivation purposes. Cultivation mainly occurs along the fertile flood plain of the Pongola River.

Settlement Densities and Patterns Map 17, Pg 92 of SDF

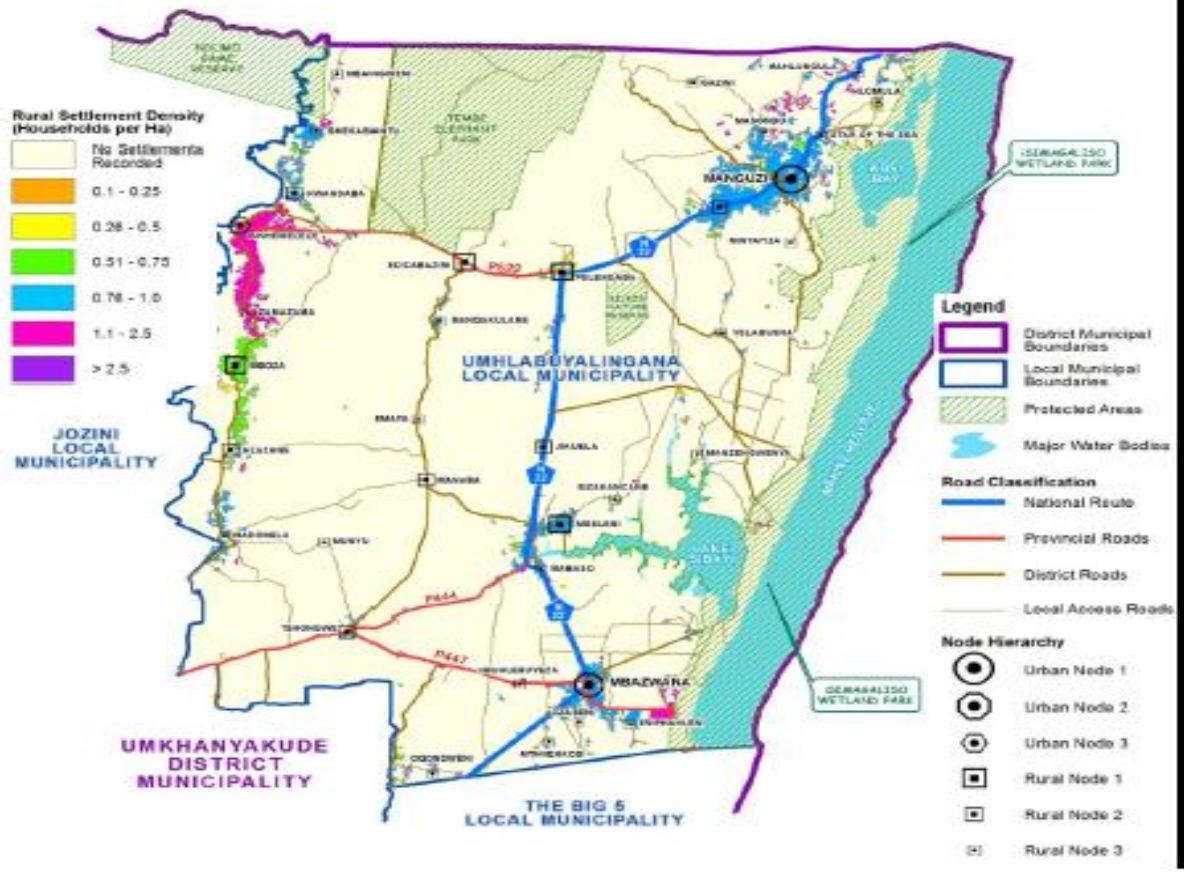


Please note that the statistics are dated, i.e. 2001 Census.

- Population Densities are higher, in comparison to other areas within the Municipality, in the areas immediately surrounding the Manguzi and Mbazwana nodes.
- The areas adjacent to the Pongola River are also relatively densely settled.
- Large tracts of the municipal area are very sparsely settled, with less than 25 people per km^2. This makes the provision of services to such areas nearly impossible.

Note: This map with the 2001 data must be compared with Map 19 below (Existing Nodal Hierarchy, 2009). The increase in population density along the Pongola River flood plains over 9 years, have been dramatic.

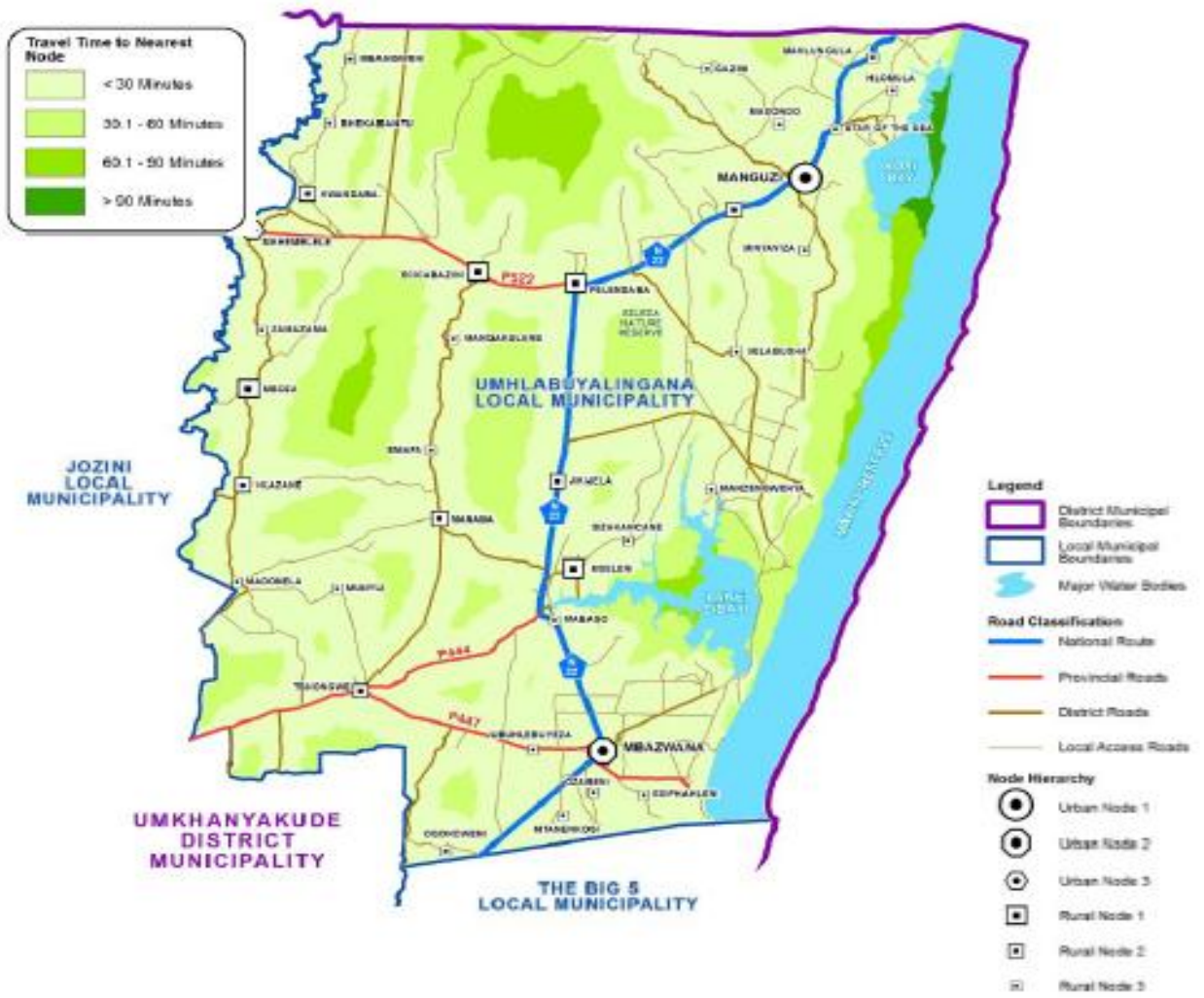
Existing Nodal Hierarchy Map 19, Pg 94 of SDF



The existing Nodal Hierarchy within the boundaries of the uMhlabuyalingana Municipal Area is as follows:

Node Classification	Name of Node
Urban Node 1	Manguzi
Urban Node 2	Mbazwana
Urban Node 3	Sikhemelele
Rural Node 1	Mboza
	Pelendaba
	Ezicabazini
	Mseleni
Rural Node 2	Kwandaba
	Hlazane
	Tshongwe
	Manaba
	Jikijela
Rural Node 3	Mahlungula
	Gazini
	Hlomula
	Masondo
	Mlinyayiza
	Velabusha
	Manzenggwenya
	Sizakancane
	Mabaso
	Ubuhlebuyeza
	Ogondweni
	Mtanenkosi
	Ozabeni
	Esiphahleni
	Emafa
	Munyu
	Madonela
	Mangakulane
	Bhekabantu
	Mbanwini

Access Urban Nodes Map 20, Pg 95 of SDF

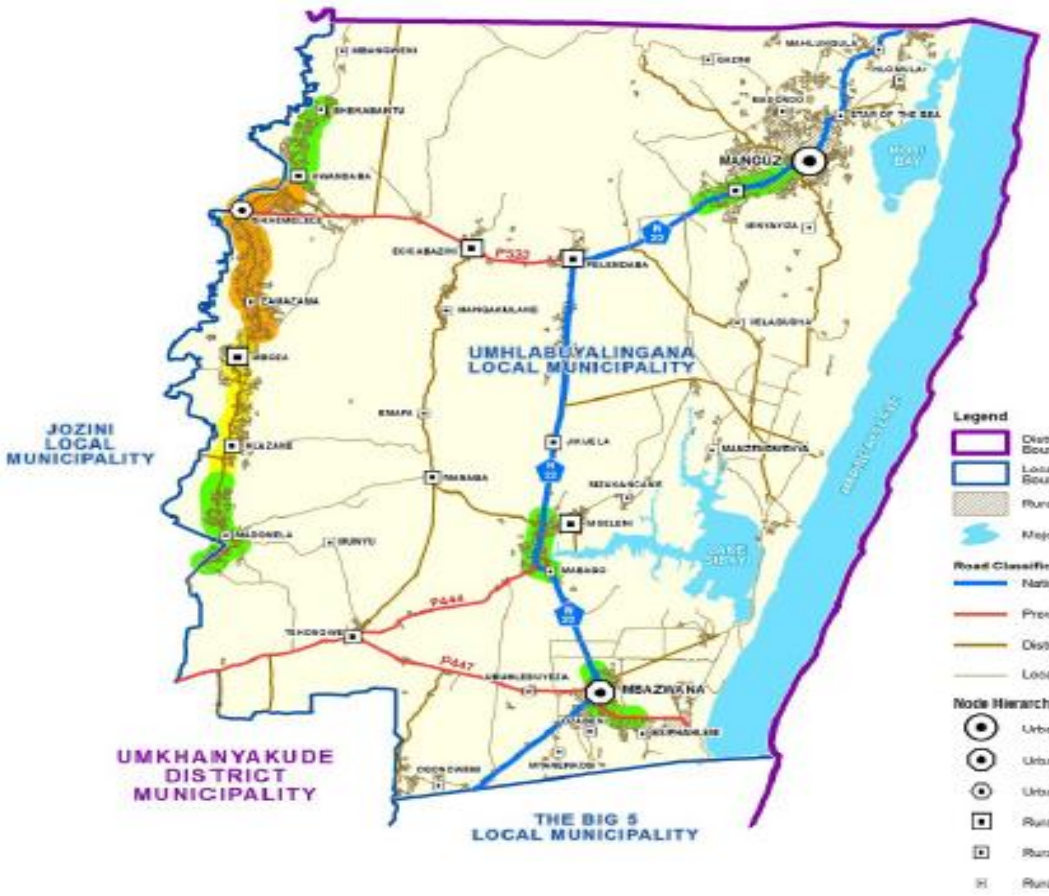


Community access to Nodes (inclusive of all nodes – from Urban Node 1 to Rural Node 3) are very good, i.e. less than 30 minutes by Public Transport.

The only areas where access seems to be problematic are the rural area between the nodes of Mboza and Emafa (these areas are basically vacant from settlement), as well as the area north of Ecicabazini, i.e. the centre of Tembe Elephant Park.

Accessibility to nodes, as set out in the adjacent map, might be misleading, since whilst accessibility might be good, services and facilities at most of these nodes (particularly Rural Node 3) are limited.

Settlement Corridors Map 22, Pg 97 of SDF



Three Settlement Corridors have been identified, which might well become investment corridors.

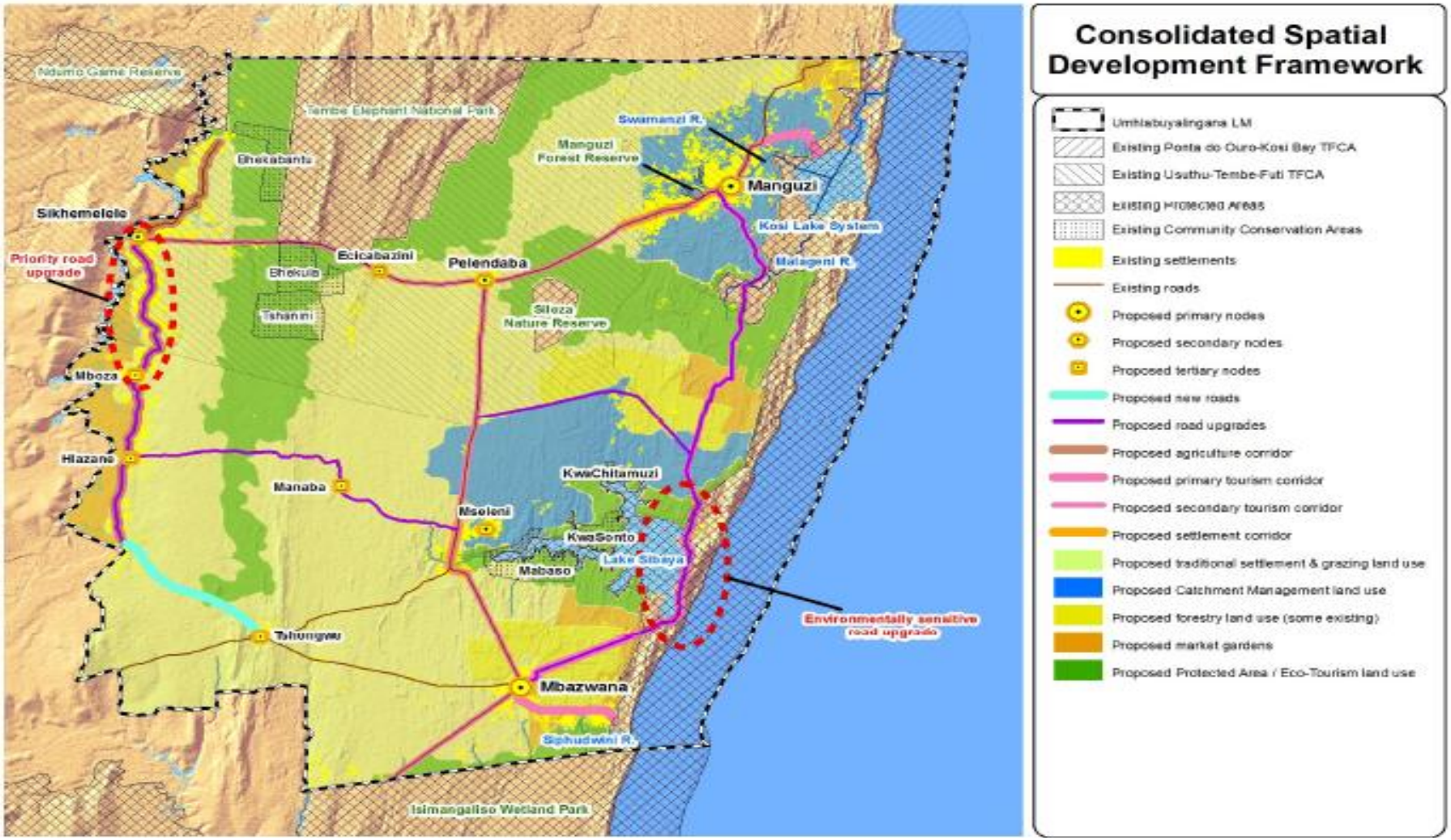
What is clearly evident is the fact that the highest settlement densities are along the Pongola River floodplain and the D1834 District Road (graveled). It is assumed that the reason for this is that people want to settle where subsistence farming can be practiced, i.e. where the opportunity to survive, through the production of food, is greatest.

There is also evidence of two settlement corridors on the N22 National Road, i.e. between Mseleni and Mabaso Nodes in the south and a 10km strip before Manguzi Node.

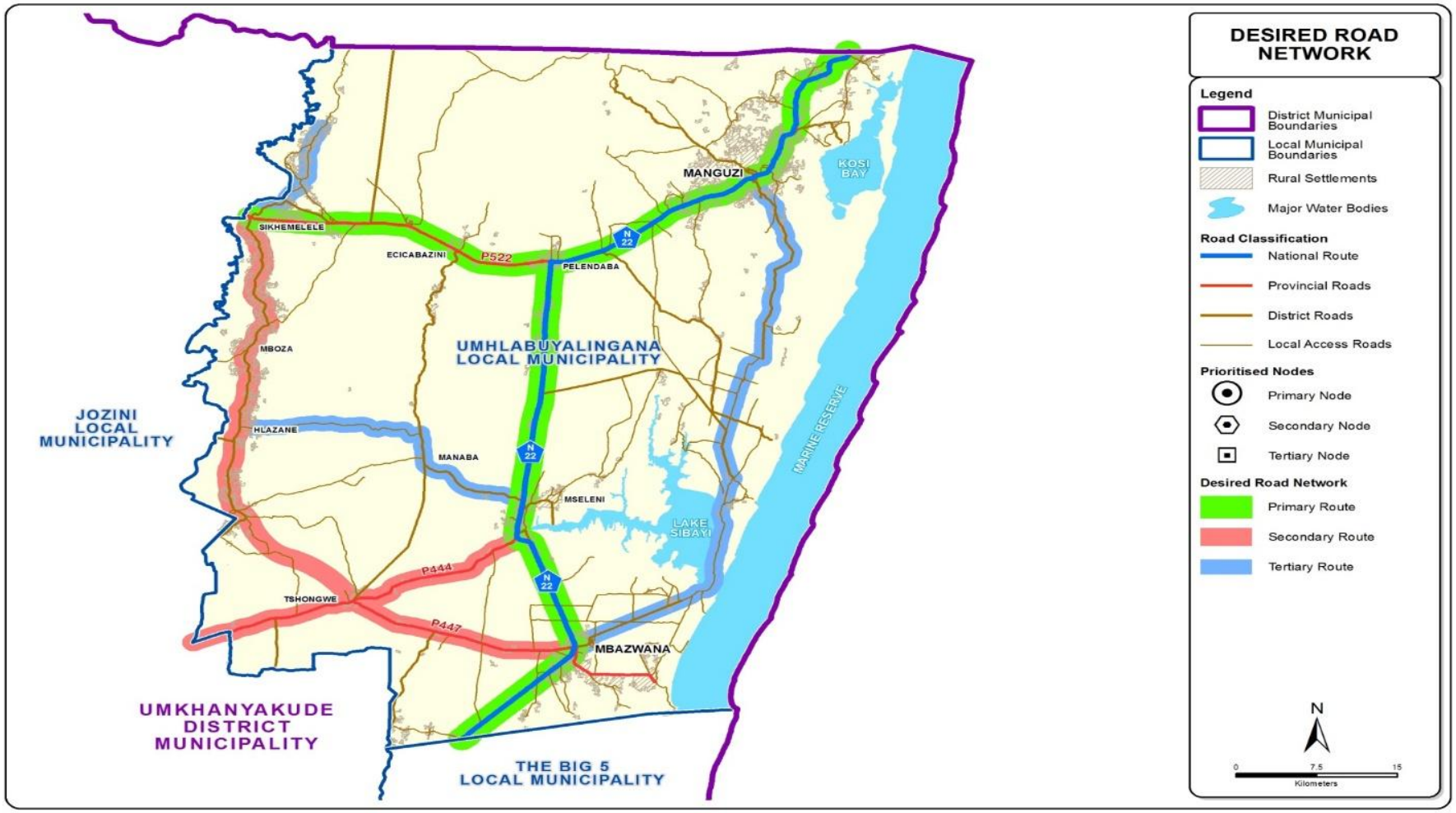
Road Network Structuring Elements Map 13, Pg 88 of SDF

- The N22 road from Hluhluwe to Mbazwana to Manguzi and to the Farazel Border post. This road runs from south to north through the central part of the Municipal Area (part of the SDI Route. Settlement patterns along this road has densified significantly since the upgrading of this road from a gravel road to blacktop, as part of the LSDI;
- The P522 provincial road from Ingwavuma in the Jozini Municipal area in the west to Manguzi in the east (the latter part of the road from its junction at Phelandaba becomes the N22). This road runs from west to east some 30kms south of the Municipality's northern boundary with Mozambique.
- The P447 provincial road from Mbazwana to the towns of Mkuze and Jozini in the southern part of the uMhlabuyalingana Municipal Area, running from east to west;
- The D1834 along the Pongola River, in the western part of the Municipal Area, linking up with the P522 at the Sikhemelele Node. Settlement patterns along this road are relatively dense.

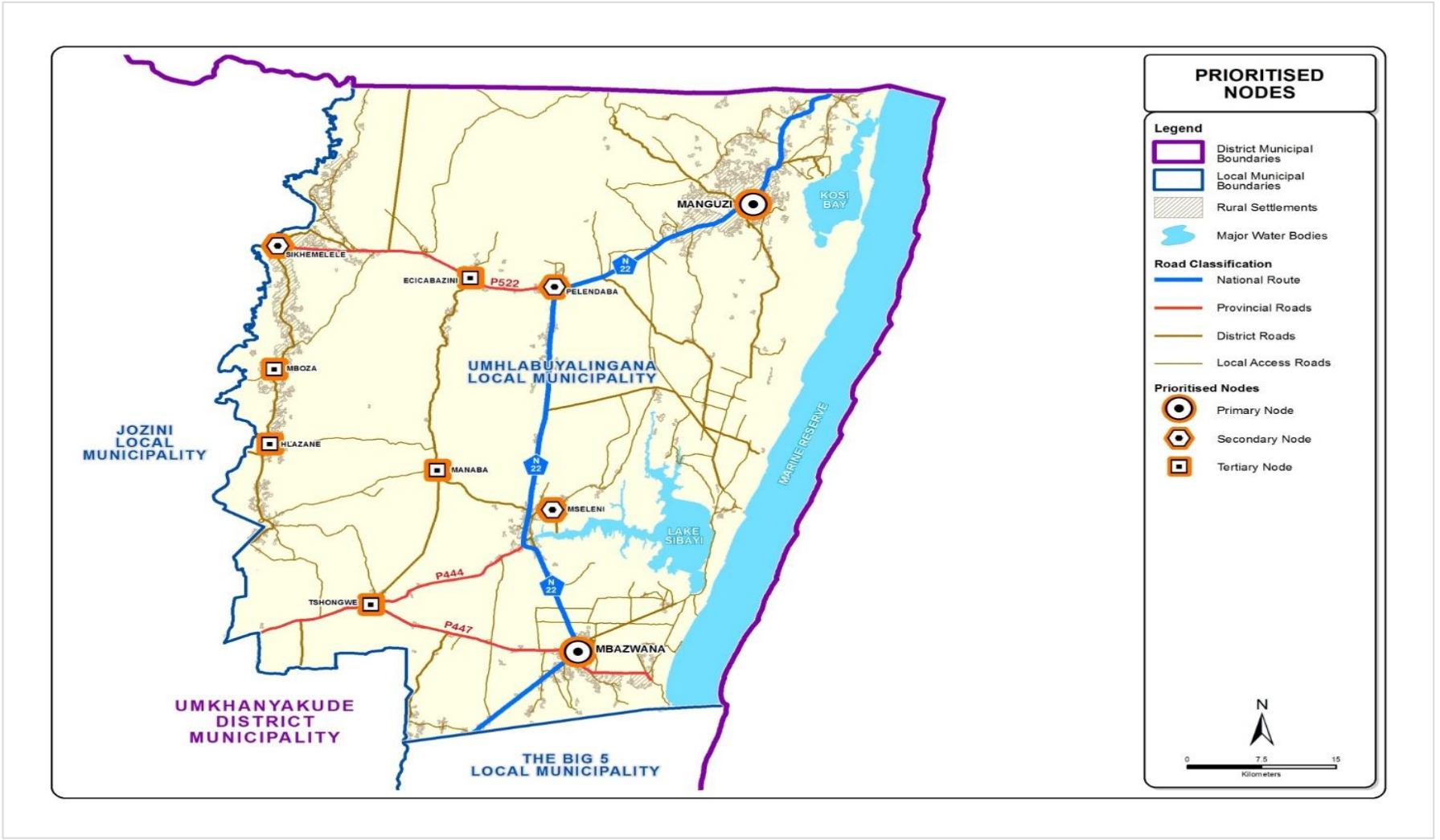
1.5 The Desired Spatial Form Map 48, Pg 287 of SDF



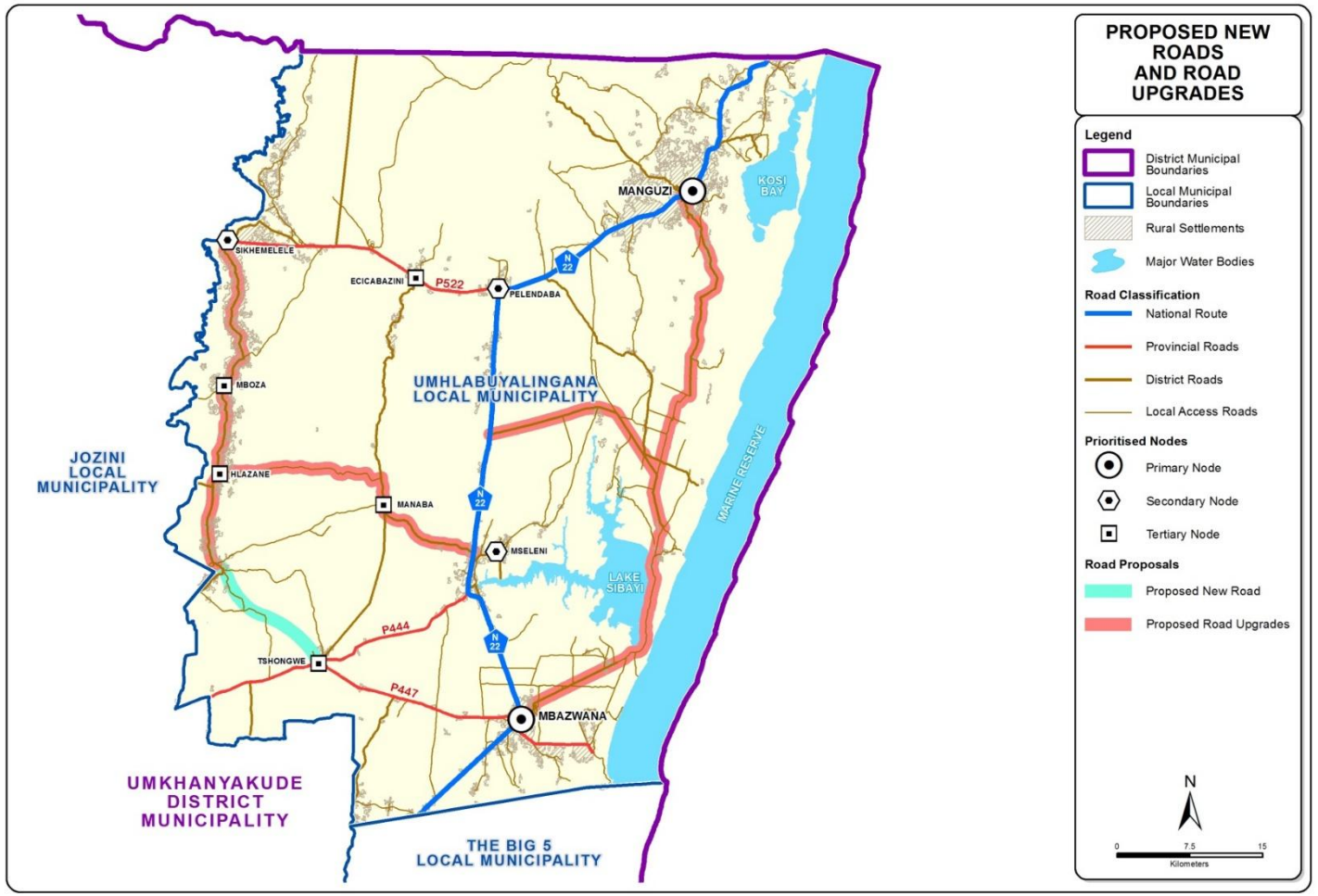
Desired Road Network Map 43, Pg 260 of SDF



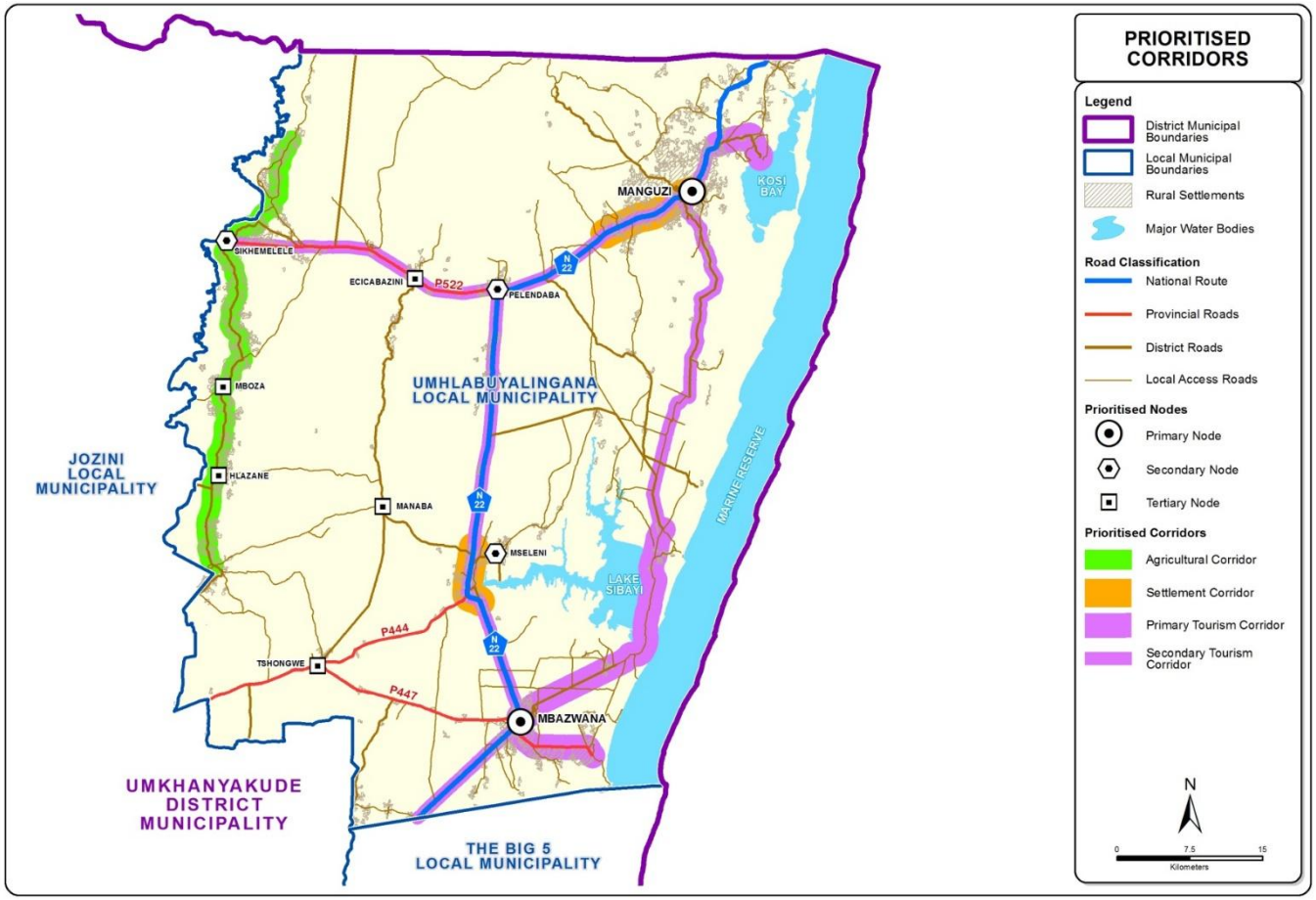
Proposed Prioritized Nodes Map 44, Pg 263 of SDF



Proposed New Roads and Road Upgrades Map 42, Pg 259 of SDF



Proposed Prioritized Corridors Map 45, Pg 264 of SDF



1.6 The Location and nature of both public and private development within the municipality

The Consolidated SDF Map indicates the following:

- Desired Spatial Form and Land Use; and
- Strategic Guidance in respect of the location and nature of development within the Municipality.

The following are proposed in order to contribute towards the

Spatial Reconstruction of the Municipality:

- The Municipality must focus, from a spatial perspective, on the priority nodes, particularly the proposed Manguzi, Mbazwana and Sikhemelele Nodes, as a 1st priority;
- The Municipality must focus on promoting development at those areas, nodes and corridors that have good economic potential; and
- The towns of Manguzi, Mbazwana and Sikhemelele needs to be formalized.

Priority Areas where Strategic Interventions are required can be summarized as follows:

- Widening of the National Road through the town of Manguzi;
- The establishment of sub-regional cemeteries (provided that identified land is geotechnically and geohydrologically suitable) in close proximity to Manguzi Node, Mbazwana Node and the Sikhemelele Node;
- The formalization of the towns of Manguzi, Mbazwana and Sikhemelele;
- The upgrading of the road between Mboza and Sikhemelele Nodes; and
- The provision of low cost subsidized housing, as well as middle-income housing, at Manguzi and Mbazwana

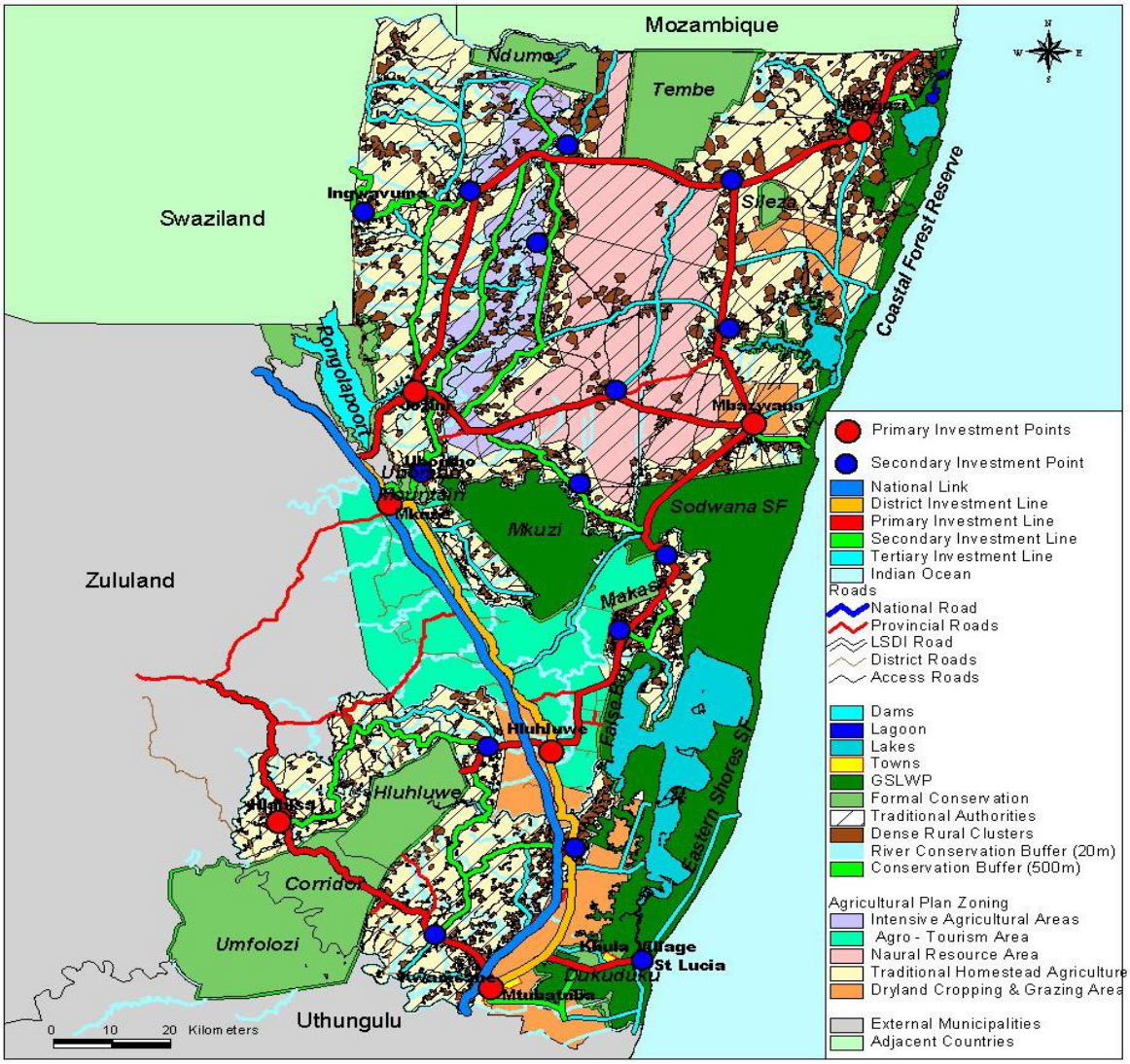
Public Land Development and Infrastructure Investment should be focused on:

- As a first priority on the nodes of Manguzi, Mbazwana and Sikhemelele;
- The upgrading of the road between Mboza and Sikhemelele Nodes;
- The establishment of sub-regional cemeteries (provided that identified land is geotechnically and geohydrologically suitable) in close proximity to Manguzi Node, Mbazwana Node and the Sikhemelele Node;
- Widening of the National Road through the town of Manguzi; and
- Catchment Management Areas as depicted on the Consolidated SDF Map;

Private Land Development and Infrastructure Investment (as depicted on the Consolidated SDF Map) should be focused on:

- Proposed Market Gardens Areas;
- Proposed Eco-Tourism Areas;
- Proposed Forestry Development Areas; and
- Proposed Tourism-related land uses and activities along proposed Primary
- Tourism Corridors.

1.7 Spatial Alignment with Neighbouring Municipalities



SECTION: E2

IMPLEMENTATION PLAN

Umhlabuyalingana Municipality held a number of community participation in order to find out the basic needs of the community. Here below are the needs as per each ward.

Water supply, shortages of RDP houses, electricity shortages	Ward 1
Roads, water, community hall, electricity	Ward 2
Electricity, water, houses	Ward 3
Electricity, water, sport field, hall, roads	Ward 4
Roads, electricity, toilets, houses, water	Ward 5
Water, electricity, RDP houses	Ward 6
Clinic, roads, water, crèche, sportfields, market stall	Ward 7
Electricity, RDP houses, water, access roads, toilets	Ward 8
Water, electricity, toilets	Ward 9
Electricity, water, college, RDP houses, access roads, hall, sport field	Ward 10
Electricity, roads, water, sports	Ward 11
Water, electricity, access roads	Ward 13
Water, electricity, houses	Ward 14
Water, roads, houses, electricity	Ward 15
Roads, water, electricity, toilets	Ward 16
Electricity, roads, market stalls, water	Ward 17

Road Projects

PROJECT	2016/2017	2017/18	2018/19
Ekuthukuzeni/Masondo	R4 000 000		
Nondwayiza/Phakamani	R5 560 363		
Masakeni		R6 000 000	
Othungwini		R6 000 000	
Manguzi Causeway		R1 500 000	
Mlamula/Manaba			R7 520 000
Empini/Zinqeni			R8 800 000
Mqobela Access Road			R5 274 000
Moses Zikhali Access Road			R3 200 000
Manzengwenya Access Road			R8 800 000

Building (Community Halls) Projects

PROJECT	2016/17	2017/18	2018/9
Manguzi Multi purpose centre	6 500 000	6 500 000	
Lulwane community centre	2 000 000		
Welcome community centre	500 000		
kwaMbila community centre	6 000 000	6 000 000	
Dumpsite toilet	150 000		
Thengani community hall	3 500 000		
Phelandaba community hall	3 500 000		
Masondo community hall	3 500 000		
Manzibomvu community hall	3 500 000		
Mahlungulu community hall		3 500 000	
Mvelabusha community hall		3 500 000	

Sportsfield Projects

PROJECT	2016/17	2017/18	2018/19
Zamazama	1 000 000		
Bhekabantu sportfield		1 000 000	
Ngutshane sportfield		3 800 000	
Ward sportfield			4 000 000

Electrification Projects

PROJECT	2016/17	2017/18	2018/19
Manaba	6 000 000		
Sbhoweni-Ntshongwe	500 000		
Mboza phase 2	4 000 000		
Ward 4	7 000 000		
Mseleni phase 2	7 000 000		
Ward 8	3 500 000		
Transformer electrification	50 000		
Mbazwane		7 500 000	
Jikijela to Ndlondlweni		7 500 000	
Masakeni/Nkwathwini			9 000 000

E.2 IMPLEMENTATION PLAN

KPA-1-MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5-Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/ 2012	Yr-2 2012/ 2013	Yr-3 2013/ 2014	Yr-4 2014/ 2015	Yr-5 2015/ 2016				
	MTID-01-16/17		Review of Organogram	Council approved Organogram		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-01-16/17		Filling of vacant positions as per approved organogram	Number of vacant positions filled		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-01-16/17		Employment Equity Plan and Policy	Number of Employment Equity Reports submitted to Department of Labour in compliance to Employment Equity Act		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-01-16/17		Employment Equity Plan and Policy	Council approved Employment Equity Policy and Plan		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-01-16/17		Employment equity policy and plan	Number of quarterly EEP reports on people from employment equity target groups employed in the three highest levels of management in compliance with the a municipality's approved employment equity plan		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-01-16/17		Employment equity plan and targets	Number of Employment Equity Committee (as a sub-committee of Local Labour Forum) established and		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS

				Number of EE Commmittee Reports										
	MTID-01-16/17		Retention Strategy	Council approved Retention Strategy		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Workplace Skills Plan	Percentage of municipality's payroll budget actually spent on implementing Workplace Skills Plan		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Workplace Skills Plan/Skills Audit	Number of WSP submitted to LGSETA and proof of submission, 1 Report on skills audit		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Workplace Skills Plan	Number of induction programmes rolled out to newly appointed staff		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Workplace Skills Plan	Number of training and capacity building programmes rolled out to Councillors and staff		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Workplace Skills Plan	Number of Training Committee as Local Labour Forum sub-committee established and number of Meetings and reports		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Workplace Skills Plan	Council Approved WSP based Human Resources Training Plan		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-02-16/17		Performance Management	Number of Human Resources Reports on Staff Performance		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
			Performance Assessment and Review	Number of departmental performance reports		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS

			Mid-Year Report	Number of MID-Year report and annual reports submitted to MM		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
			Human Resources Administration	Number of departmental staff meetings		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
			Performance Agreements and Performance plans	Number of Section 54 and 56 performance agreements signed and approved by Council		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-04-16/17		Labour Relations	Number of Local Labour Forum Meetings		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-04-16/17		Develop and Review Human Resources Policies	Number of Policies Developed & Reviewed		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS
	MTID-04-16/17		Develop and Review Human Resources Policies	Number of workshops rolled out to staff and Councillors on Policies Developed & Reviewed		✓	✓	✓	✓	✓	N/A	In-house	Own	Manager: CS

KPA-2-BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5-Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	Yr-2 2012/2013	Yr-3 2013/2014	Yr-4 2014/2015	Yr-5 2015/2016				
		To facilitate an improvement in access to community / public facilities to minimum standards	Council Chamber	Area of Council Chamber constructed		✓	N/A	N/A	N/A	N/A	N/A	R12m		Manager: TS
		To facilitate an improvement in access to community / public	Manguzi Market Stalls	Area of community centre constructed		✓	N/A	N/A	N/A	N/A	N/A	R13m		Manager: TS

		facilities to minimum standards												
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Mbazwane Tarred Roads (1km)			✓	N/A	N/A	N/A	N/A	N/A	R7 077 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Manaba Sports Field New			✓	N/A	N/A	N/A	N/A	N/A	R2 523 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Manaba Electrification	Number of households electrified		✓	N/A	N/A	N/A	N/A	N/A	R9 525 250		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Library Guardhouse	Area of library guardhouse constructed		✓	N/A	N/A	N/A	N/A	N/A	R88 745		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Library Parking			✓	N/A	N/A	N/A	N/A	N/A	R262 500		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Manguzi Sport Refurbishment			N/A	✓	N/A	N/A	N/A	N/A	R618 700		Manager: TS

		To provide access and facilitate vehicular movement in Umhlabuyalingana	Manguzi Tarred Roads (1.5km)	No. of km's of gravel road constructed		N/A	✓	N/A	N/A	N/A	N/A	R7m		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Manguzi Tarred Roads (300m)	No. of km's of gravel road constructed		N/A	✓	N/A	N/A	N/A	N/A	R1 580 000		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Thandizwe Gravel Road (5km)	No. of km's of gravel road constructed		N/A	✓	N/A	N/A	N/A	N/A	R7 460 000		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Mbazwane Dumpsite Road (4km)	No. of km's of gravel road constructed		N/A	✓	N/A	N/A	N/A	N/A	R3 366 192		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Dumpsite Fencing (Skhemelele)	Area of dumpsite fenced		N/A	✓	N/A	N/A	N/A	N/A	R494 955		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Dumping Site (Mbazwane)			N/A	✓	N/A	N/A	N/A	N/A	R442 36 4.62		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Dumpsite Fencing (Thandizwe)	Area of dumpsite fenced		N/A	✓	N/A	N/A	N/A	N/A	R511 042.30		Manager: TS
		To provide access and facilitate	Mabibi Gravel Road (5km)	No. of km's of gravel road		N/A	N/A	✓	N/A	N/A	N/A	R7 300 000		Manager:

		vehicular movement in Umhlabuyalingana		constructed										TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Nsukumbili Gravel Road (5km)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R8 300 000		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Hlomula Phase-1 Gravel Road (3.6km)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R5 254 9 35. 14		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Zamazama Sportfield	Area of sportfield completed		N/A	N/A	✓	N/A	N/A	N/A	R3 450 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Mseleni Sportfield	Area of sportfield completed		N/A	N/A	✓	N/A	N/A	N/A	R3 651 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Masibambisane Market Stalls	Area of sportfield completed		N/A	N/A	✓	N/A	N/A	N/A	R1 042 8 90. 00		Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Madonela Electrification	Number of households electrified		N/A	N/A	✓	N/A	N/A	N/A	R5m		Manager: TS
		To facilitate an improvement in access to	Traffic Station Parking	Area of traffic station completed		N/A	N/A	✓	N/A	N/A	N/A	R275 000		Manager: TS

		community / public facilities to minimum standards												
		To facilitate an improvement in access to community / public facilities to minimum standards	Parking Shelter for Cashiers Office	Area of parking shelters completed		N/A	N/A	✓	N/A	N/A	N/A	R450 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Manguzi & Mbazwane Public Toilets	Number of public toilets constructed		N/A	N/A	✓	N/A	N/A	N/A	R1 500 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Sibhoweni Community Hall	Area of community hall constructed		N/A	N/A	✓	N/A	N/A	N/A	R3m		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Nyamazana Sportfield	Area of sportfield completed		N/A	N/A	✓	N/A	N/A	N/A	R3m		Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mseleni Electrification	Number of households electrified		N/A	N/A	✓	N/A	N/A	N/A	R7m		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Zangomeni-Mngomezulu Gravel Road (4.5km)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R6 958 589		Manager: TS

		To provide access and facilitate vehicular movement in Umhlabuyalingana	Mbubeni-Majola Gravel Road (4km)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R6m		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Mlamula-Manaba Gravel Road (9km)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R7m		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Qongwane Gravel Road (800m)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R1 393 989. 70		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Mntanenkosi Gravel Road (1.2km)	No. of km's of gravel road constructed		N/A	N/A	✓	N/A	N/A	N/A	R806 010. 30		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Mfihlweni Mfakubheka Gravel Road (6km)	No. of km's of gravel road constructed		N/A	N/A	N/A	✓	N/A	N/A	R9 040.259		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Scabazini Sportfield	No. of km's of gravel road constructed		N/A	N/A	N/A	✓	N/A	N/A	R3 305 000		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Zangomeni Velabusha Gravel Road (7km)	No. of km's of gravel road constructed		N/A	N/A	N/A	✓	N/A	N/A	R9 934. 396		Manager: TS
		To provide access and facilitate vehicular movement	Mboza Sportfield	Area of sportfield completed		N/A	N/A	N/A	✓	N/A	N/A	R3 500 000		Manager: TS

		in Umhlabuyalingana												
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Hlomula Phase-2 Gravel Road (4.5km)	Number of km constructed		N/A	N/A	N/A	✓	N/A	N/A	R6 753 142		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Bhekabantu Sportfield (4.5km)	Area of sportfield completed		N/A	N/A	N/A	✓	N/A		R4 322 880		Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mboza Electrification	Number of households electrified		N/A	N/A	N/A	✓	N/A		R6 300 000		Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Sbhoweni Electrification	Number of households electrified		N/A	N/A	N/A	✓	N/A		R5 500 000		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Nsukumbili Causeway			N/A	N/A	N/A	✓	N/A		R1 200 000		Manager: TS
			Mbazwane Sportfield	Area of sportfield completed		N/A	N/A	N/A	✓	N/A		R2 100 000		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Sokalezangoma-Mshudu Gravel Road (4.5km)	No. of km's of gravel road constructed		N/A	N/A	N/A	N/A	✓		R5m		Manager: TS

		To provide access and facilitate vehicular movement in Umhlabuyalingana	Zangomeni-Masulumane Gravel Road (5km)	No. of km's of gravel road constructed		N/A	N/A	N/A	N/A	✓		R5m		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Nsukumbili Gravel Road (3km)	No. of km's of gravel road constructed		N/A	N/A	N/A	N/A	✓		R7 438 1 20.00		Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Egazini Gravel Road (3km)	No. of km's of gravel road constructed		N/A	N/A	N/A	N/A	✓		R5m		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Welcome Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	✓		R3 500 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Hlokohloko Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	✓		R3 500 000		Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Lulwane Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	✓	R3 500 000			Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Mlamuli Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	✓	R3 500 000			Manager: TS

		To facilitate an improvement in access to community / public facilities to minimum standards	Manzengwenya Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	✓	R3 500 000			Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Ward-8- Electrification	Number of households electrified		N/A	N/A	N/A	N/A	✓	R5 500 0 00			Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mboza Phase 2 Electrification	Number of households electrified		N/A	N/A	N/A	N/A	✓	R7 200 000			Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Ekuthukuzeni Masondo Gravel Road	No. of km's of gravel road constructed		N/A	N/A	N/A	N/A	N/A	R4m		MIG	Manager: TS
		To provide access and facilitate vehicular movement in Umhlabuyalingana	Nondwayisa Phakamani Road	No. of km's of gravel road constructed		N/A	N/A	N/A	N/A	N/A	R5 560.3 63		MIG	Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Manguzi MultiPurpose Centre	Area of MPCC constructed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	KwaMbila Community Centre	Area of MPCC constructed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS

		To facilitate an improvement in access to community / public facilities to minimum standards	Thengani Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Phelandaba Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Velabusha Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Bhekabantu Community Hall	Area of community hall constructed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate an improvement in access to community / public facilities to minimum standards	Bhekabantu Sportfield	Area of sportfield completed		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Manaba Electrification	Number of households electrified		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate the provision of reliable sources of energy to	Ward 4 Electrification	Number of households electrified		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS

		Umhlabuyalingana communities												
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Mseleni Electrification	Number of households electrified		N/A	N/A	N/A	N/A	N/A			MIG	Manager: TS
		To facilitate the provision of reliable sources of energy to Umhlabuyalingana communities	Manguzi and Manaba Town Streetlights	Number of households electrified		N/A	N/A	N/A	N/A	N/A		R3m	Small Towns Grant	Manager: TS
KPA-3- SOCIAL AND ECONOMIC DEVELOPMENT														
						5-Year Target								
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	Yr-1 2011/2012	Yr-2 2012/2013	Yr-3 2013/2014	Yr-4 2014/2015	Yr-5 2015/2016	**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
	SED-01-16/17	To create an environment conducive for investmment and economic growth	Community Works Programme (CWP)	Number of quarterly reports on CWP implementation; and number of Local Reference Commettee (LRC) meetings held										Manager: LED
	SED-01-16/17	To create an environment conducive for investmment and economic growth	Expanded Public Works Programme (EPWP)	Number of EPWP Quarterly evaluation reports on number of job opportunities created										Manager: LED
	SED-02-16/17	To create an environment conducive for investmment and economic growth	Local Eonomic Development Strategy	Council adopted reviewed LED Strategy										Manager: LED

	SED-02-16/17	To create an environment conducive for investmment and economic growth	Small Town Rehabilation	Number of Close-out reports on Small Town Rehabilitation Projects submitted										Manager: LED
	SED-02-16/17	To create an environment conducive for investmment and economic growth	By-laws (Liquor and Business Licensing; and Informal Traders)	Number of reports on Liquor and Business Licensing; and Informal Traders bylaws										Manager: LED
	SED-02-16/17	To create an environment conducive for investmment and economic growth	Market Stalls	Number of reports on operation of Manguzi Market Stalls										Manager: LED
	SED-02-16/17	To create an environment conducive for investmment and economic growth	SMME/Coops/Informa l Trading Incubation	No of quarterly reports on the performance of incubated SMME's/ Coops/Informal Traders										Manager: LED
	SED-05-16/17	To create safe, healthy and sustainable living environment	Tourism Safety and Shot Left Campaign	No of Tourism Safety and Shot Left Campaigns held and number of reports submitted										Manager: LED
	SED-05-16/17	To promote and support eco-tourism as a mean to increase market share	Community Tourism Campsite	No of Community Tourism Campsite supported										Manager: LED
KPA-4-GOOD GOVERNANCE AND COMMUNITY PARTICIPATION														
Key	**Objective**	**Objective**	**Strategies/Projects**	**Project Indicator**		**5-Year Target**						**Target &**	**Budget**	**Source**	**Responsi**

Challenge	Reference				Baseline	Yr-1 2011/ 2012	Yr-2 2012/ 2013	Yr-3 2013/ 2014	Yr-4 2014/ 2015	Yr-5 2015/ 2016	Yr outside 5yrs period	(R) (000)		bility
	GGPP-03-16/17	To provide for an effective involvement of the public in municipal affairs	Annual Report	Number of Annual Reports prepared and submitted										

KPA-5-MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT														
				Project Indicator	Baseline						Target & Yr outside 5yrs period	Budget (R) (000)	Source	Responsi bility
Key Challenge	Objective Reference	Objective	Strategies/Projects			Yr-1 2011/2 012	Yr-2 2012/2 013	Yr-3 2013/2 014	Yr-4 2014/2 015	Yr-5 2015/ 2016				
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Review of Financial Policies	No. of reports on Finance Policies Reviewed and Council Resolution adopting reviewed policies		✓	✓	✓	✓	✓				
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Calculation of Capital expenditure Ratio	No of Calculated Ratio		✓	✓	✓	✓	✓				
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Calculation of Debt Coverage Ratio	No of Calculated Ratio		✓	✓	✓	✓	✓				
	FVFM-01-16/17	To develop and maintain systems and procedures for	Calculation of Cost Coverage Ratio	No of Calculated Ratio		✓	✓	✓	✓	✓				

		effective and sound management of municipal finances												
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Calculation of Oustanding Service Debtor	No of Calculated Ratio		✓	✓	✓	✓	✓				
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Budget Adjustment	Budget Adjustment Report and Council Resolution Adopting Adjustment Budget		✓	✓	✓	✓	✓				
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Annual financial Statements/Financial Reporting	No. of AFS Submitted		✓	✓	✓	✓	✓				
	FVFM-01-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Annual Budget for 2016/2017	Council Approved Annual Budget		✓	✓	✓	✓	✓				
	FVFM-02-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	MFMA Compliance	Monthly Compliance Reports		✓	✓	✓	✓	✓				
	FVFM-02-16/17		Training of Finance Staff on MFMA	No. of Finance Staff Trained on MFMA Competency		✓	✓	✓	✓	✓				

			Competency											
	FVFM-02-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Calculation of Liquidity Ratio	No of Calculated Ratio		✓	✓	✓	✓	✓				
	FVFM-02-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Grants Reconciliations	No. of Monthly reports prepared on Grant Reconciliations		✓	✓	✓	✓	✓				
	FVFM-02-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Vat Reconciliation	No. of Monthly reports on VAT Reconciliations		✓	✓	✓	✓	✓				
	FVFM-02-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Traffic Reconciliations	No. of Monthly Reports on Traffic Reconciliations		✓	✓	✓	✓	✓				
	FVFM-02-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Implementation of MSCOA	MSCOA Compliant Financial System		✓	✓	✓	✓	✓				
	FVFM-02-16/17	To facilitate an improvement in access to community/public	Repairs and Maintenance	No. of Reports prepared on repairs and maintenance and submitted		✓	✓	✓	✓	✓				

		facilities to minimum standards												
	FVFM-05-16/17	To facilitate an improvement in access to community/public facilities to minimum standards	Development and Updating of Fixed Asset Register	No. of Internal Auditors Reports prepared on Municipal Asset Register		✓	✓	✓	✓	✓				
	FVFM-03-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Salaries Reconciliations	No. of Monthly Reports of Salary Reconciliations		✓	✓	✓	✓	✓				
	FVFM-03-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Creditor Reconciliations	Monthly Reports and Creditors must be paid within 30 days		✓	✓	✓	✓	✓				
	FVFM-04-16/17	To improve revenue generation by 5% per annum over the next five years	Debtor Report	No. of reports on debtors		✓	✓	✓	✓	✓				
	FVFM-04-16/17	To improve revenue generation by 5% per annum over the next five years	Revenue Collection Plan	No of reports on the revenue collection		✓	✓	✓	✓	✓				
	FVFM-04-16/17	To improve revenue generation by 5% per annum over the next five years	Updating General Valuation Roll(SV)/Enchement	Council Approved SV		✓	✓	✓	✓	✓				
	FVFM-04-16/17	To improve revenue generation by 5% per annum over the	Municipal Billing	Billing Reports		✓	✓	✓	✓	✓				

		next five years													
	FVFM-05-16/17	To develop and maintain systems and procedures for effective and sound management of municipal finances	Bank and Investment Reconciliations	No. of Monthly Reports prepared on Bank and Investment Reconciliations		✓	✓	✓	✓	✓				
	FVFM-07-16/17	To be 100% compliant with the SCM regulations	SCM Report	No. of Monthly SCM reports submitted to Management and Proof of Submission to Treasury.		✓	✓	✓	✓	✓				
	FVFM-07-16/17	To be 100% compliant with the SCM regulations	Procument plan	No of Reports on the implementation of SCM Procurement Plan		✓	✓	✓	✓	✓				
	FVFM-07-16/17	To be 100% compliant with the SCM regulations	Update Database	Updated Database		✓	✓	✓	✓	✓				
	FVFM-07-16/17	To be 100% compliant with the SCM regulations	Management and Implementation of Procurement Plan	Council/Manco Approval of procurement plan by 30 June 2017		✓	✓	✓	✓	✓				

UMKHANYAKUDE DISTRICT MUNICIPALITY														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5 Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**				
			Upgrade of Manguzi Sewerage Works					✓				R1.500 000	MIG	UDM
			Upgrade of Mseleni Sewerage Works					✓				R1.4800 0 000	MIG	UDM

			KwaJobe/ Ntshongwe CWSS							✓		R 10m	MIG	UDM
			Manguzi Star of the Sea Water Project							✓		R 10m	MIG	UDM
			Shemula Community Water Supply Scheme							✓		R 27 255 917	MIG	UDM
			Manguzi Star of the Sea								2016/ 2017	R 8 000 000,00		UDM
			KwaZibi Water Project								2016/ 2017	R 24 999 903.00		UDM
			Greater Mseleni Water Supply Scheme								2016/ 2017	R 3 000 0 00.00		UDM
			Mabibi Scheme Refurbishment								2016/ 2017	R2 731 000.00		UDM
			WSDP Development								2016/ 2017	R3 000 000		UDM
			Borehole Development Phase 2								2016/ 2017	R5 323 504		UDM
			Borehole Development Phase 3								2016/ 2017	R8 328 000		UDM
			Borehole Development Phase 6								2016/ 2017	R10 00 0 000		UDM
			Rehabilitation of existing Shemula Scheme								2016/ 2017	R5 000 000		UDM

			Refurbishment & Upgrade of WWTW								2016/ 2017	R8 000 000		UDM
			WCWDM Programme within uMkhanyakude								2016/ 2017	R48 026 630,49		UDM
			KwaJobe Community Water Scheme (Ntshongwe Malobeni)							2015/ 2016		R 3,000,000.00		
			Manguzi Star of the Sea Water Scheme							2015/ 2016		R 8,269,108.00		
			Mkuze water Treatment upgrade & Refurbishment							2015/ 2016		R 13,000,000.00		
			Mpukunyoni CWSS							2015/ 2016		R 3,000,000.00		
			Shemula water upgrade							2015/ 2016		R 15,000,000.00		
			Thembalethu Sanitation							2015/ 2016		R 5,736,073.00		
			WCWDM Programme within Umkhanyakude DM							2015/ 2016		R 50,048,025.78		
			Refurbishment & Upgrades of WWTW and sewer networks							2015/ 2016		R 13,000,000.00		
			Ingwavuma Boreholes (Drought)							2015/ 2016		R 5,497,135.00		

HUMAN SETTLEMENTS										
Key	**Objective**	**Objective**	**Strategies/Projects**	**Project Indicator**	**Baseline**	**5 Year Target**	**Target &**	**Budget**	**Source**	**Responsi**

Challenge	Reference					Yr-1 2011/2012	Yr-2 2012/2013	Yr-3 2013/2014	Yr-4 2014/2015	Yr-5 2015/2016	Yr outside 5yrs period	(R) (000)		bility
										R51 62 8 000				
		Rural Projects	KwaNgwanase Phase 1	2000 Units completed				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	Mabaso A	1256 Units completed				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	Mabaso B	1244 Units completed				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	Mbazwana	444 Units completed				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	KwaMashabane	1998 Units completed				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	KwaMbila	3000 Units completed				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	KwaNgwanase Phase 2	1000 Units completed (Planning Phase)				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	KwaNgwanase South	2000 Units completed (Planning Phase)				✓				Human Settlements	Human Settlements	Human Settlements

		Rural Projects	KwaNgwanase North	2000 Units completed (Planning Phase)				✓				Human Settlements	Human Settlements	Human Settlements
		Rural Projects	KwaNgwanase West	2000 Units completed (Planning Phase)				✓				Human Settlements	Human Settlements	Human Settlements

SASSA														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5 Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**				
		Poverty alleviation and service delivery improvement	Icrop Outreach (War-room) – apply for all grants					✓					SASSA National	SASSA National
			Increase in uptake of all grant application					✓					SASSA National	SASSA National
			Increase in uptake of Social relief for the distressed					✓					SASSA National	SASSA National
			Review and life certificates of all grants					✓					SASSA National	SASSA National
		Implement Risks and Fraud prevention	New payment management system -					✓					SASSA	SASSA

		strategies	Bulk enrolment										National	National

DEPARTMENT OF AGRICULTURE AND ENVIRONMENTAL AFFAIRS														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5 Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**				
		Poultry project	Khuthulwengono					✓				Not Confirmed	KZNDAE	KZNDAE
			Mabaso					✓				Not Confirmed	KZNDAE	KZNDAE
			Sisizane					✓				Not Confirmed	KZNDAE	KZNDAE
			Zimisele					✓				Not Confirmed	KZNDAE	KZNDAE
		Food security	Manaba clinic					✓				Not Confirmed	KZNDAE	KZNDAE
			Madonela clinic					✓				Not Confirmed	KZNDAE	KZNDAE
			Siyaqhubeka					✓				Not Confirmed	KZNDAE	KZNDAE
			Zondamavila					✓				Not Confirmed	KZNDAE	KZNDAE
			Gobindlala					✓				Not Confirmed	KZNDAE	KZNDAE
			Hambanathinkosi					✓				Not Confirmed	KZNDAE	KZNDAE

			Emseni					✓				Not Confirmed	KZNDAE	KZNDAE
			Siyaphambili					✓				Not Confirmed	KZNDAE	KZNDAE
			Manyika					✓				Not Confirmed	KZNDAE	KZNDAE
		Veg and Crop	Masithandane Siyaphambili Sinenhlanhla Snyubela Naweungeza Sincengimpilo Sizamimpilo Khuthala Bhekani Mazulu Thandimpilo Nkanysweni Siyazenzela Vukuzithathe Vulamehlo					✓				Not Confirmed	KZNDAE	KZNDAE
		Vegitable and crops	Silwanendlela					✓				Not Confirmed	KZNDAE	KZNDAE

			Sakhimpilo					✓				Not Confirmed	KZNDAE	KZNDAE
			Madendeshane					✓				Not Confirmed	KZNDAE	KZNDAE
			Biva					✓				Not Confirmed	KZNDAE	KZNDAE
			Zamimpilo					✓				Not Confirmed	KZNDAE	KZNDAE
			Makhanya					✓				Not Confirmed	KZNDAE	KZNDAE
			Ithembalomama					✓				Not Confirmed	KZNDAE	KZNDAE
			Vukulime					✓				Not Confirmed	KZNDAE	KZNDAE
			Gogololo					✓				Not Confirmed	KZNDAE	KZNDAE
			Zamazama					✓				Not Confirmed	KZNDAE	KZNDAE
			Boneni youth					✓				Not Confirmed	KZNDAE	KZNDAE
		Groundnut	MbilaGroundnut Project					✓				Not Confirmed	KZNDAE	KZNDAE
			Mashabane groundnut project					✓				Not Confirmed	KZNDAE	KZNDAE
			Tembe groundnut project					✓				Not Confirmed	KZNDAE	KZNDAE

			Mabaso groundnut project					✓				Not Confirmed	KZNDAE	KZNDAE
			Zikhandle groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Mfihlweni groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Paprika production					✓				Not Confirmed	KZNDAE	KZNDAE
			Impilo yesizwe groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Mvusolele groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Ukukhuthazela groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Mbangweni groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Bhekabantu groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Bangizwe groundnut					✓				Not Confirmed	KZNDAE	KZNDAE
			Velabusha groundnut					✓				Not Confirmed	KZNDAE	KZNDAE

DEPARTMENT OF HEALTH														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5 Year Target**					**Target & Yr outside**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1	**Yr-2**	**Yr-3**	**Yr-4**	**Yr-5**				

						2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	5yrs period			
			Mpophomeni residential clinic									Not Confirmed	Dept of Health	Dept of Health
			Mfihlweni residential clinic									Not Confirmed	Dept of Health	Dept of Health
			Phelandaba clinic									Not Confirmed	Dept of Health	Dept of Health
			Bhekabantu clinic									Not Confirmed	Dept of Health	Dept of Health
			Female ward @ Manguzi Hospital									Not Confirmed	Dept of Health	Dept of Health
			Mseleni gateway clinic									Not Confirmed	Dept of Health	Dept of Health
			Extension of Mseleni Hospital building: construction of therapy department									Not Confirmed	Dept of Health	Dept of Health
			Mseleni Airstrip upgrade									Not Confirmed	Dept of Health	Dept of Health
			Extension of health mobile services									Not Confirmed	Dept of Health	Dept of Health

DEPARTMENT OF SOCIAL DEVELOPMENT														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator** **CCONTACT PERSON**	**Baseline**	**5 Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**				
			Khofi Community Creche	Masinga T.E								Not Confirmed	ECD Programme	ECD Programme
			Thengani creche	Mdletshe B.P								Not Confirmed	ECD Programme	ECD Programme
			Sikhethiwe crèche	Sibiya D.N								Not Confirmed	ECD Programme	ECD Programme
			Makabongwe Creche	Mathenjwa S.P								Not Confirmed	ECD Programme	ECD Programme
			Sbonokuhle Creche	Ndlovu				✓				Not Confirmed	ECD Programme	ECD Programme
			Nkathwini Creche	Dlame B.				✓				Not Confirmed	ECD Programme	ECD Programme
			Kwakhanya Crèche	Maphanga Engel				✓				Not Confirmed	ECD Programme	ECD Programme

			Masulumane Crèche	N.F Hobe				✓				Not Confirmed	ECD Programme	ECD Programme
			Siyathuthuka Crèche	Ntimbane J.H				✓				Not Confirmed	ECD Programme	ECD Programme
			Bhekabantu Crèche	Mkhabela Telma				✓				Not Confirmed	ECD Programme	ECD Programme
			Nonikela Crèche	Mthethwa D				✓				Not Confirmed	ECD Programme	ECD Programme
			Hlanganani Crèche	Qabezi E.P				✓				Not Confirmed	ECD Programme	ECD Programme
			Vezikhono crèche	K.A Ntuli				✓				Not Confirmed	ECD Programme	ECD Programme
			Sizanokuhle crèche	P.C Khumalo				✓				Not Confirmed	ECD Programme	ECD Programme
			Malangabi crèche	N.C Mahamba				✓				Not Confirmed	ECD Programme	ECD Programme
			Star of the sea creche	S.T Qwabe				✓				Not Confirmed	ECD Program	ECD Program

													me	me
			Mazambane crèche	P. Hlatshwayo				✓				Not Confirmed	ECD Programme	ECD Programme
			Mahlungulu-lulube crèche	X. Gwala				✓				Not Confirmed	ECD Programme	ECD Programme
			Ikhwezi crèche	T. Ngubane				✓				Not Confirmed	ECD Programme	ECD Programme
			Libuyile Pre-school Creche	C.G Sithole				✓				Not Confirmed	ECD Programme	ECD Programme
			Kosibay Day Care Creche	S.S Silwane				✓				Not Confirmed	ECD Programme	ECD Programme
			Khulani Creche	M.G Manzini				✓				Not Confirmed	ECD Programme	ECD Programme
			Ithubalethu Creche	P.L Ngwenya				✓				Not Confirmed	ECD Programme	ECD Programme
			Masicange Creche	T Mpontshane				✓				Not Confirmed	ECD Programme	ECD Programme

			Vezulwazi Creche	NH Tembe				✓				Not Confirmed	ECD Programme	ECD Programme
			Khulanathi Creche	T.M Ntuli				✓				Not Confirmed	ECD Programme	ECD Programme
			Kwangwanase pre-school and Creche	D Mthembu				✓				Not Confirmed	ECD Programme	ECD Programme
			Umthente Child and Day care centre	NG Nxumalo								Not Confirmed	ECD Programme	ECD Programme
			Mtikini Creche	N Mabona								Not Confirmed	ECD Programme	ECD Programme
			Vukukhanye Creche	L.N Mthembu								Not Confirmed	ECD Programme	ECD Programme
			Zikhulile Creche	K.I Mhlongo								Not Confirmed	ECD Programme	ECD Programme
			Zululolwazi Creche	D.N Tembe								Not Confirmed	ECD Programme	ECD Programme
			Tete Creche	J. Mabika								Not Confirmed	ECD Program	ECD Program

													me	me
			Zamaza Dutch Creche	N Manzini								Not Confirmed	ECD Programme	ECD Programme
			Lulwane Creche	D Nhlenyama								Not Confirmed	ECD Programme	ECD Programme
			Zilungile Creche	F Gumede								Not Confirmed	ECD Programme	ECD Programme
			Emhlangeni Creche	T N Gumede								Not Confirmed	ECD Programme	ECD Programme
			Sandangolwazi Creche	T Shongwe								Not Confirmed	ECD Programme	ECD Programme
			Siholwa Creche	L Mthembu								Not Confirmed	ECD Programme	ECD Programme
			Vukani Creche	J.R Sithole									ECD Programme	ECD Programme
			George Caltex	PB Ngubane									ECD Programme	ECD Programme

			Zilungile Creche										ECD Programme	ECD Programme
			Bhekabantu Creche										ECD Programme	ECD Programme
			Siyakhula Creche										ECD Programme	ECD Programme
			Khulani Creche										ECD Programme	ECD Programme
			Kosi Bay Day care Creche										ECD Programme	ECD Programme
			Libuyile Creche										ECD Programme	ECD Programme
			Ithubalethu Creche										ECD Programme	ECD Programme
			Tete Creche										ECD Programme	ECD Programme
			Sicabazini Community										ECD Program	ECD Program

			Care Centre										me	me
			Sizangothando Orphanage and HIV & AIDS										ECD Programme	ECD Programme
			Ahihhanyeni Community Care Project										ECD Programme	ECD Programme
			Sicabazini Development Centre										ECD Programme	ECD Programme
			Siyazama HIV/AIDS And Orphan Support										ECD Programme	ECD Programme
			Khulanathi iCreche										ECD Programme	ECD Programme
			Siyaphambili Luncheon Club										ECD Programme	ECD Programme
			Zizamele Luncheon Club										ECD Programme	ECD Programme
			Bambisanani Luncheon										ECD Program	ECD Program

			Club									me	me

DEPARTMENT OF ARTS AND CULTURE														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator (Yes/No)**	**Baseline**	**5 Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**				
			War Room Intervention Package	Distribution of musical instruments Train Artists Branding of war rooms									Dept of Arts and Culture	Dept of Arts and Culture
			Beautification of public spaces programme	Identification of spaces in consultation with municipalities, identification of visual artists, provision of stipend									Dept of Arts and Culture	Dept of Arts and Culture
			Provide accredited & non accredited training for artists	Performing Arts Skills Development,									Dept of Arts and Culture	Dept of Arts and Culture
				Visual Arts and Craft Skills Development									Dept of Arts and Culture	Dept of Arts and Culture
				Theatre and Drama Skills Development									Dept of Arts and Culture	Dept of Arts and Culture
				Arts Business Management									Dept of Arts and Culture	Dept of Arts and Culture
				Performing Arts & Visual Arts and Craft Skills									Dept of Arts and	Dept of Arts and

				Development (People with Disabilities)									Culture	Culture
				Choral									Dept of Arts and Culture	Dept of Arts and Culture
				Recycled Material									Dept of Arts and Culture	Dept of Arts and Culture
			Develop and implement programmes that promote norms and behaviors that create an enabling environment for successful community level institutions.	Disbursement of grant (Grants-in aid provided through Arts & Culture Council), organization s apply using forms									Dept of Arts and Culture	Dept of Arts and Culture
				Coordinate meetings, conduct workshops, support to Matrons/ Maidens Forums									Dept of Arts and Culture	Dept of Arts and Culture
				Establish and support Provincial and District Arts and Culture forums,									Dept of Arts and Culture	Dept of Arts and Culture
				Participate in Operation Sukuma Sakhe : Provincial Task Team (PTT), District task Team (DTT), Local task Team (LTT) ,									Dept of Arts and Culture	Dept of Arts and Culture

				Ward task Team (WTT) meetings and Interventions/Operation MBOs Implementation of the War Room Intervention Package									
				Moral regeneration and Behavioral Change Campaign Intergenerational and Intercultural dialogue Youth Camps Youth Campaigns Talent Search/ Auditions Exhibitions Regional Africa Day									Dept of Arts and Culture	Dept of Arts and Culture
				Support to Provincial cultural events: Freedom day Celebration Africa Day Celebration									Dept of Arts and Culture	Dept of Arts and Culture

				Nomkhubulwane Isivivane Royal Reed Dance Ceremony King Shaka Commemoration Eastern Rendezvous UMkhosi WoSelwa										
				Implement and Monitor toy collection to improve basic education.									Dept of Arts and Culture	Dept of Arts and Culture
				Heritage event with schools to create awareness of heritage									Dept of Arts and Culture	Dept of Arts and Culture
				To monitor compliance to all offices									Dept of Arts and Culture	Dept of Arts and Culture
				To conduct registry/ records management course									Dept of Arts and Culture	Dept of Arts and Culture
				Translation and Editing services of official documents									Dept of Arts and Culture	Dept of Arts and Culture
				Conduct workshops on short stories Conduct short story competition Conduct reading and writing clubs									Dept of Arts and Culture	Dept of Arts and Culture

				Building of Arts Centre									Dept of Arts and Culture	Dept of Arts and Culture

DEPARTMENT OF TRANSPORT														
Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator**	**Baseline**	**5 Year Target**					**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
						Yr-1 2011/2012	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**				
			Manyampisi School Access Road	Blading								R1 500 000	DOT	DOT

			Mpini Road	Drain clearing & Verge Maintenance								R	DOT	DOT
			Ngutshana School Access Road	Maintenance of fence & km posts								R900 000	DOT	DOT
			Nkovukeni Road	Maintenance of information/guidance signs								R1 500 000	DOT	DOT
			D1834	Patch Gravelling								R2 200 000	DOT	DOT
			D1849	Pipes & Headwalls								R1 600 000	DOT	DOT
			D1861	Supply of labour								R2 000 000	DOT	DOT
			D1882	Blacktop Patching								R2 000 000	DOT	DOT
			D2054	Guardrail new installation								R2 000 000	DOT	DOT
			D253	Maintenance of regulatory/warning signs								R650 000	DOT	DOT
			L1378	Supply of labour								R650 000	DOT	DOT
			L2104	Gabion protection								R650 000	DOT	DOT
			D253									R2 150 000	DOT	DOT
			L1378									R1 100 000	DOT	DOT
			L2104									R1 050 000	DOT	DOT
			L2105 (									R1 600 000	DOT	DOT
			L551	Blading								R400 000	DOT	DOT
			Blading Plant (external)	Drain clearing & Verge Maintenance								R370 000	DOT	DOT
			Drain Clearing & verge maint (labour contract 1)	Maintenance of fence & km posts								R1 260 000	DOT	DOT
			Maintenance of fence & km posts (labour contract)	Maintenance of information/guidance signs								R750 000	DOT	DOT
			Maintenance of Info signs (labour contract)	Patch Gravelling								R250 000	DOT	DOT
			Patch Gravelling - Gravel Heaps	Pipes & Headwalls								R1 100 000	DOT	DOT
			Pipe installation &	Supply of labour								R820 000	DOT	DOT

			headwalls (labour contract 1)											
			Labour Supply (Contract) – Quotation	Blacktop Patching								R660 000	DOT	DOT
			Blacktop Patching - Annual Contract	Guardrail new installation								R320 000	DOT	DOT
			Guardrail (material) – Quotation	Maintenance of regulatory/warning signs								R190 000	DOT	DOT
			Regulatory & Warning signs (labour contract) - Quotation	Supply of labour									DOT	DOT
			Labour Supply (Contract) – Quotation	Gabion protection									DOT	DOT
			Gabion Protection (labour contract) - Quotation										DOT	DOT
			Gabion Protection (material) - Quotation										DOT	DOT
			Pedestrian Bridge	3513 Mboza- Pongola Pedestrian Bridge								R2 000 000	DOT	DOT
			Reseal	P447								R2 057 000	DOT	DOT

DEPARTMENT OF EDUCATION

Key Challenge	**Objective Reference**	**Objective**	**Strategies/Projects**	**Project Indicator**		**Yr-1 2011/2012**	**Yr-2 2012/2013**	**Yr-3 2013/2014**	**Yr-4 2014/2015**	**Yr-5 2015/2016**	**Target & Yr outside 5yrs period**	**Budget (R) (000)**	**Source**	**Responsibility**
		Refurbishment and Rehabilitation	ESIPHONDWENI H	Public Ordinary Schools						R4 000	0		DOE	DOE
		Refurbishment and Rehabilitation	IDUNDUBALA S	Public Ordinary Schools						R4 493 599	3 236 873		DOE	DOE
		Upgrades and Additions	MANABA P	Public Ordinary Schools						R0	0		DOE	DOE

		Refurbishment and Rehabilitation	MBOZA PRIMARY SCHOOL	Public Ordinary Schools						RR0	0		DOE	DOE
		Upgrades and Additions	MNYAYIZA P	Public Ordinary Schools						R12 000	0		DOE	DOE
		Upgrades and Additions	MUNYU P	Public Ordinary Schools						R16 000	0		DOE	DOE
		Upgrades and Additions	STAR OF THE SEA P	Public Ordinary Schools						R365 490	0		DOE	DOE
		Refurbishment and Rehabilitation	THONGWAMA SECONDARY SCHOOL	Public Ordinary Schools						R89 840	0		DOE	DOE
		Refurbishment and Rehabilitation	VIMBUKHALO P	Public Ordinary Schools						R2 023 134	49 281		DOE	DOE
		Refurbishment and Rehabilitation	EMAFA PRIMARY SCHOOL	Public Ordinary Schools						R4 212 850	1 275 429		DOE	DOE
		Upgrades and Additions	HLOKOHLOKO P	Public Ordinary Schools						R370 708	0		DOE	DOE
		Upgrades and Additions	MENGU P	Public Ordinary Schools						0	0		DOE	DOE
		Upgrades and Additions	MZILA PRIMARY SCHOOL (NEWCASTLE)	Public Ordinary Schools						R212 647	0		DOE	DOE
		Upgrades and Additions	NODINEKA JS	Public Ordinary Schools						1 242 860	30 275		DOE	DOE
		Upgrades and Additions	NOTHANDO H	Public Ordinary Schools						1 548 811	39 713		DOE	DOE
		Upgrades and	THONGWANA JS	Public Ordinary Schools						89 841	0		DOE	DOE

		Additions												
		Upgrades and Additions	EMFIHLWENI P	Public Ordinary Schools						511 947	0		DOE	DOE
		Upgrades and Additions	KHULANGOLWAZI P	Public Ordinary Schools						486 608	0		DOE	DOE
		Upgrades and Additions	MANKUNZI P	Public Ordinary Schools						793 663	0		DOE	DOE
		Upgrades and Additions	NEW ERA P	Public Ordinary Schools						R1 071 746	27 481		DOE	DOE
		Upgrades and Additions	NHLAMVU P	Public Ordinary Schools						1 045 688	26 813		DOE	DOE
		Upgrades and Additions	THANDIZWE P	Public Ordinary Schools						548 252	0		DOE	DOE
		Upgrades and Additions	KHOFI P	Public Ordinary Schools						1 184 996	30 385		DOE	DOE
		Upgrades and Additions	KWAMSHUDU P	Public Ordinary Schools						1 590 810	40 790		DOE	DOE
		Upgrades and Additions	MFAKUBHEKA P	Public Ordinary Schools						1 017 853	26 099		DOE	DOE
		Upgrades and Additions	MQONGWANA PRIMARY	Public Ordinary Schools						0	0		DOE	DOE
		Upgrades and Additions	SHAYINA H	Public Ordinary Schools						4 239 102	3 053 551		DOE	DOE
		Upgrades and Additions	AMANDLA H	Public Ordinary Schools						0	0		DOE	DOE
		Refurbishment and Rehabilitation	MADONELA P	Public Ordinary Schools						0	0		DOE	DOE

		Upgrades and Additions	MANGUZI P	Public Ordinary Schools						0	0		DOE	DOE
		Refurbishment and Rehabilitation	SIZAMINQUBEKO PRIMARY	Public Ordinary Schools						0	0		DOE	DOE